

2014

HIGH IMPACT YEAR-END GIVING

WHAT'S IN THIS GUIDE

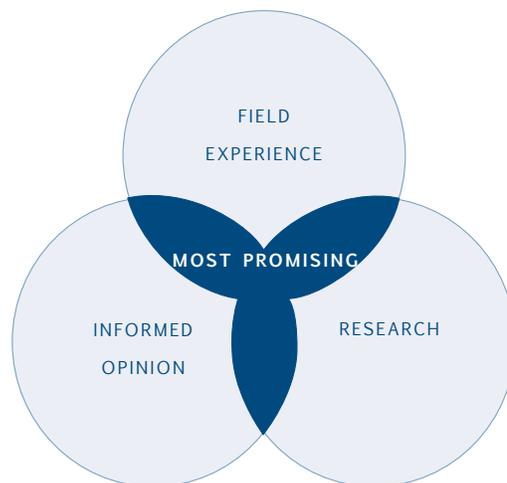
Around the world, the end of the year marks a time of reflection, celebration, and giving. In the United States alone, roughly 25% of philanthropic giving will happen between Thanksgiving and New Year's.

This guide was developed for people who want to understand how their year-end gifts can make as great a difference as possible. Our team has handpicked specific high impact opportunities to consider; sources for finding additional nonprofits that have been pre-vetted by cause or evidence of impact; guidance on effective disaster relief; and tips for ensuring your year-end giving produces year-round impact.

As always, our hope is that by doing the legwork, we enable you to move quickly and more confidently from generosity and good intentions to high impact.

ABOUT THE CENTER FOR HIGH IMPACT PHILANTHROPY

Founded in 2006, the Center for High Impact Philanthropy has emerged as a unique and trusted authority for donors around the world who are seeking to maximize the social impact of their funds. In areas as diverse as closing the achievement gap in the U.S., effective disaster relief, and major global public health issues such as malaria and child mortality, the Center translates the best available information into actionable guidance for those looking to make the greatest difference in the lives of others. Put simply, success to us means moving more money to do more good.



To meet our goal of providing smart, practical guidance to donors who care about impact, we synthesize the best available information from three domains: research, informed opinion, and field experience. We believe the most promising opportunities exist where the recommendations of these three domains overlap.

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HELP FIRST-TIME PARENTS SUCCEED

THE PROBLEM: Children who lack nutritious food, good healthcare, and opportunities to learn can face obstacles to healthy development throughout their lives. Supporting these children and their parents can have huge payoffs in preventing illness, improving education outcomes, and averting future costs to society.

THE IDEA: Help first-time parents succeed and give children a strong start in life by supporting nurse home visitation programs for low-income mothers pregnant with their first child. Nurses provide in-home counseling about a range of issues such as prenatal health, childcare, education, and employment.

HIGH IMPACT OPPORTUNITY: Operating in 43 states, the U.S. Virgin Islands, and six tribal communities, **Nurse-Family Partnership** matches a registered nurse with a low-income expectant mom starting from early pregnancy through the child's second birthday.

RESULTS: Nurse-Family Partnership has demonstrated a 48% decrease in child abuse and neglect, a 67% reduction in children's behavioral and intellectual problems at age six, and an 83% increase in the mothers' labor force participation.

COST PER IMPACT: A cost-benefit analysis 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.



PHOTO COURTESY OF NURSE-FAMILY PARTNERSHIP

TAKE ACTION: Locate current Nurse-Family Partnership programs and their local implementing partners on [their website](#). Another resource is [Healthy Families America](#), an evidence-based home visitation model with over 600 affiliated programs across the U.S. and its territories. Visit their website to find a [local program](#).

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 pages 20-22 of [High Impact Philanthropy in the Downturn](#), pages 8-11 of [Donor Strategies to Prevent Childhood Obesity](#), and [Strategy #1](#) of our [Invest in a Strong Start for Children: A Toolkit for Donors](#) at impact.upenn.edu

SUPPLY LIFESAVING VACCINES TO CHILDREN EVERYWHERE

THE PROBLEM: Each year, measles kills more than 150,000 people, and it infects and disables millions more despite the availability of a highly effective, inexpensive vaccine. And each year more than 20 million infants do not receive a dose of that measles vaccine. More than half of those unvaccinated children are in just five countries: the Democratic Republic of the Congo, Ethiopia, India, Nigeria, and Pakistan.

THE IDEA: Support nonprofits working with high priority countries 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.

HIGH IMPACT OPPORTUNITY: **The Measles and Rubella Initiative** works collaboratively with local governments and other international partners in more than 60 priority countries where measles vaccination rates are low.

RESULTS: The Measles and Rubella Initiative helped reduce measles deaths by 74% from 2000 to 2010. During this time, over 1 billion children were vaccinated against measles and global coverage of measles immunization rose from 72% to 84%.

COST PER IMPACT: The cost to fully protect a child against measles is ~\$2. Based on our estimates of measles control in India, it would cost an estimated \$150-200 per additional life saved.

TAKE ACTION: Donate through the **Measles and Rubella Initiative website**. Donors can also support combined vaccines (e.g. adding the rubella vaccine at a low cost of about \$0.25 per dose) and integrated vaccination campaigns that can be used as platforms to provide other life-saving interventions such as Vitamin A or deworming medications.

TIPS: Building health system capacity is critical for sustained impact. **VillageReach'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.



PHOTO COURTESY OF THE MEASLES AND RUBELLA INITIATIVE

For additional tips and information on saving children's lives, see our **Child Survival: A Toolkit for Donors** at impact.upenn.edu

GIVE ALL CHILDREN A STRONG START IN LIFE

THE PROBLEM: For millions of low-income families in the U.S., high-quality childcare is too expensive, has long wait-lists, or is difficult to find. Attending high-quality childcare and preschool can have a lasting positive impact on these children while research suggests that poor-quality childcare (e.g. physically unsafe, high child-adult ratios, little or no positive interaction between caregiver and child) can do harm.

THE IDEA: Expand access to high-quality early learning environments for vulnerable children by establishing full-day, full-year schools in areas where their families live and work.

HIGH IMPACT OPPORTUNITY: Educare™ provides full-day, full-year schooling for at-risk children (e.g. those living in poverty, learning English as a second language, and those from single-parent homes) from birth to age five. Educare builds new school buildings, with specially tailored classroom space, that can serve 140-200 families with young children (including infants and toddlers). Once operational, each Educare school implements high-quality, research-based instruction to ensure that students are ready for kindergarten and families are equipped with the tools they need to support their children's ongoing healthy development.

RESULTS: Studies show that Educare students outperform their peers with similar risk factors on standard measures of school readiness (e.g. the Peabody Picture Vocabulary Test). A study in Chicago found that, by third grade, Educare graduates are performing higher than the district average on state-level standardized tests for reading and math. Research demonstrates that the long-term benefits of high-quality childcare can include better health, an increase in school achievement and income, and a decrease in unemployment.

COST PER IMPACT: For \$4000 of philanthropic support per child per year, Educare helps children build the foundational skills they need for future learning and success.



PHOTO © EDUCARE LEARNING NETWORK

TAKE ACTION: Locate current Educare programs and their local implementing partners on [their website](#), or contact Educare's national partners: the [Ounce of Prevention Fund](#) and the [Buffett Early Childhood Fund](#). Visit our [early childhood donor toolkit](#) for suggestions of other programs that provide kids with great places to learn.

TIPS: Look for programs that smooth the transition between preschool and early elementary and that engage both family and other community members in learning.

For additional tips and information see [Invest in a Strong Start for Children: A Toolkit for Donors](#) at impact.upenn.edu

CREATE A BRIDGE FROM HIGH SCHOOL THROUGH COLLEGE

THE PROBLEM: A college degree is increasingly essential to earning a living wage in the U.S., but only 13% of low-income students attain this vital credential. Many economically disadvantaged students enter college academically unprepared, financially unstable, and unfamiliar with college culture, increasing the likelihood that they will drop out before completing their degree.

THE IDEA: Help low-income and minority students attain post-secondary degrees by providing opportunities to work toward a college degree during high school, for free, via partnerships between high schools and local colleges. These partnerships can help their students overcome the academic, cultural, and financial barriers to college completion.

HIGH IMPACT OPPORTUNITY: *Jobs for the Future's* Early College High School program works with school districts to integrate rigorous, credit-bearing college courses into high school curricula and facilitates partnerships among colleges, high schools, and local employers. To date, the Early College High School program has served over 80,000 students in 280 schools across the United States.

RESULTS: Studies show that early college high school students are 10% more likely to graduate from high school and 20% more likely to attain a post-secondary degree than their demographically similar peers. Low-income students who attend these high schools are 10 times more likely to complete a postsecondary degree; students of color are 8.5 times more likely.

COST PER IMPACT: The average per-student cost of the *Jobs for the Future* Early College Design program ranges from \$480 - \$535, as reported by the nonprofit. We estimate that one additional college degree (AA or BA) costs \$2,410 - \$2,670. Over time, implementation costs diminish and the program can become sustainable within existing public funding streams.

TAKE ACTION: Support the Early College High School model by making a financial donation to *Jobs for the Future* or advocating to bring the model to local districts. You can also support an existing early college high school near you. Visit *Jobs for the Future's* [online map](#) to locate Early College High Schools in your state.

TIPS: Look for models that simultaneously address the academic, financial, and sociocultural barriers that low-income students face on the path to completing college. For example, promising models include strong partnerships with local colleges and other businesses in the community.



PHOTO © DAVE BINDER

For additional tips and information on ways to help youth access opportunities, see our [Pathways to Student Success](#) report at impact.upenn.edu

ADDRESS ROOT CAUSES OF ILL HEALTH AND POVERTY

THE PROBLEM: In low-resource communities, millions of children and their families suffer from preventable and treatable illnesses. Social, cultural, and economic barriers limit the ability of communities to address their health needs and access proven tools such as vaccines and essential medicines.

THE IDEA: Support community-based primary health systems — a proven, cost-effective way of bringing health services to even the poorest communities. These systems reach people where they live, providing access to basic health services while enabling communities to address their own needs and overcome barriers to improved health and development.

HIGH IMPACT OPPORTUNITY: The [Comprehensive Rural Health Project](#) pioneered this community-based approach in Jamkhed, India and has led its expansion throughout the world via its training institute. This approach engages all stakeholders in the community to find local solutions that address root causes of ill health and under-development. In doing so, the Comprehensive Rural Health Project fosters behavior change that leads to sustainable health outcomes.

RESULTS: Near elimination of child malnutrition, improved child survival, and increased access to prenatal care for pregnant women can be found in villages using this approach. In addition, villages see sustained improvement in key development indicators including food security, women's economic and social status, and clean water and sanitation.

COST PER IMPACT: It costs approximately \$45,000 to implement the approach for a village in India, where the average village size is 1,500 people.



PHOTO COURTESY OF COMPREHENSIVE RURAL HEALTH PROJECT

TAKE ACTION: Find more information and ways to support the Comprehensive Rural Health Project (CRHP) on their [website](#). Other organizations with similar programs include [Hôpital Albert Schweitzer](#) in Haiti and [Partners in Health](#), which serves Haiti, Rwanda, Malawi, and others.

TIPS: For maximum impact, look for programs that reach people where they live; that enhance effectiveness and sustainability by training and employing local people; and that link to programs in literacy, food security, sanitation, and income-generation.

For additional tips and information on strengthening community health, see our [Child Survival: A Toolkit for Donors](#) and pages 5-13 of [Haiti: How Can I Help?](#) at impact.upenn.edu, and our special case example on page 6.

SPECIAL CASE EXAMPLE: Save Lives in West Africa through Community-Based Primary Health Care

THE PROBLEM: With health delivery systems in West Africa destroyed by the Ebola outbreak, children and their families are increasingly susceptible to deaths from preventable and treatable illnesses.

THE IDEA: Strengthening community-based primary healthcare systems can reduce the number of deaths from preventable causes such as malaria, diarrhea, pneumonia, and birth complications—and it can help prevent the continued spread and future outbreaks of Ebola.

HIGH IMPACT OPPORTUNITY: Using a community-based approach, [Curamericas Global](#) works with local partners in Nimba County, Liberia to deliver proven cost-effective interventions such as vaccines and maternal and newborn care. Community health workers, midwives, and mobile primary care teams are trained to provide care in remote communities. These remote communities are connected to a broader network of health clinics and hospitals through community-financed transportation and mobile communication devices. Essential health behaviors are promoted through peer-support groups and multimedia public service announcements. Finally, the community's long-term development and health are aided by improving sanitation systems with latrines and wells.

RESULTS: A 2013 evaluation found that use of proven health interventions increased considerably in project villages. For example, malaria treatment for children increased from 2% to 86% and pregnant women with access to skilled deliveries increased from 23% to 83%. These improvements are estimated to have reduced child mortality by 60% or more during a five year period.

COST PER IMPACT: The estimated cost to serve one mother or child is \$3.70 per year, and the estimated cost per child life saved is under \$1400 using this approach.

TAKE ACTION: You can support community-based primary care programs world-wide (see examples on page 5). In Ebola-affected regions of West Africa, [Curamericas Global](#) works in Liberia, and [Partners in Health](#) is supporting community-based primary care and Ebola response through partner organizations (e.g. [Wellbody Alliance](#) in Sierra Leone and [Last Mile Health](#) in Liberia).



DISASTER RELIEF: HOW CAN I HELP?



PHOTO COURTESY OF HABITAT FOR HUMANITY

Typhoon Haiyan, Ebola, Hurricane Katrina—over the past twenty years the number of natural and humanitarian disasters has increased. The scale of suffering caused by such disasters prompts donors to ask, “How can I help?” Here’s how to help right now and build back better for long-term resilience.

HELPING RIGHT NOW: FIRST RESPONDERS

There are two types of organizations donors should consider: 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 local 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. This can be a life-or-death difference: in the current Ebola crisis, fear and mistrust kept patients in West Africa from seeking treatment and led to the **deaths of health workers in Guinea**.

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. 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 address these challenges.

WHERE TO GIVE: EXPERT FIRST RESPONDERS

Médecins Sans Frontières/Doctors Without Borders provides medical care in the hardest-to-serve regions of the world. In the current Ebola crisis, they have been setting up Ebola Treatment Units; after Typhoon Haiyan, they established mobile health clinics on a number of islands; and in Haiti they built field hospitals to treat thousands critically injured by the earthquake.

HELPING RIGHT NOW: EBOLA

Global aid: **Médecins Sans Frontières/Doctors Without Borders** provides emergency medical aid in the hardest-to-serve regions of the world, coordinating efforts with other large international agencies such as **USAID**, **International Red Cross**, and **International Medical Corps**.

Local aid: **Last Mile Health** has been working in rural Liberia for many years. As a result, it has relationships and networks in place to provide care even under difficult circumstances, such as the current Ebola crisis.

Save the Children works holistically to build health centers, provide training to health workers, and supply needed equipment to those on the ground. In the current Ebola crisis, they are caring for the increasing number of orphans and putting 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, they created Child Friendly Spaces that served as oases of normalcy for children who experienced trauma.



Local Organizations by Effort

Liberia, Ebola: [Last Mile Health](#)

East Africa, Malaria: [President's Malaria Initiative](#)

Haiti, Earthquake recovery: [Root Capital](#), [Fonkoze](#), [Hopital Albert Schweitzer](#)

Philippines, Typhoon recovery: [Unlad Kabayan](#), [Gawad Kalinga](#), [Habitat for Humanity Philippines](#)

BUILDING BACK BETTER: CREATE LONG-TERM RESILIENCE

Disaster relief involves four phases, starting with basic needs and moving towards rebuilding and long-term recovery. Media and donor attention is highest early on, but needs remain long after that attention fades. Disasters can become a catalyst for building back better, lessening the impact of future crises.

For example, after the devastating 2008 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 in 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.

WHERE TO LEARN ABOUT OPPORTUNITIES TO BUILD BACK BETTER

[Center for Disaster Philanthropy](#) helps disaster-affected communities move beyond immediate relief in order to rebuild more quickly and become more resilient for the future.

[Disaster Accountability Project](#) offers several resources, including The Disaster Policy Wiki, which currently holds over 1000 post-disaster policy recommendations designed to improve disaster management systems; and The Relief Oversight Initiative, focused on improving the transparency of the humanitarian aid community.

NONPROFITS MENTIONED IN OUR HIGH IMPACT OPPORTUNITIES

HIGH IMPACT OPPORTUNITY	EXAMPLE ORGANIZATION	WHERE TO LEARN MORE
1. Help first-time parents succeed	Nurse Family Partnership www.nursefamilypartnership.org Healthy Families America www.healthyfamiliesamerica.org	Online Mapping Tool www.nursefamilypartnership.org/locations
2. Supply lifesaving vaccines to children everywhere	Measles and Rubella Initiative www.measlesrubellainitiative.org	VillageReach villagereach.org
3. Give all children a strong start in life	Educare www.educareschools.org	Ounce of Prevention Fund www.ounceofprevention.org Buffett Early Childhood Fund www.buffettearlychildhoodfund.org
4. Create a bridge from high school through college	Jobs for the Future (JFF) Early College High School Program www.jff.org/initiatives/early-college-designs/schools	
5. Address root causes of ill health and poverty	Comprehensive Rural Health Project (CRHP) jamkhed.org	Hôpital Albert Schweitzer hashaiti.org Partners in Health www.pih.org
6. Saving lives in West Africa through Community-Based Primary Care	Curamericas Global www.curamericas.org/home	Wellbody Alliance wellbodyalliance.org Last Mile Health lastmilehealth.org

NONPROFITS MENTIONED IN DISASTER RELIEF: HOW CAN I HELP?

STRATEGIES	GLOBAL AID	LOCAL AID
Where to Give: Expert First Responders	<p>Médecins Sans Frontières/Doctors Without Borders www.doctorswithoutborders.org</p> <p>Save the Children www.savethechildren.org</p> <p>Disaster Accountability Project www.disasteraccountability.org</p> <p>Accountability Lab www.accountabilitylab.org</p>	<p><i>Liberia, Ebola:</i> Last Mile Health www.lastmilehealth.org</p> <p><i>East Africa, Malaria</i> President's Malaria Initiative www.pmi.gov</p> <p><i>Haiti, Earthquake Recovery</i> Root Capital www.rootcapital.org Fonkoze www.fonkoze.org Hospital Albert Schweitzer www.hashaiti.org/</p> <p><i>Philippines, Typhoon Recovery:</i> Unlad Kabayan www.unladkabayan.org Gawad Kalinga www.gk1world.com Habitat for Humanity Philippines www.habitat.org.ph/</p>
Building Back Better: Create Long-Term Resilience	<p>Root Capital www.rootcapital.org</p> <p>Partners in Health www.pih.org</p>	
Helping Right Now: Ebola	<p>Médecins Sans Frontières/Doctors Without Borders www.doctorswithoutborders.org</p> <p>USAID www.usaid.gov</p> <p>International Red Cross www.icrc.org/en</p> <p>International Medical Corps www.internationalmedicalcorps.org</p>	<p>Last Mile Health lastmilehealth.org</p>
Where to Learn More	<p>Center for Disaster Philanthropy www.disasterphilanthropy.org</p>	

MORE RESOURCES FOR IDENTIFYING NONPROFITS TO SUPPORT

FOR GENERAL INFORMATION ON NONPROFIT ORGANIZATIONS:

For donors looking for additional information on US-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 great data on issues affecting children across the U.S.

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

- [The Coalition for Evidence-Based Policy](#) is a non-partisan nonprofit organization that works to increase government effectiveness through rigorous evidence based evaluation of what is most effective.
- [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 expand. Our center's team contributed to the development of this new 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 RESPONSE:

- [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 disasters.

TIPS TO TURN YEAR-END GIVING INTO YEAR-ROUND IMPACT

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

1. 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.

2. THINK BANG FOR 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, \$1400 to save a child’s life in India, and about \$2500 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 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?”

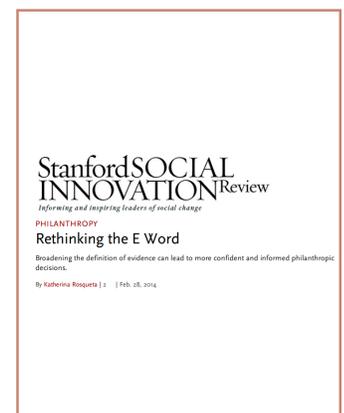
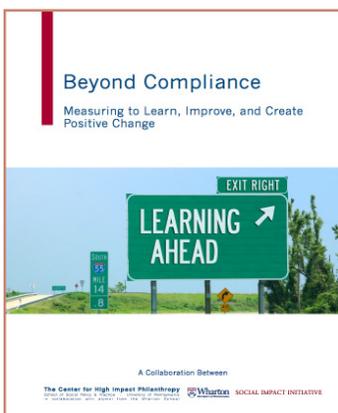
3. A LITTLE RESEARCH GOES A LONG WAY. In addition to the six opportunities and the list of resources outlined in this guide, you’ll find a wealth of free information on our website that can help you do more good. We’ve developed topic-specific guidance in areas such as [education](#), [child survival](#), [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.

PRACTICING HIGH-IMPACT PHILANTHROPY

For individuals and organizations focused on achieving social impact, here are resources that can help point the way:

- **Beyond Compliance: Measuring to Learn, Improve, and Create Positive Change** At their best, systems for monitoring and measuring nonprofit performance illuminate 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? This analysis examines the different ways people are using the term and the implicit assumptions that can prevent progress. 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**.
- **Five Myths and a Question About Impact** What does impact really mean, why does it matter, and how can you avoid getting it wrong? This blog series, based on our report *What Are We Talking About When We Talk About Impact?*, reflects on this question as well as five myths that seem to surround all this discussion about measuring and managing to impact.
- **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 real-world knowledge and common sense. It's time to rethink that pesky E word, evidence, and get to impact faster.



ACKNOWLEDGEMENTS

The Center for High Impact Philanthropy does not operate as an endowed center. Over the past eight years, our work has been made possible through the generosity of the following funders. Each has financially supported our efforts to identify ways that philanthropic funds can have the greatest impact.

Anonymous Wharton Alumni
Anonymous donor via Fidelity Charitable
Other anonymous donors

The Annie E. Casey Foundation
Campbell Soup Company: Healthy Communities
Claneil Foundation
Convergence Partnership at the Tides Foundation
Delaware Valley Regional Planning Commission
Fidelity Charitable
Ford Foundation
Forsythia Foundation
Greater Philadelphia Food Funders
Jacquelyn and Gregory Zehner Foundation
Jon Bon Jovi Soul Foundation
Leo & Peggy Pierce Family Foundation
Leon Lowenstein Foundation
Montgomery County Foundation, Inc.
Mistral Foundation
National Philanthropic Trust
The Philadelphia Foundation
Philanthropy Network Greater Philadelphia
Pottstown Area Health and Wellness Foundation
St. Christopher's Foundation for Children
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EMAIL impact@sp2.upenn.edu
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