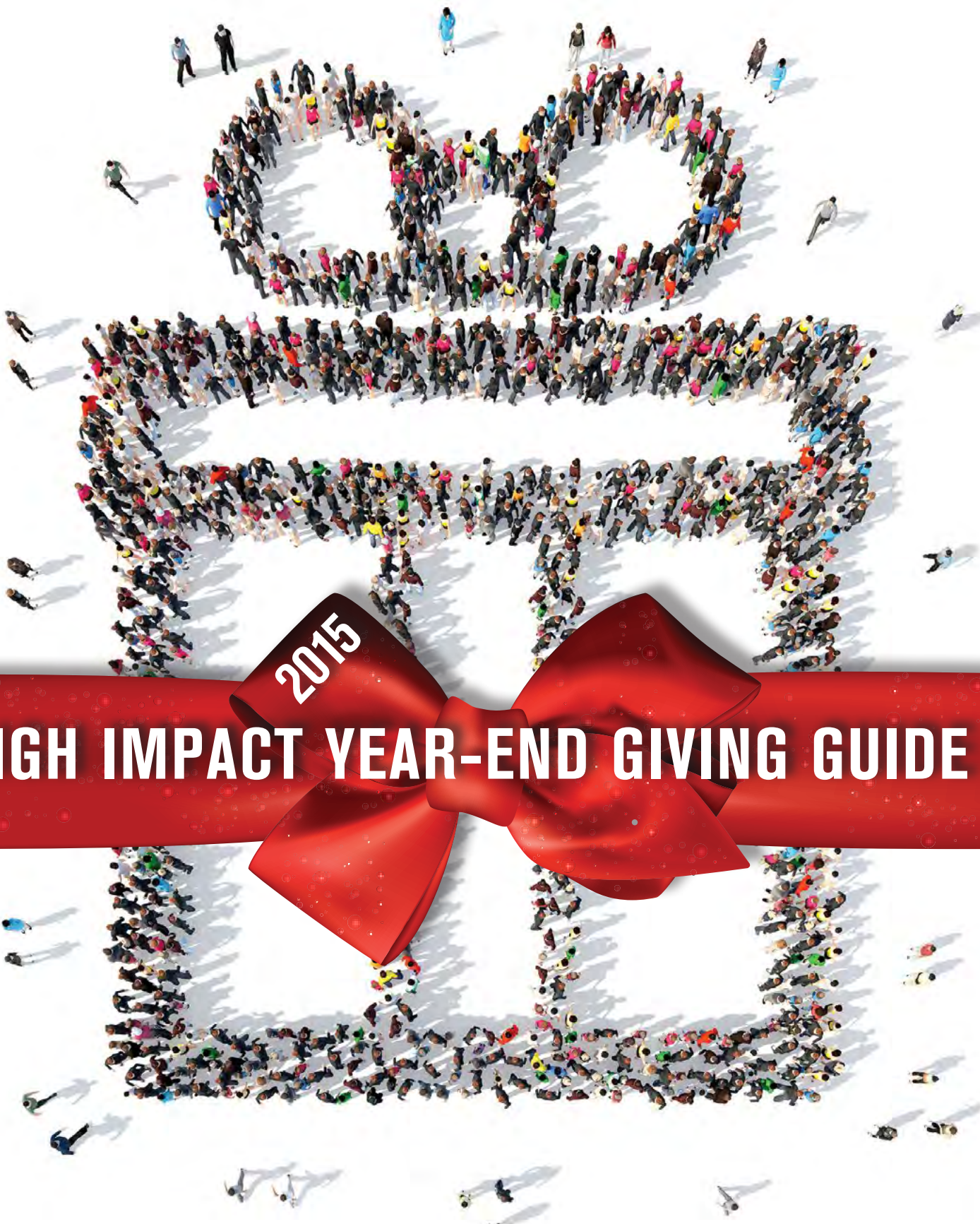




**THE CENTER FOR
HIGH IMPACT PHILANTHROPY**
The University of Pennsylvania



2015

HIGH IMPACT YEAR-END GIVING GUIDE



About the Center

The Center for High Impact Philanthropy (CHIP) helps donors understand how their giving can do the most good. Founded as a collaboration between the School of Social Policy & Practice and Wharton School of Business alumni, CHIP independently identifies philanthropic approaches and models that yield high social impact, with the goal of delivering actionable guidance for funders. It provides public information, education programs and advisory services on a range of causes such as early childhood development, child survival, malaria, disaster relief, addiction, hunger, housing, urban blight, and obesity. CHIP's multidisciplinary team is an authority on measuring and managing social impact, no matter the cause. To learn more, visit www.impact.upenn.edu.

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The Annie E. Casey Foundation is devoted to developing a brighter future for millions of children at risk of poor educational, economic, social, and health outcomes. The foundation advances research and solutions to overcome the barriers to success, helps communities demonstrate what works, and influences decision makers to invest in strategies based on solid evidence. Since 1948, these efforts have translated into more informed policies and practices and yielded positive results for larger numbers of kids and families.

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In This Guide



Around the world, the end of the year is a time of celebration and giving. In the United States, an estimated \$75 billion—one-quarter of all philanthropic gifts—will be made between Thanksgiving and New Year's. In time for this all-important season, we present our fifth-annual High Impact Year-End Giving Guide, developed for those who want to understand how their gifts can make as great a difference as possible.

In the beginning pages of this guide you will find seven specific high impact opportunities handpicked by our team and analyzed for evidence of impact and cost-effectiveness (pages 5 to 11). With each opportunity, we provide background on a specific cause, an organization working effectively in that space, and suggestions of ways to contribute to the charity and/or cause. There's something for every budget: \$7 can provide a home-based newborn care package (HBNC), one of the most cost-effective ways to save a newborn life in the develop-

ing world; \$10 to \$30 affords weekly meals for a family of four; \$25 to \$350 can help a low-income student avoid the 'summer slide' that contributes so much to our widening achievement gap between low-income students and their wealthier peers.

Also included in these pages is our perennial Disaster Relief guide (page 14). It provides things to remember about the challenges of disaster relief and a list of key organizations around the world working to create continued stability for displaced populations. Additionally, we offer a briefing of our most recent report, "Lifting the Burden of Addiction: Philanthropic Opportunities to Address Substance Use Disorders in the U.S." (page 12). The face of addiction has changed over the past decade, with an alarming rise in opioid addiction. We highlight three organizations working to reduce addiction's enormous human and economic toll.

Lastly, we present a primer on an evolving and often overlooked field: early childhood environmental health. Funders, researchers, and practitioners often think and work on early childhood development and environmental concerns separately. However, addressing early childhood and environmental health together can make a huge difference given the long-lasting dangers associated with exposing children to toxic chemicals in their first 1,000 days. There's much to learn about how our use of the environment affects the next generation of children, and we offer suggestions (page 16) on how donors can support existing efforts.

In our closing pages, to help you make as informed a choice as possible, we offer general tips on how to turn year-end giving into year-round impact (page 18), suggestions on how to avoid fraud (page 19) and more resources for identifying nonprofits to support (page 20).

The season of giving is upon us. Here's to making every penny of that giving count for those in need. Happy Holidays and Happy Giving.

Founding Executive Director

Ultra 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 the Bangladesh Rural Advancement Committee (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 loss 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 to some 20 countries. Here we profile one such program in Haiti.

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 \$1,600 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.

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.

For more information on this model and our analysis, see our profile of Fonkoze and the Graduation Model in our Haiti Guide at: <http://www.impact.upenn.edu/?p=1822>.



- Fonkoze:** www.fonkoze.org
- BRAC:** www.brac.net
- Boma Project:** www.bomaproject.org
- Trickle Up:** www.trickleup.org
- CGAP:** www.cgap.org

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, no healthcare, 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 earning an income, including raising various types of livestock or merchandise to sell. *(See before and after photo of home, below.)*

How Effective Is It Since 2006, CLM has empowered more than 3,600 ultra-poor women; 97% 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



Sinfora Pierre, a CLM client, stands in front of her original wall-less rusty-roofed house and next to the house she constructed with support from the CLM program.

Around the world, almost three million newborns die in their first month of life every year. Ninety-nine percent of these deaths take place in developing countries. Yet, most can be prevented with proven and cost-effective interventions such as delivering Home-Based Newborn Care (HBNC) packages to vulnerable populations at the community level. These interventions are straightforward, such as home visits during the first 28 days of life, using sterile blades to cut umbilical cords, teaching mothers the importance of immediate breastfeeding, treating infections, and keeping newborn babies warm. Here we profile the group in rural India that pioneered HBNC packages 15 years ago as a way to reduce neonatal mortality rates. Its work has since been adapted by additional humanitarian organizations and governments and has spread throughout India and to countries in Africa and South Asia.

ive: the cost per newborn life saved is approximately \$150; amount per mother-newborn pair served is approximately \$7. Donors can give to SEARCH through the US-based 501c3 Indians for Collective Action (find SEARCH in the drop-down menu). Or visit the “contact us” page of the SEARCH website for an address to send a check.

Personalize This Project Similar programs established around the world include JSI Research & Training Institute (Nepal), BRAC (Bangladesh), and Save the Children’s Saving Newborn Lives Initiative (Bangladesh, Democratic Republic of Congo, Ethiopia, India, Nepal, Nigeria, Malawi and Uganda).

Tips In many parts of the world, there are complex traditional local beliefs, taboos, and practices surrounding pregnancy and childbirth. It is crucial that organizations take these into account when adapting HBNC for different populations. To ensure that HBNC is accepted and utilized by community members, it is equally important that organizations choose health workers that are acceptable to the community. Look for programs that are already focused on maternal and children’s health, as they are well-positioned to integrate HBNC packages into their roster of offerings.

For more information on this model and our analysis, see our profile of SEARCH in Child Survival: Guidance for Donors at <http://www.impact.upenn.edu/?p=1833>



Indians for Collective Action www.icaonline.org/donate (Find SEARCH in the drop-down menu)

JSI Research & Training Institute www.jsi.com

BRAC www.brac.net

Save the Children’s Saving Newborn Lives Initiative www.savethechildren.org/site/c.8rKLiXMGiPl4E/b.6234293/k.7FC1/Newborn_Health.htm

NONPROFIT MAKING AN IMPACT

➔ Society for Education, Action and Research in Community Health (SEARCH)

What It Does This organization founded three decades ago by two Indian physicians delivers maternal and newborn health care to nearly 40 villages in western India. Rural women trained as Village Health Workers (VHWs) provide basic care for expecting mothers and newborn children, as well as health education to women in their communities. VHWs are trained to identify and treat neonatal morbidities such as asphyxia, prematurity, low birth weight, sepsis, hypothermia, and infection.

VHWs educate pregnant mothers, are present at birth, and then visit new mothers and babies in their homes repeatedly during the first crucial weeks of life, equipped with a neonatal care kit that includes simple but life-saving equipment such as blankets, a resuscitation bag and mask, soap, a thermometer, weighing scale, and medications to manage infections. In addition to diagnosing problems, VHWs monitor the baby’s growth and ensure that the mother has support in healthy behaviors such as early breastfeeding, keeping the baby warm, and maintaining good hygiene. SEARCH also plays an important role as a training site—



the organization has developed a range of instructional materials to teach the trainers of 800,000 VHWs (called ASHAs) of the Government of India, and the NGO workers within India and around the world onsite in Gadchiroli, Maharashtra.

How Effective Is It Newborn deaths, as measured by neonatal mortality rate, decreased by 70% in SEARCH villages compared to control areas during an evaluation between the years 1993 and 2003. Additionally, maternal morbidities in SEARCH intervention areas were reduced by 49%.

How You Can Help When compared with other interventions targeting newborn health, HBNC is one of the most cost-effec-



Even with improvements in unemployment rates and the overall economy over the past few years, hunger in America remains as pervasive as in recessionary times. Last year, 14% of U.S. households were food insecure meaning they found it difficult or impossible to access enough sustenance for an adequate diet, compared with 14.6% in 2008. 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 items more cost-effectively than conventional food drives.

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 agen-

cies. 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. For example, food banks can access groceries for 10 to 20 cents per pound compared with the \$2.00+ it can cost to buy the same food at

retail. In 2014, Feeding America provided food to 46 million Americans, including 12 million children and 7 million seniors.

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 \$8 to \$28 per week. The USDA estimates the retail cost of feeding that family at \$131 to \$255—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: www.FeedingAmerica.org/find-your-local-foodbank/.

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 or other proteins.

For more examples and tips, see our guide *High Impact Philanthropy in the Downturn* at <http://www.impact.upenn.edu/?p=3250>.

For more on how to address hunger and other food-related social impacts, see our *Food Funder Compass* at <http://www.impact.upenn.edu/?p=1810>.



Feeding America
www.FeedingAmerica.org
www.FeedingAmerica.org/ways-to-give/
Food Bank Locator
www.FeedingAmerica.org/find-your-local-foodbank/



Research confirms what many have long understood—prolonged “toxic” stress, such as that produced by homelessness, hunger, neglect, or exposure to violence in the home or community, can negatively affect a child’s social, emotional, and cognitive development. With one in four children under five years of age living in poverty in the U.S., over six million children are at-risk of not reaching their full potential. Supporting parents and improving families’ access to services through home visitation programs ensures better health and education outcomes for mothers and children alike. Here we profile a program rooted in research that supports first-time mothers.

NONPROFIT MAKING AN IMPACT

➔ Nurse-Family Partnership (NFP)

What It Does Operating in 43 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. Nurses build deep, long-term relationships with the young moms, boosting their confidence and teaching them to bond closely with their babies. During regular visits in the mother’s home, the nurse works on lessons ranging from stimulating the baby’s brain through reading to helping the mom chart a course for economic

self-sufficiency. 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.

How Effective Is It Evidence from three randomized controlled trials over the past 30 years found substantial benefits for both mother and child. A landmark cost-benefit analysis by the RAND Corporation in 1995 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 \$34,148 of net benefits from increased tax revenues and reductions in expenses related to crime, welfare, and other social costs.

How You Can Help The costs of providing Nurse-Family Partnership vary by location. The average cost of the program is about \$5,000 per family per year for the vast majority of families served by NFP. The organization is funded through a combination of public and private revenue: as of 2012, philanthropic contributions from foundations and individual donors made up 38% 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 600 affiliated programs in 40 states, the District of Columbia, and all five US territories; you can find their partners at www.healthyfamiliesamerica.org/state_system_locator/index.cfm.

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.

For more information on this model and our analysis, see the more detailed profile of NFP included in our Invest in a Strong Start for Children toolkit at <http://www.impact.upenn.edu/?p=1928>.



NFP www.nursefamilypartnership.org

Healthy Families America
www.healthyfamiliesamerica.org

NFP donations page
<https://donatenow.networkforgood.org/NurseFamilyPartnership>

NFP’s online mapping tool
www.nursefamilypartnership.org/locations

Vacant 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 green-

ing” 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 8,000 lots, comprising some 10 million square feet—about one third of a mile—of city green space. It also employs more than 100 neighborhood residents to clean and mow the spaces monthly, investing nearly 78% of its budget in hiring locally.

How Effective Is It Philadelphia LandCare not only grooms these tracts, but has

been able to convert 730 properties into new housing, businesses, or gardens since 2000. The landscaping is simple. Yet the results are dramatic: researchers estimate that households near spruced-up 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 Adopt A Lot: The average lot in Philadelphia costs about \$1,100* to clean and green.

Maintain A Lot: 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's website.

For more information on national vacant land initiatives, including cleaning & greening programs, please 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.

For more on this model and our analysis, see <http://www.impact.upenn.edu/?s=cleaning+and+greening>.



PHS LandCare Program

www.phsonline.org/greening/landcare-program

Center for Community Progress

www.communityprogress.net





Recovery from drug dependence is challenging in its own right, but even more grueling for women, as traditional treatment programs rarely take into account the additional burden of pregnancy or caring for children. Residential treatment programs that understand the woman's, and her child's, needs have markedly better outcomes than traditional ones: increased abstinence from alcohol and illicit drugs, fewer days of experiencing mental health symptoms, and healthier outcomes for kids. Here's one program giving high-risk, high-need women—and their children—a fresh start.

are nearly four times more likely to be born at full term, and more than six times more likely to be born at a healthy weight.

How You Can Help Donate to subsidize treatment at Meta House. Milwaukee County presently covers 75 days of a woman's treatment at Meta House; other sources of funding are often needed to extend treatment until a woman has successfully transitioned out of the program. Meta House relies on philanthropy to fill gaps in public funding, enabling women to access the treatment they need for as long as they need it. Three months of specialized treatment for a pregnant mother, newborn, and additional young child costs \$6,750 in private, philanthropic funds.

Personalize This Project To find similar programs in your community, see a list of recent grantees from SAMHSA's Services Grant Program for Treatment for Pregnant and Postpartum Women: [www.impact/upenn.edu/?p=3866](http://www.impact.upenn.edu/?p=3866). The federal government has recognized these as high-quality programs.

Tips Look for programs with comprehensive mother and family care services such as safe housing for women and children, parenting coaching, services for children (e.g. play therapy, academic assistance), gender-specific programming, medical, mental health, and prenatal care, and a focus on addressing trauma in both women and their children.

For additional information see our profile of Meta House in our guide *Lifting the Burden of Addiction* at <http://www.impact.upenn.edu/?p=3866>.

NONPROFIT MAKING AN IMPACT

➔ Meta House

What It Does More than 90% of women at this Milwaukee, WI-based treatment center have endured trauma or abuse. In addition, the women suffer from disproportionately low education, high unemployment, and frequent homelessness. Meta House offers a residential program with a wide range of comprehensive services such as therapy, prenatal care, chemical dependency education, and parenting and vocational advice. Yet, what makes this program even more impressive is its ability to help women and their kids heal together by housing its clients' children onsite, and providing both parenting educa-

tion as well as youth-related services, such as a nursery and filial play therapy. Women stay in treatment for as long as they need, without the pressure of finding—and paying for—long-term childcare.

How Effective Is It Meta House served 534 women and 245 children in 2014. Meta House clients who make it through the first two weeks of treatment have a 70% chance of completing it—roughly double the national average for treatment retention. Women who enter a comprehensive, women-specific program such as the one offered by Meta House are three times more likely to stay clean and sober six months after giving birth compared with those who didn't receive any treatment. In addition, babies born to such program participants



Meta House www.metahouse.org

SAMHSA

www.impact.upenn.edu/?p=3866

“**S**ummer slide” is a widely-documented phenomenon in which students lose educational gains from the school year during the summer months. This slide is especially large for low-income students who lack the kind of enriching opportunities during the summer (e.g., books, high quality summer camps, availability of supportive caregivers, etc.) that their more affluent peers enjoy. Many researchers argue that most of the achievement gap between high and low-income students can be explained by this slide. Here we profile one innovative program stemming reading loss.

by the time they returned to school. The program also achieves high levels of parent engagement—average attendance at weekly family workshops was 94%.

How You Can Help The costs of providing Springboard Collaborative’s summer program vary by location, but we estimate that it takes about \$1,000 to help a kid avoid summer slide and become a stronger reader. Because much of this cost is covered by the school districts Springboard partners with, the philanthropic cost of helping a child avoid summer slide ranges from only \$25 to \$350. You can contribute any amount on Springboard Collaborative’s donor suggestion page.

Personalize This Project In addition to preventing summer slide, you can support organizations such as Children’s Literacy Initiative that provides professional development for pre-K through third grade teachers. Children taught in those classrooms outperform their peers on several measures of literacy skill. You can also look at programs that supplement preschool curricula and provide information to parents to bolster language acquisition and literacy skills, such as Jumpstart.

Tips Look for literacy programs that have experienced teachers leading instruction, that engage parents and families in learning, and that measure their students reading gains using a nationally recognized literacy assessment. For more on the evidence base for Springboard Collaborative, please see our full profile in our Invest in a Strong Start for Children toolkit at <http://www.impact.upenn.edu/?p=3407>.



Springboard Collaborative
www.springboardcollaborative.org/join-the-movement/donate/

Children’s Literacy Initiative www.cli.org
Jumpstart www.jstart.org

NONPROFIT MAKING AN IMPACT

➔ Springboard Collaborative

What It Does This nonprofit offers a five-week summer literacy program for children in pre-K through 3rd grade. Since its 2011 launch as a pilot with 42 students, the program has grown to serve nearly 2,000 students in 21 schools in low-income communities in Oakland, CA, Philadelphia, PA, and Washington, DC.

Springboard teachers visit each student’s home before the start of the program to engage parents—a significant step in empowering caregivers as partners in their child’s learning. Students then attend daily half-day literacy classes, capped at 15

students each, for five weeks. Children are grouped by reading level rather than grade level to allow teachers to streamline their instruction. Once a week, teachers lead family workshops where parents learn how to choose appropriate books for, and co-read with, their children. Parents and children alike are encouraged to read at home, both together and separately. Springboard also offers families learning incentives—including books, backpacks, and tablets—commensurate with student reading growth and attendance at family workshops.

How Effective Is It Kids that participate in Springboard’s summer program can avoid learning loss and make positive gains. For example, the hundreds of low-income kids in Springboard’s 2015 summer program averaged three months of reading gain





In what the media has dubbed America's "quiet drug epidemic," heroin use has climbed in nearly every demographic group and has doubled among women and non-Hispanic whites. By 2013, 517,000 Americans reported using heroin in the last year or admitted to a heroin-related dependence—a 150% increase since 2007. Evidence indicates that this trend is in part a consequence of an addiction developed with narcotic painkillers legitimately prescribed to patients who later shifted to injecting heroin as a cheaper alternative.

This increased drug use has caught the attention of U.S. presidential candidates. While they debate and weigh changes to national drug policy, philanthropists can prevent deaths right now by funding community harm reduction centers. These centers dispense a lifesaving medication that reverses overdoses, as well as distribute clean syringes to prevent the spread of HIV. This work receives some public support, but training, advocacy, and clean syringe programs are rarely covered by public dollars. Philanthropy can make it easier for such centers to operate in areas where they are needed.

How to Save a Life

Community harm reduction centers prevent fatal overdose and the spread of HIV through overdose prevention kits, training, and the provision of clean syringes. In 2013 alone, nearly 25,000 people died of an opioid overdose, a 400% increase in fatal overdose rates in just over a decade.

And as the rate of injection drug use rises, so does the risk of HIV transmission.

The good news is that we know how to help. A medication called naloxone reverses opioid overdoses, and clean syringes prevent the spread of HIV and other blood-borne infections without increasing drug use. Programs such as Prevention

Point Pittsburgh, Prevention Point Philadelphia (no relation), and the Harm Reduction Coalition distribute naloxone and clean syringes. The programs also teach drug users how to reduce their risk of overdose and infection. Additionally, programs like these often provide other needed services such as care for infected wounds and referrals to addiction treatment centers. Many of these programs also work with policymakers to educate the public about the rising toll of heroin and how naloxone and clean syringes can help.

How Effective the Programs Are

Communities implementing naloxone distribution programs have seen a 70% decline in overdose deaths. In 2013 alone, naloxone programs distributed naloxone and training to nearly 38,000 participants who went on to reverse over 8,000 overdoses. Put another way, for every five persons trained nationally, approximately one overdose was reversed. Meanwhile, clean syringes have prevented thousands of HIV infections. Today, 8% of U.S. HIV infections were from unsafe injections, down from 30% in the late 1980s thanks to clean syringe programs. Eight different reports commissioned for the U.S. government and the World Health Organization found that clean syringe programs not only reduced the spread of HIV, but also did not lead to increased drug use.

How You Can Help

Support an existing program: The cost of naloxone kits has risen sharply over the last year as demand has increased, and many centers are unable to afford adequate supply to meet the need in their communities. Less than a dollar will buy a clean syringe that prevents the spread of HIV and other infections, and those dollars have a threefold return over time. An expert panel estimates that every dollar spent on clean syringe programs saves three dollars in averted HIV treatment costs. Donor dollars can also fund important related services, like counseling, contraception, or even emergency shelter. (See profiles of three programs on next page.)

Help all programs operate effectively, wherever they are needed: Groups like the Harm Reduction Coalition educate policymakers about the economic and social return on investment in these programs, paving the way for them to operate safely and legally wherever they are needed. The Harm Reduction Coalition also offers training and support to new programs, but limited funding makes it difficult for them to meet national demand for their assistance.

Personalize This Project To find naloxone and clean syringe programs in your community, visit South Boston Hope & Recovery Coalition's national naloxone database or North American Syringe Exchange Network.

Tips Look for centers that distribute directly to people who inject drugs. Distributing directly to users makes it more likely that overdose prevention kits and clean syringes will be in the right place at the right time, leading to more infections prevented and lives saved. Programs should also adhere to accepted best practices: no limits on the number of syringes a user can obtain, no requirements for identification or other legal documents, and provision of other health services tailored to the needs of the local community.



Harm Reduction Coalition
www.harmreduction.org/get-involved/

Prevention Point Pittsburgh
www.pppgh.org

Prevention Point Philadelphia
www.ppponline.org

South Boston Hope & Recovery Coalition
www.hopeandrecovery.org

North American Syringe Exchange Network
www.drugpolicy.org

NONPROFITS MAKING AN IMPACT

These Highly Effective but Minimally Funded Programs Need Your Help

Community programs often receive some public dollars, but rarely enough to cover needed services and materials. Here's how you can help three programs prevent overdose deaths and stem the spread of HIV infections:

➔ **Harm Reduction Coalition (HRC)** works in states and at the federal level to advance support of overdose prevention and clean syringe access. It also provides capacity-building services to state agencies and nonprofits seeking to implement programs in their own communities. For example, HRC's recent work in Colorado helped create three new naloxone distribution sites. In April 2015, one site distributed 400 kits and reported 155 overdose reversals since its start in May 2012. HRC also piloted overdose prevention within the San Francisco County Jail, placing naloxone kits in trained inmate's property for access upon release. By July 2014, almost 200 inmates had opted to receive naloxone kits in their property. Visit HRC's Get Involved webpage for ways to donate, or help in other creative ways such as hosting an event, sponsoring a charity walk/run, or performing at a fundraiser.

➔ **Prevention Point Pittsburgh (PP Pittsburgh)** distributes naloxone directly to drug users in the community and trains them to reduce overdose risk, recognize overdose signs, and reverse overdoses. In just under a decade, PP Pittsburgh dispensed 2,298 naloxone kits to 1,175 individuals, leading to a reported 1,167 successful overdose reversals. Roughly 1 in 15 of those would have been fatal.

A rough estimate indicates that for every 29 kits distributed by PP Pittsburgh, a life is saved. The cost of training and naloxone together ranges from \$40 to \$55; it therefore costs PP Pittsburgh \$1,200 to \$1,600 to save a life that would have been lost to painkillers or heroin. Nationwide, the cost of naloxone can vary from \$12 to \$75 per kit, depending on the location, formulation, and training costs. You can contribute to PP Pittsburgh via its donor page or by enrolling in Amazon's Smile program that gives a portion of your purchases as a donation.

➔ **Prevention Point Philadelphia (PP Philly, unaffiliated with PP Pittsburgh)** serves more than 4,500 regular clients and distributes some 1.5 million syringes each year. It also provides HIV and Hepatitis C testing services, rudimentary healthcare (including a wound clinic requested by its clients), naloxone and overdose prevention training, case management, and referrals to social services and drug treatment.

In addition, PP Philly offers auxiliary services to meet local needs. For example, in 2015, the organization partnered with a local shelter organization to provide 25 emergency beds for homeless men. Clients can also use PP Philly as a mailing address. The organization has a team of 15 paid staff and approximately 200 volunteers operating out of a fixed site in Philadelphia's North Kensington neighborhood, and from six designated locations via its mobile van, all of which is supported by an annual operating syringe program budget of under \$400,000. Visit PP Philly's contact page to volunteer or donate money/services.

For more information on these and other ways to address addiction see *Lifting the Burden of Addiction: Philanthropic opportunities to address substance use disorders in the United States* at <http://www.impact.upenn.edu/?p=3853>.

Earthquakes, epidemics, floods, hurricanes, tornadoes. The scale of human suffering caused by natural and humanitarian disasters prompts many of us to ask: “How can I help?” Our first inclination is to donate money or items—food, blankets, or clothes. While money is necessary to fund recovery, donations of goods may not be as helpful as you’d think.

In such hard-hit areas, needs are quickly changing. Large donations of items may create transportation costs and use up volunteer time moving and storing items 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, if you don’t know what’s happening on the ground, the best way to help is to donate money to relief groups.

While media and donor attention is highest early on, needs remain long after that attention fades. It’s crucial to remember that disaster relief involves four phases:

PHASES OF EFFECTIVE PHILANTHROPIC SUPPORT



First Response The organizations that can effectively provide initial help are 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 or-

ganizations 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. *(See facing page for specific examples of organizations we’ve profiled in our reports.)*

Building Back Better After the immediate recovery and short-term needs have been stabilized, disasters can become a catalyst for building back better, potentially lessening the impact of future crises. 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 provided loans to coffee

farmers to help them further develop their businesses, a key strategy given the importance of that country’s agricultural sector.

- 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.

How You Can Help

Sometimes, funders can have the biggest impact by paying attention long after the initial headlines fade. The Center for Disaster Philanthropy helps disaster-affected communities move beyond immediate relief in order to rebuild faster and become more resilient for the future. In response to the 2015 earthquake in Nepal, for instance, the Center for Disaster Philanthropy and several other organizations (including Geneva Global and GlobalGiving) established pooled funds which are channeling resources to local grantees now that medium and longer term needs have become clearer.

Tips Keeping track of organizations and their effectiveness is challenging. Look for organizations 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.

DAP has various reports investigating the effectiveness of agencies operating in a range of locations struck by disaster, including Haiti, Nepal, and New York after Superstorm Sandy. It also offers several resources, including the Disaster Policy Wiki, which holds more than 1,000 post-disaster policy recommendations designed to improve management systems. Additionally, DAP's Relief Oversight Initiative focuses on improving the transparency of the humanitarian aid community.

Accountability Lab partners with local NGOs around the world to promote greater accountability and responsiveness of government and other institutions. In the aftermath of the 2015 Nepal earthquake, for example, Accountability Lab helped set up citizen "help desks" to aid in the coordination of relief efforts and serve as a conduit for on-the-ground information about what was and was not working. A local partner of Accountability Lab, Kathmandu Living Labs, worked to create maps to track ongoing relief efforts.

For more on our disaster relief guidance, see <http://www.impact.upenn.edu/?p=4319>.



NONPROFITS MAKING AN IMPACT

Relief Agencies That Still Need Your Help

Disaster relief is an especially difficult area for giving partly due to the inherent chaos in the immediate aftermath. Groups seen as "go-to" in times of disaster have increased responsibility to earn donors' trust by providing a high level of transparency and accountability. Here are a few examples of international and local relief agencies whose disaster-related work we have highlighted in our reports:

International Aid Organizations

➔ **Médecins San Frontières/Doctors Without Borders** provides medical care in the hardest-to-serve regions of the world. In response to the 2015 Nepal earthquakes, it set up mobile clinics to treat victims and provide emergency health care. In the 2014 Ebola crisis, it set up Ebola Treatment Units. After Typhoon Haiyan, it established mobile health clinics on a number of islands. And in Haiti, it built field hospitals to treat thousands critically injured by the 2010 earthquake.

➔ **Save the Children (STC)** works holistically to support child, family, and community needs around the world. Having worked in Nepal since the 1970s, STC was one of a number of international NGOs well positioned to act quickly to identify and respond to local needs after the 2015 earthquakes. In the 2014 Ebola crisis, it provided care for orphans and put 10% of donations towards a disaster preparedness fund for future crises. In the aftermath of Typhoon Haiyan in the Philippines and the shooting at Sandy Hook Elementary, the organization created Child Friendly Spaces that served as oases of normalcy for children who experienced trauma.

Local Groups By Effort

- ➔ **Nepal Red Cross Society** Nepal: Earthquake recovery
- ➔ **Maiti Nepal** Anti-trafficking of displaced persons
- ➔ **Last Mile Health** Liberia: Ebola treatment and community education
- ➔ **Habitat for Humanity Philippines, Gawad Kalinga** Philippines: Typhoon recovery
- ➔ **Fonkoze, Hôpital Albert Schweitzer** Haiti: Earthquake recovery and community needs



Center for Disaster Philanthropy

www.disasterphilanthropy.org

GlobalGiving www.globalgiving.org

Geneva Global www.genevaglobal.com

Disaster Accountability Project

www.disasteraccountability.org

Accountability Lab

www.accountabilitylab.org

Kathmandu Living Labs

www.kathmandulivinglabs.org

Medecins San Frontieres

www.doctorswithoutborders.org

Save the Children

www.savethechildren.org

Nepal Red Cross Society www.nrccs.org

Maiti Nepal www.maitinepal.org

Last Mile Health www.lastmilehealth.org

Habitat for Humanity Philippines

www.habitat.org.ph

Gawad Kalinga www.gk1world.com/home

Fonkoze www.fonkoze.org

Hôpital Albert Schweitzer

www.hashaiti.org



In the preceding pages, we have spotlighted some of today's societal challenges and provided examples of organizations worthy of your philanthropic dollars. Here we present an evolving and often overlooked field that is gaining prominence given the potentially larger significance it will have on human health in the coming decades. Funders, researchers, and practitioners often think and work on early childhood development and environmental concerns separately. However, addressing early childhood and environmental health together can make a huge difference given the long-lasting dangers associated with exposing children to toxic chemicals in their first 1,000 days.

Chemicals are in the air we breathe, the products we use, and the food and beverages we consume. Many are instrumental in improving the quality of our lives. However, of the 80,000 chemicals registered for use in the U.S., only an estimated 200 have been tested for human health impacts. Moreover, there is a small, but powerful subset of those chemicals that have been identified as toxic to the human nervous system.

A recent study in the U.S. found three pervasive chemicals—lead, methylmercury, and polychlorinated biphenyls (PCBs)—in 96%, 89%, and 100% of children, respectively, and in more than 80%

of pregnant women. These chemicals present a significant risk for children and pregnant moms. While there are many factors that contribute to a safe and healthy start for children, here we list three ways donors can help build critical mass in the evolving field of environmental health in early childhood.

The most acute stages of human neurological development begin in the womb and continue through age two, a period increasingly referred to as “the first 1,000 days.” While children’s brains continue to develop into adulthood, influences on this earliest period of brain development, including maternal health during preg-

nancy, can have particularly profound and lifelong effects. Without a safe and healthy start children can miss critical opportunities to thrive and become productive members of our communities.

This is a promising and evolving opportunity for philanthropy. Among the ways funders can help prevent and reduce childhood exposure to harmful chemicals include:

Advocating for improved policy and regulation

Over 11 million parents, businesses, and healthcare professionals belong to the coalition Safer Chemicals, Healthy Families that advocates for the safer use of chemicals in homes, businesses, schools and household products. The coalition 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. Safer Chemicals, Healthy Families also advocates for reform of the federal law Toxic Substances Control Act, which regulates the introduction of new or already existing chemicals.



A recent study found toxins such as lead present in 96% of children.

Supporting research and innovation to further assess chemicals whose effects have not yet been fully tested

Concern for worker, community and environmental safety has shifted the dialogue in many companies across the world regarding supply chain choices. However, many companies note barriers to selecting safer alternatives, including a lack of information and the high cost to research technically and economically feasible alternatives. As a result, the growing awareness has not yet translated into widespread corporate action. The Green Chemistry and Commerce Council is a membership group of businesses that have signed on to collaborate across sectors and supply chains for improved chemical use policies. To learn more about its latest efforts—or how your company might become a member—see its website.

Preventing and reducing these exposures in built, consumer, and natural environments

There are several ways funders can help protect children's health today and promote safer consumer environments. For example, while safe and nutritious seafood can



be part of a well-balanced and healthy diet, for pregnant women and children alike, certain types of seafood (e.g. farmed salmon, swordfish, shark, shellfish, etc.) are susceptible to being contaminated with methylmercury and PCBs. It's important that pregnant mothers and those responsible for feeding children understand which seafood poses a risk. Healthy Child, Healthy World works to empower parents with credible advice for healthier homes, including providing a checklist on how to find and prepare safe seafood. They also provide Healthy Parenting kits to families through local organizations in major cities to educate families about harmful toxins, alternative products to use, and healthy foods to eat. The group's Get Involved page offers a healthy parenting kit as well as links to petitions you can join.

This guidance is adapted from our recent Funder Brief on Preventing and Reducing Childhood Exposure to Harmful Chemicals, at <http://www.impact.upenn.edu/?p=3776>.



Safer Chemicals, Healthy Families
www.saferchemicals.org

Green Chemistry & Commerce Council
www.greenchemistryandcommerce.org

Healthy Child, Healthy World
www.healthychild.org



Many donors make charitable gifts at the end of the year. Here are three simple tips to turn that year-end giving into year-round impact.

Start With Impact

High impact philanthropy starts with asking, ‘What is the philanthropic goal of this donation?’ That goal could be feeding the hungry, teaching kids to read, preventing child deaths from malaria, or any number of other worthy causes. The trick is to first identify the social impact goal, and then understand how a donation makes progress towards that goal. Without that clarity, it can be easy to support programs that don’t directly—or effectively—tackle the problem you’re trying to help solve.

Think Bang for Your Buck

Once you know the social impact goal, understand what it might cost to achieve that goal. For example, it can cost approximately \$2 to protect a child from measles in Mozambique, \$1,400 to save a child’s life 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 compares

costs with societal benefits: For example every \$1 spent on a nurse visitation program, as a society we receive over \$5 back from improved health, education, and employment outcomes. Note that bang-for-buck is not about the percent spent on administrative costs—also known as overhead ratios. It’s about what the organization achieves with the money it spends. The important question is not, “What does this nonprofit spend on administrative costs?” but “What does success cost?”

A Little Research Goes a Long Way

In addition to the high-impact opportunities and the list of resources outlined in this guide, you’ll find a wealth of free information on our website that can help you do more good. We’ve developed topic-specific guidance in areas such as education, child survival, disaster relief, and more. We also provide materials to help donors think about high impact approaches no matter what the topic—for instance, how do you define impact? And how do you engage with your grantees to maximize positive impact?

By focusing on impact, thinking bang-for-buck, and doing a little research, donors can make sure that this annual flood of year-end giving reflects more than generosity and good intentions. It can mark the start of year-round impact.

The recent \$187 million charity fraud scandal involving four cancer charities is plenty to give donors pause. Yet, we should always remember that when we're asked to give, there's a difference between a great and worthy *cause* and a great and worthy *nonprofit organization*.



It's your right as a donor to practice some due diligence (and even some healthy skepticism) before committing your funds to a particular organization. The nonprofits that see more funding are the ones not just doing impressive work but also being transparent about how they're using their resources. Remember, just because someone is asking 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 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 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, 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 our website, www.impact.upenn.edu, for free 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.



GuideStar: www.guidestar.org

Charity Navigator: www.charitynavigator.org

GiveWell: www.givewell.org

➔ For General Information On Nonprofits

For donors looking for additional information on U.S.-based nonprofits they already support, the following sites offer information beyond overhead ratios (which remain a crude and poor proxy for understanding a nonprofit's effectiveness). Members of our center serve as advisors to both organizations as they work to address issues of nonprofit impact and effectiveness.

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.

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.

Great Nonprofits, the largest database of user-generated nonprofit reviews, seeks to promote transparency and help funders and volunteers find "trustworthy" nonprofits.

Philanthropedia 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 1,400 experts to evaluate 1,700 nonprofits in 15 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.

Giving Library exists to help philanthropists learn about and connect with charities that interest them. An online forum includes videos from 250 nonprofits hoping to catch the attention of donors who visit the site. The videos detail each organization's history, mission, challenges, and plans, as well as the results they have achieved. Donors who find them interesting can choose to anonymously seek out more information.

The Annie E. Casey Foundation publication **KIDS COUNT** provides a wealth of data on issues affecting children across the U.S.

➔ 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.

➔ To Identify Additional Nonprofits Working On Specific Issues

Child Development

Child Trends catalogues programs that work and those that don't.

Blueprint for Healthy Youth Development and **Promising Practices Network** provide a registry of evidence-based youth development programs and best practices on what works to improve the lives of children.

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 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.

Global Development

Innovations for Poverty Action uses both evidence of results and cost-effectiveness to assess programs.

Violence Prevention

The University of Colorado's **Center for the Study and Prevention of Violence** identifies the most effective programs in that space.

Disaster Relief

The **Center for Disaster Philanthropy** provides critical information for donors, designing approaches and supporting donor collaboration to help communities recover from a disaster.

The **Disaster Accountability Project** puts focus on improving the transparency of the aid community, increasing public demand for information, educating donors, and exposing what groups are doing and not doing on the ground after disaster.





Our website has a wealth of information and reports on how to get the most charitable bang for your philanthropic buck. In addition to investment guides such as Early Childhood Toolkit, Improving Child Survival Rates, and Lifting the Burden of Addiction that point to specific organizations doing effective work, we also have these special research reports.

Rethinking the E-Word (Evidence): To some, the phrase evidence-based philanthropy offers the promise of long-overdue rigor. To others, it represents all that is going wrong with philanthropy and social innovation—the rise of the ivory-tower theorists and technocrats whose logic models and fixation with metrics blind them to re-

al-world knowledge and common sense. It's time to rethink that pesky E-word, evidence, and use it to get to impact faster.

Beyond Compliance: Measuring to Learn, Improve, and Create Positive Change At their best, systems for monitoring and measuring nonprofit performance show

what an organization is accomplishing, where its resources are going, and how that organization might address weaknesses and build on successes. At their worst, such systems become an expensive compliance exercise, diverting resources from program delivery without returning a greater understanding of how to achieve an organization's goals. With that context in mind, the Center and the Wharton Social Impact Initiative developed this report to tackle questions central to effective philanthropy: How do nonprofits and donors measure and manage results? What tools exist, whom do they serve, which questions do they answer, and what are the challenges in aligning donor and nonprofit measurement and management strategies? Finally, how can we do better—and what can we accomplish by getting measurement right?

What Are We Talking About When We Talk About Impact? Everybody's talking about it. Individual donors, foundations, impact investors, and nonprofits all say they want it. But what do they all mean? We examine the different ways people are using the term and the implicit assumptions that can prevent progress toward positive social change. It ends with the three key questions that enable donors to cut through the noise and stay on the path to making the positive difference they seek. Although helpful to all donors interested in practicing high impact philanthropy, the analysis offers specific examples related to addressing the needs of women and girls, thanks to our collaboration with Women Moving Millions. We further reflect on these questions as well as myths that seem to surround all this discussion about measuring and managing to impact in our blog series Five Myths and a Question about Impact.

For these reports and other resources on creating greater social impact, no matter what issue, cause, or community you care about, see <http://www.impact.upenn.edu/?p=142>.

NONPROFITS MENTIONED IN THIS GUIDE

Category	Organization	Website
Disaster Relief	Accountability Lab	www.accountabilitylab.org
Disaster Relief	Disaster Accountability Project	www.disasteraccountability.org
Disaster Relief	Fonkoze	www.fonkoze.org
Disaster Relief	Gawad Kalinga	www.gk1world.com/home
Disaster Relief	Geneva Global	www.genevaglobal.com
Disaster Relief	GlobalGiving	www.globalgiving.org
Disaster Relief	Habitat for Humanity Philippines	www.habitat.org.ph
Disaster Relief	Hopital Albert Schweitzer	www.hashaiti.org
Disaster Relief	Last Mile Health	www.lastmilehealth.org
Disaster Relief	Maiti Nepal	www.maitinepal.org
Disaster Relief	Medecins Sans Frontieres/Doctors Without Borders	www.msf.org
Disaster Relief	Nepal Red Cross Society	www.nrcs.org
Disaster Relief	Partners in Health	www.pih.org
Disaster Relief	Root Capital	www.rootcapital.org
Disaster Relief	Save the Children	www.savethechildren.org
Environmental Health	Green Chemistry and Commerce Council	www.greenchemistryandcommerce.org
Environmental Health	Healthy Child, Healthy World	www.healthychild.org
Environmental Health	Safer Chemicals, Healthy Families	www.saferchemicals.org
Family Health	Healthy Families America	www.healthyfamiliesamerica.org
Family Health	Nurse-Family Partnership	www.nursefamilypartnership.org
Graduation Model	Bangladesh Rural Advancement Committee	www.brac.net
Graduation Model	BOMA Project	www.bomaproject.org
Graduation Model	Consultative Group to Assist the Poor	www.cgap.org
Graduation Model	Fonkoze's Chemen Lavi Miyo	www.fonkoze.org/what-we-do/step-1-clm
Graduation Model	Trickle Up	www.trickleup.org
Hunger	Feeding America	www.feedingamerica.org
Newborn Survival	BRAC International	www.bracinternational.nl/en
Newborn Survival	Indians for Collective Action	www.icaonline.org
Newborn Survival	JSI Research & Training Institute	www.jsi.com
Newborn Survival	Save the Children's Saving Newborn Lives Initiative	www.savethechildren.org/site/c.8rKLIXMGlP-I4E/b.6234293/k.7FC1/Newborn_Health.htm
Newborn Survival	Society for Education, Action and Research in Community Health	www.healthynewbornnetwork.org/partner/society-education-action-and-research-community-health-search
Student Support	Children's Literacy Initiative	www.cli.org
Student Support	Jumpstart	www.jstart.org
Student Support	Springboard Collaborative	www.springboardcollaborative.org
Substance Use	Harm Reduction Coalition	www.harmreduction.org
Substance Use	Meta House	www.metahouse.org
Substance Use	Prevention Point Philadelphia	www.ppponline.org
Substance Use	Prevention Point Pittsburgh	www.pppgh.org
Urban Renewal	Center for Community Progress	www.communityprogress.net
Urban Renewal	Pennsylvania Horticultural Society's Philadelphia LandCare Program	www.phsonline.org/greening/landcare-program

ACKNOWLEDGEMENTS

The following are the individuals and organizations that have been valuable partners and funders of the Center's work since its founding.

Annie E. Casey Foundation
Anonymous donor via Fidelity Charitable
Anonymous donors
Anonymous Wharton Alumni
Campbell Soup Company: Healthy Communities
Claneil Foundation
Convergence Partnership at the Tides Foundation
Delaware Valley Regional Planning Commission
Eagles Youth Partnership
Fidelity Charitable
Ford Foundation
Forsythia Foundation
Greater Philadelphia Food Funders
Jacquelyn and Gregory Zehner Foundation
Jon Bon Jovi Soul Foundation
The Leo & Peggy Pierce Family Foundation
Leon Lowenstein Foundation
Mistral Foundation
The Montgomery County Foundation, Inc.
National Philanthropic Trust
The Philadelphia Foundation
Philanthropy Network Greater Philadelphia
PoGo Family Foundation
Pottstown Area Health and Wellness Foundation
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