

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



# HIGH IMPACT GIVING GUIDE



## About the Center

---

The Center for High Impact Philanthropy (CHIP) is the only university-based center with a singular focus on philanthropy for social impact. Founded as a collaboration between the School of Social Policy & Practice and alumni of the Wharton School, it is a trusted source of knowledge and education to help donors around the world do more good. [www.impact.upenn.edu](http://www.impact.upenn.edu)

## About Our Platinum Sponsors

---



The mission of Fidelity Charitable® is to grow the American tradition of philanthropy by providing programs that make charitable giving accessible, simple, and effective. The Giving Account®, a donor-advised fund, was introduced in 1991 when Fidelity Charitable® was founded. Today, we work with over 132,000 donors to support more than 219,000 charities and make more of a difference every day. [www.fidelitycharitable.org](http://www.fidelitycharitable.org)



**THE ANNIE E. CASEY  
FOUNDATION**

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

# CONTENTS



## **5 HEALTH** *Community-driven health delivery*

### Nonprofits Making An Impact

- 6** Curamericas Global/Curamericas Guatemala
- 7** BRAC (Manoshi Project)
- 8** VillageReach (Kwitanda Community Health Project)



**8**

## **9 POVERTY** *Opportunities for youth*

### Nonprofits Making An Impact

- 10** Youth Villages/YVLifeSet
- 11** Year Up
- 12** Center for Employment Opportunities
- 13** YouthBuild Philadelphia
- 14** Nurse-Family Partnership

## **15 EDUCATION** *Pathways to student success*

### Nonprofits Making An Impact

- 16** AppleTree Institute for Education Innovation
- 17** City Connects
- 18** Citizen Schools
- 19** Jobs for the Future Early College High School
- 20** New Teacher Center
- 21** BELL



**14**



**18**

## **22 DISASTER RELIEF** *Where to begin, how to help—and what to avoid*

### **28 The XX Factor**

Coming this year: Improving women's lives with philanthropy and impact investing

- 29** Tips for Year-Round Impact
- 30** Tips for Avoiding Fraud
- 31** More Resources for Identifying Nonprofits to Support
- 32** Nonprofits Mentioned in This Guide



**22**



Welcome to our annual High Impact Giving Guide, designed to help donors make a bigger difference with their philanthropic gifts.

This year, as we celebrate CHIP's 10th anniversary, we remain inspired by the work of the nonprofits that demonstrate daily how to create change. Our analysts have handpicked 14 distinct opportunities that you can act on immediately. For example, just \$10 helps provide clean water and pregnancy-related care in Malawi; \$100 can purchase a monthly bus pass for a young person aging out of foster care to get to her job; and \$6,000 can fund a year-long training and job placement program for a formerly incarcerated young adult to build a new life.

We've organized the nonprofit profiles in this guide into three social cause areas that donors have always cared about: health, poverty, and education. In **health**, we feature community-based health delivery systems that provide cost-effective preventive care and treatment to the world's most underserved communities (page 5). In **poverty**, we focus

*Senbazuru: Japanese lore holds that anyone who folds 1,000 origami cranes (symbols of hope and healing) will be granted a wish.*

on young adults because intervention allows the chance to dramatically shift life trajectories. Plus, it offers a chance to help populations too often ignored (page 9).

And, in **education**, we provide a sampling of our upcoming guidance, *Pathways to Student Success*. It was our first-ever guidance when we launched CHIP a decade ago. Since then, advances in fields such as psychology and neuroscience have deepened our understanding of what children need to succeed as students. In this section, we once again offer ways that philanthropists can help children succeed in school (page 15).

We've also updated our Disaster Relief guide (page 22), highlighting how to help in the wake of multiple recent disasters. Since needs remain long after the media camera crews pack up, we discuss how you can support both immediate relief and rebuilding. (See our four phases of disaster relief on page 27.)

Also, don't forget to check out how we're expanding on our 2017 report, *The XX Factor: A Comprehensive Framework for Improving the Lives of Women & Girls*. We're working to ensure that both donors and impact investors can apply our findings towards a shared goal of enhancing the lives of women and girls globally (page 28).

When we launched CHIP 10 years ago, people asked us, "Why are you focused on how philanthropy can create greater social impact?" Much has changed in a decade. Today, we're asked "How can we all achieve greater social impact?" The opportunities in this guide are one way to start, and represent just a sampling of what's available on our website.

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

Founding Executive Director



# Preventable and Treatable Diseases

Community-driven solutions to address the health needs of vulnerable populations

 Over the past 20 years, tremendous progress has been made in global health. Diseases such as malaria, diarrheal illness, pneumonia, and measles have decreased worldwide, as have rates of maternal and child mortality. However, there are still groups of people being left behind. These communities face the harshest barriers to accessing health services such as physical distance, cultural discrimination, and extreme poverty. They often live at the margins of society and outside of the formal healthcare system, such as in rural areas, urban slums, and indigenous and ethnic minority communities.

The most vulnerable members of these groups are women and children, who are more likely to suffer from preventable death and disease. In fact, an estimated 5.9 million children die each year from diseases that are relatively simple and inexpensive to prevent and treat. More than 300,000 women die from maternal complications. International

development organizations, national and local governments, and academic researchers are engaged in efforts around the world to reduce preventable death and disease among these disadvantaged groups. Yet, philanthropic funding is also needed for the nonprofits that are directly reaching those most in need.

From rural villages in Malawi to crowded urban slums in Bangladesh, community-based health organizations are delivering interventions to underserved communities around the world. Though they may work in different parts of the world, the most successful organizations share the same core approaches: building trust with local leaders and gradually dismantling the geographic, economic, cultural, and behavioral barriers to health delivery. These organizations engage local communities to understand their unique health needs, and use science-based methods to prevent and treat health problems. Their work has been proven to accelerate better health outcomes in even the most challenging settings.

Organizations that use this community-based approach focus on a variety of evidence-based interventions that decades of research have shown to be effective at improving health and saving lives. They are also highly cost effective. Among the variety of interventions: oral rehydration solution for diarrheal diseases, insecticide-treated bednets, deworming campaigns, breastfeeding, handwashing, and childhood vaccinations.

The organizations employ a number of strategies such as working with community health workers, launching home visitation programs, traveling in mobile clinics to access remote villages for vaccination campaigns, or creating women's groups to motivate peers. These strategies are powerful investment tools with the potential to improve and even save millions of lives each year. What follows are examples of organizations around the world that are applying these strategies as part of a community-based approach.



LATIN AMERICA/  
CARIBBEAN



rate of children ages one to five also fell from eight per 1,000 children to only two per 1,000. What's more, growth stunting in young children (a sign of chronic malnutrition) dropped from 74% to 39%.

#### HOW YOU CAN HELP

The nonprofit reports that \$275 covers the cost of a clean, safe delivery in a *Casa Materna Rural*. Each *Casa* costs \$25,000 per year to operate and serves around 1,150 women, including pregnancy care, delivery services, and programming for support groups and peer education. About \$45,000 covers the building materials, furnishing, and supplies for each new *Casa*, built entirely from volunteer labor. Curamericas Global is in the process of expanding services to another 13,000 people in Guatemala and also runs similar programs for vulnerable women and children in Sierra Leone, Kenya, Liberia, Bolivia, and Haiti. You can donate any amount at <https://www.curamericas.org/donate/>.

#### OTHER ORGANIZATIONS IN THIS REGION

**Hôpital Albert Schweitzer (HAS)** integrates a full-service referral hospital in rural Deschappelles, Haiti with community health outreach. HAS has been particularly successful in its nutrition and water/sanitation/hygiene programs, and its model has been replicated by other NGOs. **Partners in Health (PIH)** addresses root causes of poor health in 10 countries around the world. In Haiti, PIH has provided comprehensive health care to 1.2 million people through its network of community health workers, who support regional hospitals and health centers. For more on HAS and PIH, see [Haiti: How Can I Help?](#) on our website.

### NONPROFIT MAKING AN IMPACT

## Curamericas Global/ Curamericas Guatemala

### WHAT IT DOES

**Curamericas Global** works through its in-country partner, **Curamericas Guatemala**, to provide health services to a population of 8,700 indigenous people in a remote mountain region of northwest Guatemala. Geographic isolation, cultural discrimination, and mistrust of outsiders stemming from civil war have left this population without a reliable local source of maternal care or primary health care for young children. As a result, it has some of the worst health outcomes in all of Latin America: a mortality rate for children under five years of age that's almost 60% higher than that of non-indigenous Guatemalan children, and a maternal mortality rate that is double the rate for non-indigenous women.

To address these disparities, the Curamericas partnership trains local women as volunteer mother peer educators. These mothers teach other mothers in their community about life-saving health practices, such as proper sanitation/hygiene to prevent disease and the importance of giving birth in a clean, supervised setting, such as a birthing center.

Curamericas operates three such centers, known as *Casas Maternas Rurales*. The *Casas* are built and operated by the community and staffed by trained nurses who work in conjunction with *Comadronas*, indigenous midwives who are respected in the community and who help Curamericas staff gain and maintain the trust of local women.

### HOW EFFECTIVE IS IT

The Curamericas partnership has built trust and improved health outcomes for mothers and young children with some of the worst health in Latin America. Most notably, the partner communities that built and manage the *Casas Maternas Rurales* have not had any maternal deaths for the past three years, in a region with some of the highest maternal mortality rates in the world.

Providing emergency obstetric care and increasing use of birthing centers have been crucial to this success. For example, 70% of women in one municipality served by Curamericas deliver in a health facility, compared with only 30% of indigenous women who live outside the project service area. The percentage of pregnant women in Curamericas catchment areas who received the four recommended prenatal care checks during their last pregnancy increased from 13% in 2011 to 65% in 2015. In this same period, the death



NONPROFIT MAKING AN IMPACT

**BRAC (Manoshi Project)**

**WHAT IT DOES**

**BRAC**, the world's largest NGO, operates a variety of programs in 11 countries to improve health and economic opportunity for the world's poorest populations. In Bangladesh, BRAC's **Manoshi Project** provides a range of health services for women, children, and adolescents in growing urban slums. Manoshi's services cover a total population of nearly seven million residents of these informal settlements, who live in precarious, overcrowded housing and lack access to clean water and sanitation. Bangladeshi women and children living in slums have especially poor health outcomes and are hard to reach with life-saving health services due to population density, high mobility, socio-cultural barriers, and inability to pay.

Manoshi works to reduce maternal and infant mortality by recruiting and training local women to become community health workers, who then identify all pregnant women in their assigned geographical area and conduct routine home visits. To ensure healthy pregnancy and childbirth, Manoshi provides a full range of reproductive health services, spanning from pregnancy through the postnatal period, such as access to contraception, preg-

nancy care, skilled delivery, and referral for complications. Manoshi also supports both mother and child after childbirth through post-pregnancy care, breastfeeding support, and complementary feeding education. It also provides basic child healthcare for children up to five years of age, including pneumonia and diarrhea management. Manoshi specifically encourages women to give birth with the help of skilled birth attendants, such as in one of Manoshi's 136 assisted delivery facilities, which further ensures safe and respectful care. More recently, it has begun expanding to include services such as primary care for adolescents and screening of certain chronic health conditions in adults.

**HOW EFFECTIVE IS IT**

Manoshi has successfully adapted BRAC's rural community health model to reach underserved mothers and children in urban slums. Manoshi's most recent data shows that from 2008 to 2013, both the maternal and neonatal death rates in areas served by Manoshi dropped by over half. This moved death rates from above Bangladesh's national averages to well below, despite the high mortality rates that often arise from high-poverty slum conditions. From 2007 to 2011, the percentage of births in Manoshi areas that occurred in health facilities also increased from 15% to 59%, while national averages only increased from 25% to 28%, suggesting that mothers

served by Manoshi have more access to clean, safe deliveries, a key factor in preventing maternal and neonatal mortality. Among women in the areas served by Manoshi, prenatal care also increased from 27% to 52% in those four years.

**HOW YOU CAN HELP**

According to Manoshi, it costs \$2 to \$5 to provide prenatal and postnatal care per woman, per check-up. Basic training for a Manoshi community health worker ranges from \$150 to \$265. The cost of running a delivery center is about \$190 to \$250 per month, or up to \$1,000 to \$1,250 for Manoshi's more specialized maternity centers, which were built to address both increased caesarean section rates among referred delivery cases and community requests for comprehensive service, skilled care, and better management of birth complications. To donate any amount, visit <http://www.brac.net/>.

**OTHER ORGANIZATIONS IN THIS REGION**

The **Comprehensive Rural Health Project, Jamkhed (CRHP)** in the state of Maharashtra, India has pioneered community-based methods to health for over 40 years, and is a leader in training others in these approaches. **Society for Education, Action and Research in Community Health (SEARCH)** has pioneered newborn health home visits and treatment in the impoverished Gadchiroli district of central India, and has helped build the evidence base of best practices in community health. Both NGOs have partnered effectively with the public sector in rural India to bring their health innovations to millions. Read more about CRHP and SEARCH in our **Child Survival Toolkit**.



COPYRIGHT BRAC



NONPROFIT MAKING AN IMPACT

## VillageReach (Kwitanda Community Health Project)

### WHAT IT DOES

**VillageReach** works throughout sub-Saharan Africa to increase access to quality healthcare, with an emphasis on strengthening the “last mile” needed to connect rural and hard-to-reach communities to health resources. Since 2008, its **Kwitanda Community Health Project** has worked with local partners to strengthen a community health system in southern Malawi. Malawi’s government faces many barriers to delivering essential health services to its people, including lack of funding, inadequate community health worker training, and drug shortages. This is particularly exacerbated in rural “last mile” communities like Kwitanda, where the closest hospital is at least 22 kilometers (13 miles) away and transportation is limited.

To help address these challenges, VillageReach has partnered closely with the government to strengthen the local health system and address the most critical needs of the community. For example, VillageReach has helped fund and train local community health workers (referred to as Health Surveil-

lance Assistants, or HSAs). Today, 20 community health workers serve Kwitanda’s 27,000 residents through home visitations and in local clinics. VillageReach has also provided critical health infrastructure for the entire community, such as by building boreholes (40 meter/131-foot holes with pumps) to provide clean water and prevent cholera transmission, especially during the rainy season.

As a healthcare innovator, VillageReach has also partnered with the Malawi Ministry of Health and mobile carrier Airtel to expand a health advice hotline called “Health Center by Phone.” Accessible to more than five million people, the hotline will be nationwide in 2018. Kwitanda was one of the early communities to begin using this free hotline, with many women and men calling to receive health information for themselves and their families.

### HOW EFFECTIVE IS IT

As a result of VillageReach’s programs, Kwitanda residents have demonstrated positive behavior changes that public health research links to better health outcomes. For example, from 2010 to 2014, Kwitanda community members have reported increased household malaria bed net ownership and use, as well as more use of clean drinking water and latrines. What’s more, the percentage of births occurring at a health facility (a factor

that research links to better mother and child survival rates) nearly doubled in the community, from 45% in 2012 to 88% in 2014. This suggests that Kwitanda mothers and children have growing access to safer deliveries attended by trained health personnel, at rates that are catching up to national averages, despite historically lagging behind both district and national rates. While a 2017 assessment is still underway, early data suggest that these numbers have continued to improve since 2014, contributing to a decrease in neonatal and maternal deaths in Kwitanda.

### HOW YOU CAN HELP

CHIP estimates that it costs less than \$10 per person to support VillageReach’s Kwitanda efforts to provide clean water, pregnancy-related care, and community health work. This work is done in partnership with other health funders in Kwitanda such as USAID and the Malawian government. VillageReach also extends health services to other underserved communities in sub-Saharan Africa through initiatives to increase health worker productivity, ensure the availability of vaccines and medicines, and introduce new technologies for quality healthcare. You can donate any amount to support its efforts in Kwitanda and elsewhere at [www.villagereach.org](http://www.villagereach.org).

### OTHER ORGANIZATIONS IN THIS REGION

**Last Mile Health** has helped build an effective system of community health workers in hard-to-reach areas of Liberia, which played a crucial role in responding to the recent Ebola crisis. In Migori County, Kenya, **Lwala Community Alliance** addresses the high HIV rate and other diseases such as malaria through a community health worker network and hospital staffed by Kenyan clinicians.



PAUL JOSEPH BROWN FOR VILLAGE REACH



# Opportunities for Youth

Redefining the life trajectories of America's impoverished young adults

**A** 16-year-old drops out of high school because she can't afford to purchase the required uniform. A teenager lives in a car after he and his family lose their home. Still another is juggling the demands of school with being a single mom. Nearly 14% of the U.S. population lives in poverty, defined as making an annual income of less than \$24,600 for a family of four. The effects are long-lasting: Individuals living in poverty are more likely to experience violence, be in foster care, drop out of high school, be unemployed, develop type 2 diabetes, and rely on social services. Youth are the most vulnerable; one out of every five kids under the age of 18 in the U.S. lives in such scarcity.

On their own, the numbers may sound depressing. But there is hope. In this section, we focus on poverty as it specifically affects young adults, and by extension, their children. We do so because intervention at this stage presents an exceptional opportunity to shift life trajectories and potentially break the cycle of impoverishment. In the following pages we highlight five organizations that connect particularly vulnerable young people—youth aging out of foster

care; unemployed and under-skilled young adults; those returning from prison; high school dropouts; and young, first time (often single) parents—to opportunities and support systems that promote greater personal and economic stability.

New research indicates that our brains are not fully formed until we reach our early 20s—a fact that helps explain some dubious decision-making among teens and young adults. It also means that there is room to build in better

In supporting the work of the organizations mentioned over the next few pages, donors can help young people at critical stages of their lives and assist them in reaching their untapped potential. As one such young adult described her transformation from high school dropout (because she couldn't afford the uniform) to exotic dancer to salutatorian of YouthBuild Philadelphia Charter School's Class of 2014: "I really wish you could meet all the young people I know.

**When you invest in young people—when you support, mentor, and guide them—you can change the trajectory of their life. When young people have their eyes opened to experiences and opportunities they never thought were possible, they can dream bigger and their reality can be so much more.**

—Carmen, YouthBuild Philadelphia Charter School Graduate

mental habits and behaviors. If young adults are more stable, personally and economically, not only do they benefit, but so do any current or eventual children who have a better shot at growing up in a supportive environment.

Because, to you, my story is so amazing. But it's a life that I'm used to. It's all I know. If you think I'm amazing, I wish you could invest and see the people I know, because they are phenomenal."



**I actually lived on my own from when I was 15 until I was 17. I was homeless for a while. I was sexually molested by one of my mother's various boyfriends. My brother. I watched him get beat all the time. That's why I left. I was just fed up with it. The [YV LifeSet] program believed in me when no one else believed in me. It gave me the courage and motivation to apply to school. [My counselor] helped me realize that not only was I passionate about science but I could do a lot with it. Now I realize science is probably what I'm going to do for the rest of my life. When [YVLifeSet] came into my life, they gave me the motivation I needed and the resources to help me. I wouldn't be here if it wasn't for them.**

—Angelica, Youth Villages YVLifeSet participant

#### HOW EFFECTIVE IS IT

Compared to a randomly-selected control group, YVLifeSet participants experience measurable positive changes, including a 30% decrease in violent relationships, 22% decline in homelessness, and a 17% increase in earnings from formal work. These results are especially impressive because few programs working with this population have demonstrated *any* positive results at all. The cost of moving a young adult through the program is about \$12,000—well below the estimated \$20,000 to \$50,000 communities pay in social welfare costs for a chronically homeless person.

#### HOW YOU CAN HELP

There are no dedicated public funding streams for this type of program; 50% to 100% of the cost comes from philanthropy, depending on the jurisdiction. Philanthropic dollars provide YVLifeSet with the flexibility to better meet diverse youth needs. For example, many state contracts include funding for a maximum of six months. Philanthropy means that participants who need an additional two to three months to reach independence are not arbitrarily kicked out. Philanthropic funds also provide wrap-around services—sometimes for something as simple as a \$100 monthly bus pass to get to work. Finally, donor support has been key to bringing YVLifeSet to new locations. You can help cover the cost of providing YVLifeSet by donating to [Youth Villages](#) nationally or [find a local program](#) on their website.

#### PERSONALIZE THIS PROJECT

[The Foster Coalition](#) engages in advocacy to improve foster care and has additional resources and information on programs. [Foster America](#) places skilled professionals within state child welfare departments to strengthen existing government supports. In addition, [Youth Villages](#) and [Child First](#) work with families who are at risk to prevent foster care placement in the first place.

### NONPROFIT MAKING AN IMPACT

#### Youth Villages/YVLifeSet

##### WHAT IT DOES

Approximately 23,000 young adults in the U.S. age out of the foster care system every year. One in four experience homelessness, half end up unemployed, and close to 70% have been involved in the criminal justice system. YVLifeSet is an intensive 6- to 12-month intervention program. Participants meet one-on-one with a specialist at least once a week in settings conve-

nient to them, such as their home, school, job, or doctor's office. In addition to weekly meetings, YVLifeSet provides 24/7 on-call support.

Participants set their own goals for housing, education, employment, and other aspects of independent life. YVLifeSet specialists meet the young adults where they are—whether learning to do laundry, role playing conflicts with roommates, or practicing job interviews. The YVLifeSet specialist does not provide direct supports like housing or a job, but rather helps the youth develop the skills and capabilities to identify and put into place supports on his or her own.

**I was challenged, tested, and forced to break out of my shell. [At Year Up] I was learning and getting the experiences I had yearned for in high school. Year Up instilled in me the fact that I am capable of whatever I set my mind to. I learned how to lead, how to collaborate, and how to work in the best interest of not only myself, but others as well. I am confident and comfortable opening up to others. And, importantly, I have found a place where I fit. I now know that I am limitless.**

—Stephen, Year Up graduate

## NONPROFIT MAKING AN IMPACT

### Year Up

#### WHAT IT DOES

Approximately five million young adults in the U.S. are neither employed nor in school. Year Up provides low- and moderate-income high school/GED graduates with six months of skills education, followed by six months of hands-on training at a corporate internship. Participants learn technical/career-specific skills (such as computer installation and IT networking), as well as professional/“soft-skills” (such as effective oral and written communication). Corporate partners host internships, often retaining students after graduation as employees.

Students sign a contract that they will attend the program regularly, be on time, and complete assignments. Based on their performance of the contract, they receive a weekly stipend. The program emphasizes support from peers, past graduates, staff, and volunteers, to help students resolve difficulties and maintain motivation. Year Up also partners with postsecondary education providers to house the program and provide technical training elements, allowing for faster, lower-cost scaling.

#### HOW EFFECTIVE IS IT

Year Up’s goals are to move students towards postsecondary education or employment and to develop new talent pipelines for employers. In 2016, Year Up served nearly 3,000 students in 20 U.S. cities. Two-thirds were either employed or in school four months after com-

pleting the program with an average starting salary of \$38,000 per year. A 2014 study found that over the first three years, the program boosts a young adult’s earnings by an average of 32%, or about \$13,000 more than comparison youth who did not participate in Year Up.

Using Year Up’s program results, along with its per student implementation costs, CHIP estimates the cost for a student to successfully transition to postsecondary education or employment at approximately \$42,300. Given the relatively high starting salary of Year Up alumni, they more than earn back the resources invested in them in less than two years after completing the program. Moreover, success breeds success: higher starting salaries tend to continue and compound, leading to higher earnings for the rest of their lives.

Donor dollars don’t need to cover all the costs since nearly half of the program’s expenses are covered by companies that sponsor internships—often as a source of entry-level, professional talent.

#### HOW YOU CAN HELP

Donations to the national organization help support ongoing monitoring and evaluation work as well as curriculum development, support to the growing alumni network, and the establishment of new program sites. You can support the Year Up program [through its website](#), where you can also locate a program in your community, or find information on bringing Year Up to your community or becoming a corporate partner.

#### PERSONALIZE THIS PROJECT

Other evidence-based programs working with low income youth include [YouthBuild](#), [Youth Villages’ YVLifeSet Program](#), or the [National Guard Challenge programs](#). [Service and Conservation Corps website](#) provides a map of youth-targeted groups by state.





**The easy step for anybody who's coming out of jail would be to revert back to what they were doing because this is one thing that they know how to do the best. The fear of not knowing and messing up, that's what stops you from moving on. I didn't know what to say in an interview, how to act—basically because I hadn't had a real job before. Don't say, 'I'm never going to do anything in life.' There's always the chance as long as you're willing to take the chance.**

—Lobsang, Center for Employment Opportunities participant

## NONPROFIT MAKING AN IMPACT

### The Center for Employment Opportunities (CEO)

#### WHAT IT DOES

More than 400,000 young adults age 18 to 24 are presently incarcerated. Once they exit the prison system, 80% are expected to return within three years. The Center for Employment Opportunities provides short-term paid transitional employment, life skills education, full-time job placement, and post-placement services to formerly incarcerated individuals. Initially, maintenance crew work provides immediate opportunities for those returning from prison to work, earn a paycheck, and build skills—as early as four days after signing up.

Participants not only earn a paycheck, but also build connections with staff, create a work history, and connect to more comprehensive services. They meet one-on-one with a coach regularly while in the program, and up to a year after job placement. Individual and group programming emphasizes the practical skills of getting and maintaining a job (interviewing, dealing with conflict, how to describe past conviction). Participants receive monthly stipends for maintaining employment and meeting with their CEO coach. If they lose a job, they can re-enroll in transitional work during their job search. In addition to supporting participants, CEO works with private partners to recruit and support employers open to hiring CEO graduates.

#### HOW EFFECTIVE IS IT

Stable employment is a strong predictor of lower long-term recidivism. A rigorous external study found that CEO reduced the three-year recidivism rate by up to 22% for participants recently released from prison, with particularly strong effects for the most high-risk groups such as young adults, those without a high school diploma or GED, and those with prior convictions. The cost of providing CEO services is approximately \$6,000 per participant for the year-long program, including \$1,000 in direct payments to participants. The same external study estimates that, based on overall effectiveness, the program generates between \$1.26 and \$3.85 in benefits to society per \$1.00 of cost.

#### HOW YOU CAN HELP

You can give to CEO for central or local operations [through its website](#). About 80% of CEO's funding comes from local government and other work contracts, meaning that philanthropic support can leverage existing public and private market funds for greater impact. In addition, employers can partner with CEO to hire participants and receive support and tax benefits. Employers can also contract services through CEO work crews—CEO provides all training, equipment, and oversight. Employers interested in hiring CEO participants or work crews, or donors interested in supporting expansion to new sites, can [contact CEO](#).

#### PERSONALIZE THIS PROJECT

If CEO is not currently in your community, there may be other local programs with similar models in various sectors. Examples include nonprofit programs like [Safer Foundation](#) in Chicago and [Operation New Hope](#) in Florida, nonprofit networks like the [Anti-Recidivism Coalition](#) in California, programs of for-profit firms like [EMPLOY Minnesota](#), and government programs like the [Boston Reentry Initiative](#).

**I've been going through stuff, but I manage to show up and stay resilient, and I'm proud of that. The best piece of advice I've gotten at YouthBuild is that nothing is handed to you; you've got to put in the work. And when I think about my future, it makes me go at it more.**

—Andrea, YouthBuild Philadelphia graduate

## NONPROFIT MAKING AN IMPACT

### YouthBuild Philadelphia

#### WHAT IT DOES

Some 2.4 million young adults age 16 to 24 have dropped out of school. YouthBuild offers a second chance to obtain a high school diploma, real-life work opportunities, and support to ensure that small hiccups don't turn into insurmountable barriers. YouthBuild Philadelphia, part of the national YouthBuild network, operates the YouthBuild Philadelphia Charter School of the Philadelphia School District. Students completing the program earn a high school diploma (not a GED) in one year and certifications through employer partners in one of four areas: building trades, child care, health care, or business administration/customer service. It also offers dual enrollment with the Community College of Philadelphia.

Whether or not they earn a degree, all students receive an additional year of YouthBuild services after they leave the school. Perhaps most importantly, YouthBuild staff members meet students where they are, helping with finding housing, applying for SNAP benefits, preparing for an interview, or talking through a conflict with a family member.

#### HOW EFFECTIVE IS IT

YouthBuild's goal is to give students the opportunity to earn a high school diploma and help them move into postsecondary education or employment. More than 70% of YouthBuild Philadelphia students graduate the program. Of those who graduate, more than 90% move on to full-time employment or postsecondary education with over 75% retention one year later.

The program costs less than \$30,000 per student over two years. CHIP used YouthBuild's

program results, along with its per student program costs, to estimate the cost for a student to complete the program and move into postsecondary education or employment. That program result costs approximately \$47,000. Compare that to an estimated \$623,000 in lifetime social welfare costs and lost income/tax revenue per high school dropout, to understand YouthBuild's 'bang for buck': a savings of \$13 for every \$1 spent on the program.

Nationally, after 2.5 years, YouthBuild participants are 23% more likely to be employed and earn 12% more than youth receiving other services. They are also less likely to rely on government services and more likely to live with their children.

#### HOW YOU CAN HELP

Philanthropic contributions account for 30% of YouthBuild Philadelphia's budget, with local, state, and federal government

funds covering the rest. You can donate any amount directly [through its website](#): \$25 can provide needed classroom supplies, \$50 can purchase worksite tools, and \$250 can furnish a classroom. Philanthropy may be particularly important now because of proposed budget cuts to YouthBuild's primary federal funder, the U.S. Department of Labor. YouthBuild Philadelphia also heavily relies on partnerships for its success. Donors can [partner as an employer](#), or volunteer as a mentor or tutor.

#### PERSONALIZE THIS PROJECT

YouthBuild affiliates operate in urban, rural, and suburban locations across the country. Donors can give to [YouthBuild USA](#) or find a [local affiliate](#). Funders interested in bolstering local efforts can provide financial support to increase career tracks or provide connections to local employers for training and employment in new fields. Other evidence-based programs working with low income youth include [Youth Villages' YVLifeSet Program](#), the [National Guard Challenge programs](#), and [Year Up](#).



**My nurse changed my life because she stood by me and was a support system that I didn't have at that time. In the beginning when I found out that I was pregnant, I thought my life was over. What am I going to do? I had all kinds of questions in my head. When I got the phone call to participate in Nurse-Family Partnership, I saw that as a bright light in a dark tunnel. These nurses come into your home; they're so much more than just a nurse because they wear many hats. They serve as a mental health counselor, teacher. Whatever goals you have as a mom, this program lets you know that your life is not over because you had a baby. You can still do everything that you ever wanted to do being a mom. I'm so blessed and happy that I've completed the program. I feel better leaving the program than I did entering it.**

—Deona, Nurse-Family Partnership Mom

depending on the location and local cost of living. For example, the yearly cost per family ranges from about \$6,000 in South Carolina to \$9,600 in New York City. NFP is funded through a combination of public and private support: As of 2016, the philanthropic contributions from foundations and individual donors made up 49% 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 by zip code on [NFP's website](#). Or visit [Healthy Families America](#), another evidence-based home visitation model with over 580 affiliated programs in 38 states, the District of Columbia, Canada, and five U.S. territories. Healthy Families America's website also has a [state by state mapping tool](#). Trust is essential in serving vulnerable families in their homes. 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.

## NONPROFIT MAKING AN IMPACT

### Nurse-Family Partnership (NFP)

#### WHAT IT DOES

Operating in 42 states, the U.S. Virgin Islands, and six tribal communities, Nurse-Family Partnership matches a registered nurse with a low income woman, pregnant with her first child. Two thirds of these expectant moms are under age 24. Starting from early pregnancy through the child's second birthday, NFP provides in-home counseling about healthy practices, childcare, planning for future children, and employment. Registered nurses receive more than 60 hours of training in the NFP model, meet with supervisors on a regular basis, and come together as teams for case conferences to learn from one another.

#### HOW EFFECTIVE IS IT

Evidence from multiple rigorous studies over the past 40 years has consistently found substantial benefits for both mother and child. A landmark cost-benefit analysis by the RAND Corporation in 2005 found that the program returned \$5.70 for each dollar invested to help the neediest families. Based on a 2015 review of more than 40 studies, Dr. T.R. Miller of the

Pacific Institute for Research and Evaluation estimated that for an average implementation cost of \$9,403 per family, by the time a child was 18, society would receive \$60,428 of net benefits from increased tax revenues and reductions in expenses related to crime, welfare, emergency room visits, special education, Medicaid, and other social costs—a return of \$6.40 for every \$1 spent.

#### HOW YOU CAN HELP

Eligible families receive NFP services for free. The cost to implement the program varies



NURSE-FAMILY PARTNERSHIP



# Pathways to Student Success

How philanthropy can level the educational playing field for low income children

**N**early a decade ago, CHIP published its first piece of donor guidance, *Pathways to Student Success*. In the report, we detailed the education pathway that children must navigate to achieve success in school and showed philanthropists ways they could address student achievement gaps by targeting a child’s needs inside and outside of the classroom. Since then, advances in neuroscience have dramatically affected the field’s understanding of brain development, particularly in early childhood and adolescence. As part of CHIP’s 10-year anniversary, we are updating our original guidance, building on new research in areas such as early childhood and adolescent brain development, behavioral science, and program evaluation. Here we present an abbreviated version of the updated guidance, highlighting once again a child’s educational trajectory and ways that philanthropists can help children succeed in school.

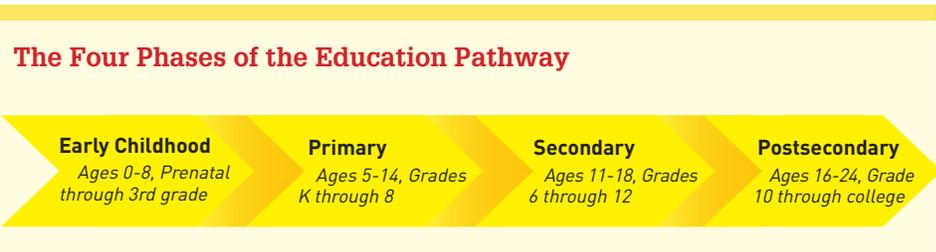
The education pathway starts at birth and has four phases: Early Childhood (prenatal to 3rd grade), Primary (K to 8th grade), Middle/

Secondary (6th to 12th grade), and Secondary/ Postsecondary (ages 16 to 24, or roughly 10th grade through college). Differing family circumstances mean that even at birth, kids do not start at the same place. Children born to low income families start life at a disadvantage that too often persists throughout their education pathway. In fact, socio-economic status and the segregation that comes from it are the most important factors related to education outcomes. Different policies and programs, however, can help switch students onto better trajectories. Donors can help by investing in efforts that have impact, ensuring that kids get on—and stay on—a path to success.

There are also “cross-ages” opportunities

for investment. Across-ages programs may target specific subgroups (such as children in foster care/special needs), or work on general issues at a more systemic level. Donors interested in a particular group of children may want to help those children across the different phases of their education path. Other donors may want to address issues affecting all students. For example, some may want to fund a nonprofit that guides and coaches teachers, given that having a skilled teacher is the largest in-school lever for improving children’s learning.

What follows is a brief description of each phase of the education pathway and an example of a nonprofit making an impact in each stage.





According to a 2011-2013 external evaluation. A 2017 study also showed that teachers using the ECR model significantly outperformed a sample of non-users on the instructional support portion of a validated and commonly used assessment of preschool classroom and teaching quality (CLASS). Research has shown that a difference of just .25 on instructional support as measured by CLASS has meaningful impacts on students' academic outcomes.

### HOW YOU CAN HELP

You can [support AppleTree directly](#), or fund the adoption and further evaluation of the ECR model in additional partner schools. Any amount is helpful: From \$25 for classroom supplies like age-appropriate books and fingerpaint, to \$3,000 which can provide an at-risk child with two years of exposure to the Every Child Ready model within AppleTree's own schools. The \$3,000 covers the difference between existing public funding and the cost of providing the program. For partner schools, AppleTree offers a set-up package of ECR books, supplies, and online services for \$5,000 for a classroom of 20 to 25 children. In subsequent years, the cost is \$2,500 per classroom and includes the curriculum, assessment and reporting, and year-round support for professional development. Implementation costs vary depending on school size and the degree to which the partner school will need to supplement or upgrade its current level of staffing and resources.

### PERSONALIZE THIS PROJECT

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

**EARLY CHILDHOOD** Early childhood is the time of greatest brain development and sets the stage for all later learning. Brain development begins in utero, while the neural pathways that support language, problem solving, behavior, social skills, and emotional health are built during a child's earliest years. Many issues associated with poverty—maternal health and depression, environmental toxins, neglect, hunger—can adversely affect brain development, threatening a child's success in school and life. However, strong relationships, quality pre- and post-natal care, developmental screenings, and high quality early education can help improve child outcomes. Below we profile a nonprofit with an evidence-based, comprehensive, and replicable educational approach to diminishing the learning gap for preschoolers.

## NONPROFIT MAKING AN IMPACT

### AppleTree Institute for Education Innovation (AppleTree)

#### WHAT IT DOES

To close the achievement gap between three- and four-year-old children from low income households and their more advantaged peers, this Washington, D.C.-based organization has designed a comprehensive instructional model. Called Every Child Ready (ECR), this model includes curriculum as well as resources to improve instruction, coaching, teacher professional development, and assessment.

AppleTree opened its first preschool in 2005 and spent six years developing the ECR model that officially debuted in 2011. As of

2017-18, AppleTree educates approximately 1,200 children at 10 charter preschools in high-need neighborhoods. It has reached an additional 1,000 children through nine partner schools and community-based organizations throughout the District of Columbia, as well as one in New York City.

#### HOW EFFECTIVE IS IT

All children attending AppleTree preschools, regardless of family income levels, advanced their learning and skills leading up to kindergarten. Students with risk factors for lower achievement, in particular, showed greater rates of growth in literacy and math skills, performing close to national averages on commonly used tests. Exposure to the ECR curriculum diminishes the achievement gap in early vocabulary, literacy, and math skills for at-risk children in AppleTree schools, ac-

**PRIMARY** During this phase, children move from “learning to read” to “reading to learn” to master more difficult academic content. For students who are already behind their more-privileged peers, lack of early success may build on itself. Both in-school and out-of-school issues affect learning and development. Schools can help address the out-of-school issues students bring into the classroom, and out-of-school programs can augment the learning that happens in schools. Some donors see supporting schools or school-based programs as an opportunity to leverage public dollars; others see addressing out-of-school time as a way to even out opportunities for low-income children. Below we profile a nonprofit that collaborates with schools to provide a one-stop-shop for services to low income students and their families.

**NONPROFIT MAKING AN IMPACT**

**City Connects**

**WHAT IT DOES**

Homelessness, hunger, and the instability of foster care have consequences in all areas of children’s lives, including school. Based at Boston College, City Connects trains and places a coordinator within each partner school to work with teachers and staff to assess the needs and strengths of students in four domains: academic, social-emotional learning, health, and family. The coordinator creates an adaptable, individualized plan for low income Pre-K through 8th grade students and their families by leveraging existing services and programs in the school and community. Students at highest risk receive more in-depth review and services. The coordinator becomes a trusted point-of-reference for all out-of-school issues.

A structured yet adaptable model and rigorous data collection has led to consistent implementation and results across 79 schools in Connecticut, Massachusetts, Minnesota, New York, and Ohio. City Connects only works with schools and districts that are willing to bring in community resources, thus helping to ensure follow-through on individual plans and referrals.

**HOW EFFECTIVE IS IT**

The average City Connects student gains about 12 percentile points in reading and math scores compared to a matched comparison student. High school dropout rates of their students were also seven percentage points lower than low income students overall. The

program costs about \$4,570 per student for six years, which covers personnel, materials, facilities, and increased community service provider costs. Using these success rates and program costs, CHIP estimates it costs approximately \$65,300 for each student to graduate high school (who otherwise wouldn’t) and to receive socio-emotional, health, and family support that help beyond school. Compare that to an estimated \$623,000 in social welfare costs and lost income/tax revenue per high school dropout to understand City Connects’ ‘bang for buck’: a savings of over \$9 for every \$1 spent on the program.

**HOW YOU CAN HELP**

Only about 10% of the \$65,300 needed to help a child graduate is funded by schools/dis-

tricts; City Connects relies on philanthropy to cover the remaining 90% of its budget needs. You can donate any amount to City Connects through [Boston College’s website](#). Donors help City Connects expand into new districts, connect to district partners, and provide some of the financial investment needed to start the program.

**PERSONALIZE THIS PROJECT**

If City Connects is not in your region, there are other similar models. Community Schools is a relatively new district-level wrap-around service initiative, but it does not have much data yet—or funding for data collection. Donors interested in Community Schools can give to local education funds, fund evaluation, or support nonprofit partners. To learn more, visit the [Coalition for Community Schools](#). The nonprofit network [Communities in Schools](#) also addresses similar issues at more sites, but diversity across the network means more variation in implementation and effectiveness, so make sure to evaluate local outcomes.





gaining at least three additional months of math skills in a year. Some 71% graduate from high school on time, compared to 59% of matched peers. Citizen Schools estimates the program costs about \$6,000 per student to participate and receive three additional school hours per day of instruction/enrichment activities over a one year period. We know that even the best programs don't have a 100% success rate, and there are always students who might have graduated on their own. Therefore, using Citizen Schools' own success rates and program costs, CHIP estimates their cost for a student to actually graduate (who otherwise wouldn't) as \$50,200. Compare that to an estimated \$623,000 in social welfare costs and lost income/tax revenue per high school dropout to understand Citizen Schools' 'bang for buck': a savings of over \$12 for every \$1 spent on the program.

### HOW YOU CAN HELP

You can **donate any amount** to Citizens Schools at the national or state level. Or, you can get involved in other ways: Donors can support innovation and evaluation by funding new studies or pilot initiatives. Additionally, corporate partnerships enhance sustainability and allow scaling to new cities by providing a consistent supply of volunteer mentors.

### PERSONALIZE THIS PROJECT

If Citizen Schools is not in your area, similar programs include **Spark** in middle school and **Genesys Works** in high school. Funders interested in policy can advocate for issues that Citizen Schools addresses, including extended learning time, quality Career and Technical Education (CTE), and rigorous curricula for all students. Organizations working on these issues include the **Association for Career and Technical Education** and **Jobs for the Future**, particularly the **Students at the Center** initiative.

**MIDDLE/SECONDARY** At this stage, students are much more independent and are making decisions that will affect their subsequent lives, in areas like school attendance, substance use, and relationships. Meanwhile, many students must overcome earlier gaps in learning to develop academic skills and "soft" skills like critical thinking and communication needed to be college- and career-ready. Early adolescence is the point that children decide who they are as learners and find paths that can lead to their goals. However, relatively few programs focus on middle schoolers. Connecting students to role models and mentors, supporting them in rigorous coursework, and incorporating real-world applicability can keep students engaged and on-track to high school graduation. Below we profile a nonprofit that improves low income students' engagement and achievement in middle school through mentorships and extended learning.

## NONPROFIT MAKING AN IMPACT

### Citizen Schools

#### WHAT IT DOES

Citizen Schools partners with 20 middle schools to enhance and expand the learning day for about 3,500 middle school students in eight urban districts in California, Massachusetts, New York, and North Carolina. Middle school interventions can capture students who might otherwise disengage by high school, as well as support them in the transition to high school. An additional three hours in the school day gives students time for homework, learning study skills, and experiential field trips.

Community volunteers teach elements of their professional experience, while AmeriCorps Teaching Fellows provide academic support. Each semester culminates with a community event called WOW! where students make presentations and teach back what they've learned to family and friends. Citizen Schools is a whole-school model: every student in the school receives the same services so that no students fall through the cracks.

#### HOW EFFECTIVE IS IT

Citizen Schools participants are more engaged and make greater academic gains in middle and high school than matched peers,

**SECONDARY/POSTSECONDARY** With the advent of the information economy, the level and type of skills needed to obtain good quality employment have shifted. Most students need more education, of a different kind, than their parents. Yet, only 63% percent of low income high school graduates enroll in a two- or four-year postsecondary program. Many of those economically disadvantaged students who enter college are academically unprepared, financially unstable, and unfamiliar with college culture—increasing the likelihood they will drop out before completing a degree. Programs that help smooth the transition to postsecondary training and/or employment can help overcome these barriers. Below we profile a nonprofit that blends high school and college, allowing some 80,000 low income students to graduate with at least some college credit.

## NONPROFIT MAKING AN IMPACT

### Jobs for the Future (JFF)

#### WHAT IT DOES

Jobs for the Future's Early College High School initiative works to integrate rigorous, credit-bearing college courses into high school curricula through partnerships among colleges, districts, and high schools. Students in more than 300 Early College High Schools in 31 states can earn up to an Associate's Degree for free, reducing the financial burden of college and helping to establish a college-going culture in high school.

While schools and colleges are the primary implementers, JFF delivers the technical assistance and instructional coaching to get the model up and running. JFF also provides assistance to schools and colleges on how to overcome practical hurdles such as hiring and salary structure for dual-certified teachers, certifications to teach college-level courses, and data- and cost-sharing between districts and colleges.

#### HOW EFFECTIVE IS IT

A North Carolina study of JFF Early College High Schools found that early college students were significantly more likely to both enroll in college (81% vs. 72%) and earn a degree (25% vs. 5%) than comparison students within four years of high school graduation. The evaluation for the JFF-assisted scale-up of the Early College High School model in Denver and South Texas is still ongoing, but preliminary results look similarly promising.

Implementing this program costs a school district an additional \$482 to \$534 per stu-

dent. This covers training, data-sharing systems, and other consultation and support for each student who participates in the program. Using these program costs and JFF's success rates, CHIP estimates that it costs approximately \$2,400 to \$2,600 for an additional student to gain a college degree (AA or BA) that otherwise wouldn't. Since earning an AA degree adds an extra \$170,000 in income over a lifetime, this represents a return of about \$64 for every \$1 invested.

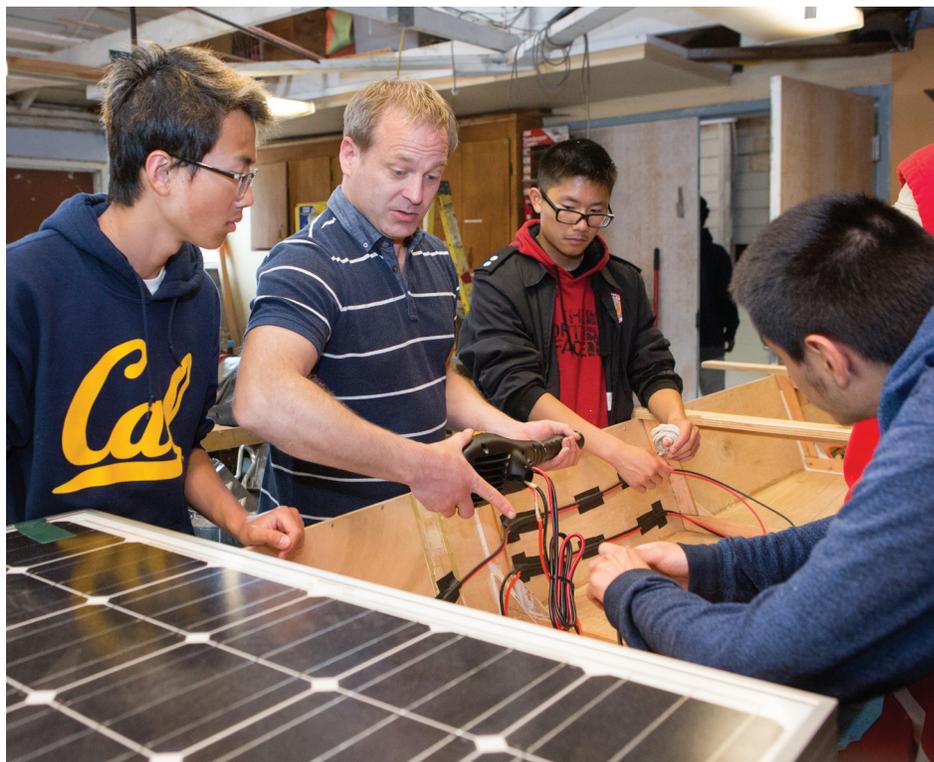
#### HOW YOU CAN HELP

You can support JFF's Early College High School work through financial donations, or

in helping to bring the model to a local district as an advocate or community partner. Donors interested in partnering with JFF can contact Associate Vice President Alex Hoffinger at [ahoffinger@jff.org](mailto:ahoffinger@jff.org). You can find an Early College High School in your area on [JFF's website](#).

#### PERSONALIZE THIS PROJECT

If your community already has Early College High Schools, you can support them by giving to schools, districts, or colleges directly—or through local education funds or school parent associations. Other organizations that have a track record of helping low income high school students plan for, apply, and complete postsecondary education include [College Advising Corps](#), [UAspire](#), [College Possible](#), and [College Summit](#).



COURTESY OF ALLISON SHELLEY/THE VERBATIM AGENCY FOR AMERICAN EDUCATION. IMAGES OF TEACHERS AND STUDENTS IN ACTION



has launched programs for school and district leaders, early childhood educators, STEM instructors, and harder-to-reach rural teachers.

### HOW EFFECTIVE IS IT

Students of new teachers exposed to NTC gained an additional 2 to 3.5 months of reading and 2.4 to 4.5 months of math over comparison students after the two-year program, or the equivalent of nearly a semester of learning. Moreover, NTC internal tracking shows that teacher retention rates in NTC schools are about 30 percentage points above local and national averages after two years.

Including all additional district expenses, NTC professional development costs a total of \$5,600 to \$8,000 per teacher annually, depending on location. Costs include training mentors and district program leaders, coaching, and consultation for the first two years, and then continued support. By contrast, traditional district-led professional development costs an average of \$18,000 per teacher per year. Plus, better retention can save an urban district about \$8,750 per teacher who stays.

### HOW YOU CAN HELP

About 40% of NTC's budget comes from philanthropy, with the rest split between district partners and federal grants. Funders interested in partnering with NTC can contact Director of Development, Sid Klein, at [sklein@newteachercenter.org](mailto:sklein@newteachercenter.org). Donors can also support district partners through local education funds.

### PERSONALIZE THIS PROJECT

If NTC is not in your area, you can support other organizations that use embedded professional development to provide on-the-job training and feedback, such as [New Leaders](#), the [Achievement Network](#) and [Children's Literacy Initiative](#). School reform models that focus on teacher effectiveness include [Talent Development Secondary](#) and [Success for All](#).

**ACROSS AGES** Cross-ages programs may target specific subgroups of children that tend to have multiple risk factors, especially those in a state welfare program or those with multiple adverse childhood experiences such as abuse or neglect. Donors interested in a particular group of children may want to invest in that subgroup across their education trajectories. Alternatively, cross-ages programs may work on issues at a more systemic level. Examples include improving teaching quality or incorporating social and emotional learning (SEL) into academic instruction. It can also include updating policies within a school system to introduce more effective practices in addressing certain behavioral infractions. These interventions help all students and may be implemented on a larger scale in entire schools and districts. Below we profile a nonprofit that trains veteran teachers to coach new teachers so they can have a positive impact throughout their careers.

## NONPROFIT MAKING AN IMPACT

### New Teacher Center (NTC)

#### WHAT IT DOES

Teaching quality is the single most influential in-school factor affecting student achievement. In the U.S., almost 25% of new teachers leave after the first three years, with rates as high as 66% in some lower-income urban districts such as New York and Chicago. NTC

partners with school districts in 31 states to support and retain some 24,000 new teachers per year. NTC works closely with district partners to train veteran teachers as mentors and coaches who work intensively with new teachers over a two-year period. Mentors work one-on-one with new teachers in weekly sessions, and assist them through instructional or administrative issues. NTC has grown to 550 districts over the past 20 years. It also has a package for coaching more experienced teachers in new Common Core curricula, and

**ACROSS AGES** On average, American students lose about one month of learning over the three months of summer, meaning that at the start of the school year they are one month behind where they were in the spring. These differences tend to increase as students advance in grades, with more learning loss in higher grades. However, low income students experience much more of this “summer slide.” While reading skills of middle income students rise or stay constant, lower income students show learning loss that puts them about 3.5 months behind their peers. Low socio-economic status students are less likely to have access to summer enrichment programs or extracurricular activities. Below we profile a nonprofit that helps some 14,606 low income K through 8th grade students in 20 states combat summer slide.

## NONPROFIT MAKING AN IMPACT

### BELL

#### WHAT IT DOES

BELL Summer is a full-day, five- to eight week summer program serving low income students in partnership with school districts in 20 states and Washington, D.C. Half of the day is spent in instruction and the other half in enrichment activities. BELL sets expectations for attendance and success while supporting students with small class sizes and individualized instruction. It provides hands-on learning through projects, community service, and field trips. And, it engages parents and students to reinforce learning at home by reframing education as a positive experience focusing on strengths.

In addition to running its programs in partnership with districts, BELL trains local groups, such as YMCA Power Scholar Academies, to implement its curriculum, evaluate outcomes, and fundraise. Even after the initial training, BELL supports its partners by continually evaluating the program and analyzing outcomes.

#### HOW EFFECTIVE IS IT

According to two independent studies, BELL students gain an average of one to two additional months of reading and math skills over the summer. Gains by BELL students over the summer are equivalent to—or better than—gains students make over the school year. But the program costs about half as much as two months of school, and keeps kids from losing the skills they’ve gained over the year. It’s one of the few summer learning programs to demonstrate learning gains, using key ev-

idence-based components, making BELL a worthy investment.

#### HOW YOU CAN HELP

Typically, districts put in 50% to 70% of the funding for the program, leaving room for philanthropic investment and allowing philanthropy to leverage public dollars. For example, \$100 can pay for books and curriculum for a student, and \$250 can cover costs for a summer Friday field trip for a class. Funders can directly give to BELL [at the national level](#), or [at the regional level](#), or through partners. National funding supports pilots, training and program evaluation. It also offsets regional costs, especially in new markets.

Regional donations help fund direct services at established BELL programs. Many programs and partners, especially the YMCA, [encourage volunteering](#) as well.

#### PERSONALIZE THIS PROJECT

If BELL is not in your area, there are other ways to invest in summer learning, including programs such as [Horizons National](#), a tuition-free academic and enrichment program serving low income, public school students. Funders can also support district programs through local education funds. Lastly, philanthropists can advocate for more district- or state-sponsored summer learning programs, more funding for summer learning, or restructuring the school year to minimize the effects of summer slide. National policy organizations working on these efforts include the [National Summer Learning Association](#), [Afterschool Alliance](#), and the [National Center on Time and Learning](#).





A child washes with water from an Oxfam pump in Kutupalong Camp, Bangladesh. As of October 2017, Oxfam had installed 100 water pumps in Kutupalong camp. There are almost 50,000 Rohingya refugees living in Kutupalong camp. Many of these refugees are living under inadequate shelter and have limited access to clean water and latrines.

# Disaster Relief

Where to begin, how to help—and what to avoid

In the wake of major disasters, the human spirit mobilizes many of us to do something. The images of the devastation can be heartbreaking, prompting us to ask, “How Can I Help?” The most effective way is to donate money to organizations on the ground working to provide relief and help affected communities rebuild.

After a disaster, many of us feel moved to help by collecting food, water, or clothing. Unless donors are coordinating efforts through platforms like [Needs List](#), which matches specific needs of NGOs in nine countries to donors and local suppliers, in-kind donations can com-

PLICATE logistics, creating added transportation costs and using up volunteer time moving and storing goods that aren't a priority. In 2004, for example, following the Indian Ocean tsunami, a beach in Indonesia was filled with clothing donations. Disaster workers didn't have time to sort and clean the old clothes, so the contributions rotted away, eventually becoming toxic and requiring additional aid to clear away.

That's why donating money is more effective. Different disasters bring different needs. The only thing for certain is that needs vary by crisis, and are continuously changing. Financial donations allow nonprofits on the ground

to respond to those needs as they emerge and evolve.

Communities typically go through different phases of a disaster. While media and donor attention is highest early on, needs remain long after the camera crews are gone. (See our four phases of disaster relief on page 27.) Funding to nonprofits is needed well beyond the initial phase and offers a huge opportunity for donors looking to make a greater impact.

What follows are humanitarian responses to three major world disasters, with examples of nonprofits that are working to address both immediate and longer-term needs.

## Atlantic Hurricanes (Harvey, Irma, and Maria)

In one of the worst hurricane seasons in decades, three storms in the space of four weeks took lives, flooded entire neighborhoods, and damaged houses and critical infrastructure in Texas, Florida, and the Caribbean. Islands that suffered catastrophic damage include the U.S. and British Virgin Islands, Puerto Rico, Dominica, Barbuda, and St. Martin.

In the aftermath of these storms, donors can help in two ways:

- **Meet the immediate needs** of those directly affected.
- **Support the rebuilding process.** FEMA representative Michael Riedy estimates that for every day of immediate relief after a disaster, at least ten days are required for mid-term recovery and at least 100 days are required for long-term recovery. That means that it will likely take years for areas affected by these hurricanes to fully recover. Although giving in disaster situations tends to decline after the first few days, funders can often have great impact by paying attention long after the initial headlines fade.

Unless you are already familiar with local organizations working on hurricane relief, a good option can be giving to a fund run by a reputable entity such as [GlobalGiving](#) or [Center for Disaster Philanthropy](#). Both groups have already set up pooled funds to channel money to local grantees for long-term rebuilding efforts related to the hurricanes. And, both have expertise with disaster relief granting as well as best practices across the globe.

The One America Appeal, established by all five living, former U.S. presidents is collecting money to distribute to other funds for Harvey, Irma, and Maria recovery. Several of these are included in the following

local funds, all of which have ties to affected communities and will be in a position to help with both immediate relief and rebuilding:

### In Texas:

- **Hurricane Harvey Relief Fund** at the Greater Houston Community Foundation.
- **Rebuild Texas Fund**, a collaboration of the Michael & Susan Dell Foundation and **OneStar Foundation**.

### In Florida:

- **The Miami Foundation** has set up three Irma-related funds, including one dedicated to rebuilding affected Caribbean islands.
- **Florida's First Coast Relief Fund** is run in collaboration with local partners, including United Way and the Jessie Ball duPont Fund, that vet local organizations and distribute funds according to local needs.

### In the Caribbean:

- **Puerto Rico Real Time Recovery Fund**, managed by the nonprofit Con-PRmetidos in partnership with the Foundation for Puerto Rico, will address long-term recovery needs.
- **Fund for the U.S. Virgin Islands** at the Community Foundation of the Virgin Islands.
- **Unite BVI**, a private foundation in the British Virgin Islands, has established a hurricane Irma recovery fund.
- **The International Community Foundation** has set up a **Barbuda Recovery and Conservation Fund** in partnership with the Waitt Institute and Waitt Foundation.
- The government of Dominica has also established a hurricane relief fund: <http://dominicarelief.org>.

Operating in the affected communities, such local funds can often recognize needs and respond faster than groups operating elsewhere.



Soldiers with the Texas Army National Guard move through flooded Houston streets as floodwaters from Hurricane Harvey continued to rise on Aug. 28, 2017. More than 12,000 members of the Texas National Guard were called out to support local authorities in response to the storm.



A dinghy arrives in Lesbos, Greece with more than 60 Syrian refugees.

## Refugees in Africa and Middle East

The current refugee crisis represents a man-made disaster, the result of ongoing internal conflicts, especially in Afghanistan, Syria, and South Sudan. More than half of the 22.5 million refugees hail from one of these three countries. Since only a fraction (189,000) are resettled, the need is significant. Here's how you can help:

### 1) Support nonprofits providing urgent, humanitarian aid. Examples include:

- **Médecins Sans Frontières** (Doctors Without Borders) provides emergency medical treatment to victims of disaster around the globe, including in Syria, South Sudan, and Afghanistan, among other countries.
- **The International Rescue Committee** provides emergency supplies and medical care, education for children, skill training for employment, and resettlement support.
- **Save the Children** provides food and medicine, helps maintain schools, repairs water systems, distributes hygiene kits, and offers safe spaces for children.

- **UNICEF-USA** delivers immunizations, clean water, food, education, physical protection, and clothing to children.
- **Mercy Corps** provides food, water, sanitation, hygiene, and shelter, as well as playgrounds, sports fields, and psychosocial support to help kids deal with trauma.
- **Oxfam International** provides clean drinking water, cash, relief supplies, and

builds shower and toilet blocks on deserted routes used by refugees.

- **World Food Programme** provides food for approximately four million people monthly within Syria and cash for food for refugees in Turkey, Lebanon, Egypt, Jordan, and Iraq.
- **The White Helmets** (Syria Civil Defence) are 2,900 volunteers providing search, rescue, and medical services—often risking their own lives in the process.
- **UN Refugee Agency (UNHCR)** tracks data regarding the refugee situation; delivers rescue kits (thermal blanket, towel, water, food, and clothing) to survivors arriving at camps; runs reception centers where refugees can register and receive medical care; provides emergency shelter; and provides specialist support to children traveling alone.

### 2) Support a flexible fund to respond to the situation as it evolves:

For example, the **Center for Disaster**



Oxfam staff helps to distribute mats and other non-food items at Tong Ping UN base in Juba, South Sudan, home to about 18,000 displaced people (figure from Jan. 2014, when photo was taken).

TOP LEFT: PEDRO ARMESTRE/SAVE THE CHILDREN. BOTTOM RIGHT: ANITA KATTAKHUZY/OXFAM

**Philanthropy's Global Refugee Crisis Fund** taps the expertise of both disaster relief and local specialists. Its first round of grants to benefit women and children in Syria has already been allocated.

### 3) Enable increased self-sufficiency and long-term stability:

Governments historically prohibit refugees from working, starting businesses, and supporting themselves. Without the means to rebuild their lives, refugees must then rely on continued humanitarian aid. The following nonprofits are working to change that:

- **Asylum Access** helps refugees gain legal status and work permits, and endeavors to change legal frameworks in refugee-hosting countries so refugees can meet their own needs.
- The **International Refugee Assistance Project** provides legal aid to refugees who wish to resettle from their first countries of refuge to the U.S. Continuation of this program depends in part on related decisions in U.S. courts.
- **Refugee Rights Turkey**, which U.S. donors can support via the U.S.-based **Refugee Solidarity Network**, provides legal aid to refugees seeking asylum in Turkey.
- **Refugees International** collects reliable, independent data and provides expert information about refugee needs.

### 4) Support refugee resettlement:

Refugees admitted to the U.S. go through a vetting process that includes in-person interviews, fingerprinting, health screenings and background checks by various U.S. agencies, including Homeland Security. This process can take up to two years. Donors interested in helping refugees who have been able to gain access to the United States can find a list of agencies via the **Office of Refugee Resettlement**.



## Disaster Relief Accountability

### Organizations ensuring effectiveness

Keeping track of organizations and their effectiveness is challenging, especially since the chaos of disasters can invite corruption or misuse of donor funds. Three nonprofit organizations that can help include: **Accountability Lab**, the **Disaster Accountability Project**, and **Center for Disaster Philanthropy**.

**Accountability Lab** partners with local NGOs around the world to promote greater accountability and responsiveness of government and other institutions. After the Nepal earthquake, for example, Accountability Lab partners set up citizen “help desks” to coordinate relief efforts and serve as a conduit for on-the-ground information about what was and was not working.

The **Disaster Accountability Project (DAP)** has various reports

investigating the effectiveness of agencies operating in a range of locations, including Haiti, Nepal, and New York after Superstorm Sandy. DAP also offers resources such as the Disaster Policy Wiki, which has more than 1,000 post-disaster relief policy recommendations to improve management systems. And DAP’s Relief Oversight Initiative focuses on improving the transparency of the humanitarian aid community.

**The Center for Disaster Philanthropy** tracks and provides information on various disasters, helps foundations and corporations come up with strategies for their disaster-related giving, and creates pooled funds for which it helps vet grantees. The funds can be used flexibly to respond to changing conditions on the ground.



A truck containing 1,700 Oxfam food parcels is unloaded at Kutupalong Camp in Bangladesh for Rohingya refugees.

## Famine in North Africa and Middle East

North Africa has long been subject to periodic droughts, exacerbated in recent decades by political instability in countries such as Somalia and South Sudan. Severe drought and crop failure over the past year has created famine conditions in countries as widespread as Niger, Chad, Uganda, Yemen, Ethiopia, South Sudan, Somalia, Kenya, and the northern half of Nigeria. In March 2017, the United Nations estimated that the number of people potentially contending with famine could climb to 20 million in northern Africa and Yemen. Internal displacement is also a major problem due to a combination of famine and violence.

One of the most important things you can do is spread the word among your own social networks and local media outlets. An independent poll commissioned by the International Rescue Committee and released in July 2017, found that only 15% of U.S. residents were even aware of the ongoing famine.

International organizations are currently working on the ground but more support is needed. Consider donating to one of these efforts:

- **Global Emergency Response Coalition.** In an unusual but encouraging move, eight major international charity organizations formed a coalition in April

2017 to raise awareness and centralize fundraising for a more coordinated response. Organizations participating in the coalition include: **Care, International Medical Corps, International Rescue Committee, Mercy Corps, Oxfam, Plan International, Save the Children, and World Vision.** All groups were already involved in work to address famine in affected countries; several also perform longer-term work with communities to help prepare for and mitigate the effects of drought.

- **UNICEF-USA** works specifically with children in the afflicted areas to primarily provide emergency relief. It is delivering Ready to Use Therapeutic Food (RUTF) to extremely undernourished children as a life-saving measure, hoping to reduce mortality rates in countries like Nigeria, where intervention could take mortality rates for the 450,000 children most affected by the famine from one in five to one in 100.
- **World Food Programme** provides emergency food and promotes greater preparedness for food-related crises. A good example of its preparedness work is in Ethiopia, where it helps sponsor a government program called the Productive Safety Net Program that provides rural dwellers with basic living necessities during uncommonly dry seasons in exchange for their labor to help build basic community infrastructure, such as schools and irrigation systems.
- **Action Against Hunger** is a global nonprofit that provides emergency relief, food security and livelihood support, nutrition education, and water and sanitation aid to communities in affected areas.



Karim is a baby with severe malnutrition. His mother has brought him for treatment at Save the Children's space in the hospital of Garowe, in Puntland, north eastern Somalia.

TOP LEFT: TOMMY TRENCHARD/OXFAM. BOTTOM RIGHT: PEDRO ARMESTRE/SAVE THE CHILDREN

# PHASES OF DISASTER RELIEF



## RESPONSE

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



## RECOVERY

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



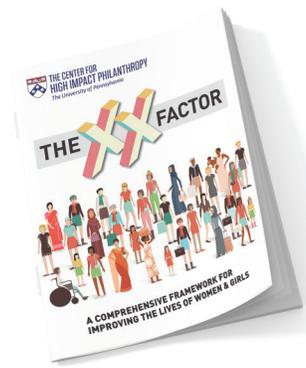
## PREPAREDNESS

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



## RISK MITIGATION

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



# Coming This Year

## Improving women's lives: philanthropy and impact investing

In 2017, CHIP unveiled the first comprehensive framework for donors interested in advancing the lives of women and girls. In it, we identified five key dimensions of women's lives that research shows are critical to flourishing: health, education, economic empowerment, personal safety, and legal rights. Within each dimension, we listed the outcome measures that stakeholders agree matter, as well as the evidence-based strategies linked to those outcomes.

For anyone seeking to improve the lives of women and girls, this is where to start. For our team, the next step is to illustrate how both philanthropists and impact investors can apply our findings to more effectively and efficiently reach a shared goal of ensuring women thrive.

For donors, *The XX Factor* report contains two case studies of how philanthropists used our findings, even before the report's release. Over the next year, our team will take philanthropic opportunities currently housed on our website by cause area (poverty, health, education, etc.) and show where they fit into a women and girls framework—all in an effort to make our own existing guidance even more accessible to funders.

For impact investors, CHIP's team will be involved in multiple efforts over the coming year, including:

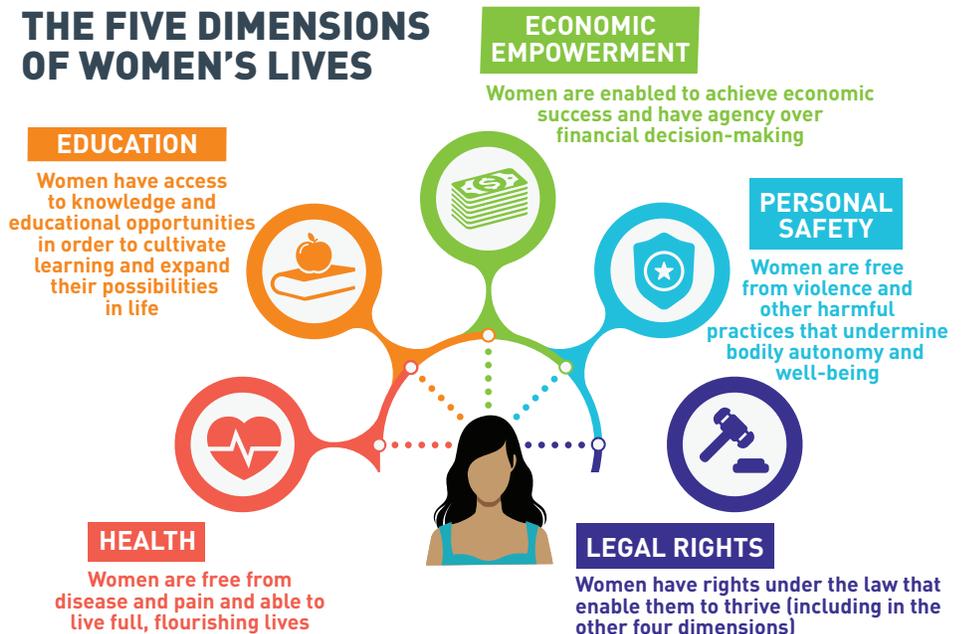
- **Engaging with intermediaries** working to make it easier to align financial investment with social impact goals. Equileap, for instance, which promotes gender equality in the workplace, is considering *The XX Factor* indicators in an expanded version of its gender-equality scorecard for publicly-traded companies. Both Trillium

Asset Management (which works with investors and financial advisors to align their portfolios with specific social impact goals) and RSF Social Finance (which serves socially-minded investors, donors, and entrepreneurs in California) are working to incorporate *The XX Factor* framework into their efforts.

- **Partnering with select high net worth families, family offices, and wealth managers** to develop case studies and tools that others can use to align their financial investment portfolios with the goal of improving the lives of women.
- **Speaking at programs** around the world focused on social impact for women and girls.

To download *The XX Factor* for free, receive updates on all of these efforts, or attend a related event in your region, visit our website at <https://www.impact.upenn.edu/the-xx-factor/>.

### THE FIVE DIMENSIONS OF WOMEN'S LIVES



# Tips for Year-Round Impact

All donors have a “philanthropic portfolio” that includes gifts that aren’t necessarily aimed at maximizing social impact. This includes impromptu donations to support our friends’ interests, thank you gifts to our alma mater or hospital, or contributions to our church or temple. Increasingly, donors are including social impact in their portfolios, asking, “How can my money do more good?” Here are tips to help you answer that question well:

## Focus on the Goal

As the saying goes, “if you don’t know where you’re going, any road will get you there.” High impact philanthropy starts first by asking, ‘What is the philanthropic goal of this donation?’ That goal could be feeding the hungry, ensuring all kids learn, reducing poverty, improving the lives of women and girls, or any number of other worthy causes. Personal experiences often lead donors to commit to a particular community or a particular cause. It is fine to let the heart choose the goal. Once you are clear about the goal, your head can help you find the programs and organizations well-positioned to reach that goal.

## A Little Research Goes a Long Way

Unlike a decade ago, donors no longer need to spend days doing their own due diligence or trying to interpret tax returns in the hope of identifying a nonprofit worthy of their gift. Organizations like ours now exist to do the legwork so that individual donors can get to impact faster and with more confidence. The high impact opportunities profiled in this guide—and many more on our website—offer specific options that our team has analyzed for program efficacy and cost-effectiveness. Within each profile, we offer tips for getting involved in an issue, including what to look for in related nonprofits. We’ve also provided a list of additional resources on page 31 to help you better understand the causes you care about and identify non-



profits to support. Still can’t find what you’re looking for? You’ll find a wealth of free information on our website.

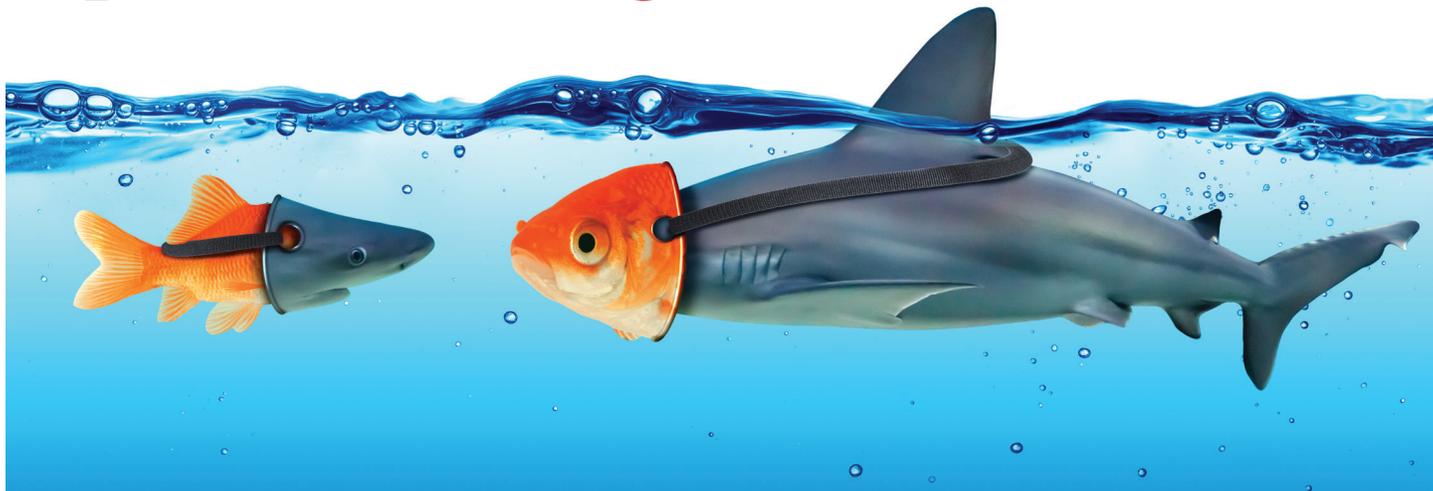
## Think ‘Bang for your Buck’

Not even the Gates Foundation has enough money to solve the problems it seeks to address. To do more good, every donor needs to ask, “How can my money go the farthest?” Comparing nonprofit organizations can help answer that question, but don’t just look at their expenses. That’s literally only half the equation. Instead, compare what the organization spends overall to what it achieves. For example, it can cost approximately \$100 for a monthly bus pass allowing a former foster youth to get to a new job, \$275 for a clean,

safe delivery for a pregnant woman in Guatemala, and about \$2,500 to set up an effective early childhood curriculum for a class of 20 to 25 children. Another way to think of bang for buck is to compare costs with societal benefits: for every \$1 spent on a nurse visitation program, as a society we receive over \$6 back from improved health, education, and employment outcomes. That’s bang for buck thinking where the ‘buck’ is the money a nonprofit has to spend and the ‘bang’ is what it’s able to achieve with that money.

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

# Tips for **Avoiding Fraud**



It's your right as a philanthropist to conduct some due diligence—and even have some healthy skepticism—before committing your funds to a particular nonprofit organization. Just because someone asks you to support a worthy cause doesn't mean you can't take time to consider the nonprofit seeking your donation. The first step on the way to higher impact is to avoid fraud.

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

## **A Simple Internet Search**

If a nonprofit, its staff, or its board has been the subject of negative press or an official investigation, that is a clear red flag to proceed

with caution before committing funds. A simple internet search can identify red flags. In addition, nonprofits such as [GuideStar](#), [Charity Navigator](#), and [BBB Wise Giving Alliance](#) all provide free financial and programmatic information to help donors understand the work of specific nonprofits.

## **Remember the Difference between a Worthy Cause and a Worthy Charity**

There are many good and worthy causes, but that doesn't mean that every charity addressing that cause is just as good. It's a distinction that can be hard to remember when you feel strongly about a cause. It's also why one fraudulent cancer charity successfully raised so much

money: donors who had friends or family with cancer found it hard to say 'no.' They may have avoided the fraudulent charity altogether if donors had instead asked their friends and family: "Which nonprofits have really helped you?"

## **Get Involved Directly with an Organization**

By volunteering your time or speaking with staff or the people who benefit directly from the organization, you can get a first-hand look at how a nonprofit uses donor funds and other resources to benefit clients. You can also check [our website](#) for a wealth of information on how you can maximize the impact of your giving.

## **Comments...**

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

Though information on specific nonprofits may change from year to year, the evidence behind their impact often remains the same. To read more about the evidence behind the opportunities featured in this guide, please refer to our website [www.impact.upenn.edu](http://www.impact.upenn.edu).

# More Resources for Identifying Nonprofits to Support

Category	Name	Description	Website
Nonprofit Information	Guidestar	World's largest source of information on nonprofits	<a href="http://www.guidestar.org/Home.aspx">http://www.guidestar.org/Home.aspx</a>
	Charity Navigator	Rates nonprofits on financial health, accountability, and transparency	<a href="https://www.charitynavigator.org/">https://www.charitynavigator.org/</a>
	GreatNonprofits	Community-sourced stories about nonprofits, written by donors, volunteers, and beneficiaries	<a href="http://www.about.greatnonprofits.org/">http://www.about.greatnonprofits.org/</a>
	ImpactMatters	Provides "audits" of nonprofits that have proven evidence of impact	<a href="http://www.impactm.org/">http://www.impactm.org/</a>
Children & Youth (U.S.)	Blueprints for Healthy Youth Development (University of Colorado)	Registry of evidence-based youth development programs and best practices to improve the lives of children	<a href="http://www.blueprintsprograms.com/">http://www.blueprintsprograms.com/</a>
	Child Trends	Catalogue of programs that work and those that don't for supporting kids	<a href="https://www.childtrends.org/">https://www.childtrends.org/</a>
	KIDS COUNT	Premier source of data on children and family indicators in the U.S.	<a href="http://www.aecf.org/work/kids-count/">http://www.aecf.org/work/kids-count/</a>
Violence Prevention (U.S.)	Center for the Study and Prevention of Violence (University of Colorado)	Identifies the most effective programs that promote behavioral, mental, physical, and academic health and success	<a href="https://www.colorado.edu/cspv/">https://www.colorado.edu/cspv/</a>
Global Poverty	GiveWell	Rates charities based on empirical data, cost-effectiveness, and capacity for increased funding	<a href="https://www.givewell.org/">https://www.givewell.org/</a>
	Innovations for Poverty Action	Research on over 300 potential solutions to poverty	<a href="https://www.poverty-action.org/">https://www.poverty-action.org/</a>
	Life You Can Save	Charities that aid the global poor vetted for record of effectiveness	<a href="https://www.thelifeyoucansave.org/">https://www.thelifeyoucansave.org/</a>
	The Jameel Poverty Action Lab	Database of over 850 publicly available randomized evaluations of programs found to be effective	<a href="https://www.povertyactionlab.org/">https://www.povertyactionlab.org/</a>
Knowledge for smarter giving	Giving Compass	Curates content from many expert sources, including the Center for High Impact Philanthropy, with the goal of sharing knowledge in order to create social change	<a href="https://givingcompass.org/">https://givingcompass.org/</a>
	Root Cause Social Impact Research (SIR)	Reports on cause areas and topics for creating social change	<a href="http://www.rootcause.org/">http://www.rootcause.org/</a>
	IssueLab (a service of Foundation Center)	Organizes research from social sector organizations on 30+ cause areas	<a href="https://www.issuelab.org/">https://www.issuelab.org/</a>

# Nonprofits Mentioned in this Guide

Category	Name	Website
<b>Health</b> 	Curameircas Global	<a href="https://www.curamericas.org/">https://www.curamericas.org/</a>
	Curamericas Guatemala	<a href="https://www.curamericas.org/our-work/guatemala/">https://www.curamericas.org/our-work/guatemala/</a>
	Hôpital Albert Schweitzer	<a href="https://hashaiti.org/">https://hashaiti.org/</a>
	Partners in Health	<a href="https://www.pih.org/">https://www.pih.org/</a>
	BRAC	<a href="http://www.brac.net/">http://www.brac.net/</a>
	BRAC: Manoshi Project	<a href="https://www.brac.net/health-nutrition-population/item/867-manoshi">https://www.brac.net/health-nutrition-population/item/867-manoshi</a>
	Comprehensive Rural Health Project, Jamkheh (CRHP)	<a href="http://jamkhed.org/">http://jamkhed.org/</a>
	Society for Education, Action, & Research in Community Health (SEARCH)	<a href="http://searchforhealth.ngo/">http://searchforhealth.ngo/</a>
	VillageReach	<a href="http://www.villagereach.org/">http://www.villagereach.org/</a>
	Kwitanda Community Health Project	<a href="http://www.villagereach.org/impact/kwitanda-community-health-program/">http://www.villagereach.org/impact/kwitanda-community-health-program/</a>
	Last Mile Health	<a href="http://lastmilehealth.org/">http://lastmilehealth.org/</a>
Lwala Community Alliance	<a href="http://lwalacommunityalliance.org/">http://lwalacommunityalliance.org/</a>	
<b>Poverty</b> 	Youth Villages	<a href="http://www.youthvillages.org/">http://www.youthvillages.org/</a>
	The Foster Coalition	<a href="http://www.fostercoalition.com/">http://www.fostercoalition.com/</a>
	Child First	<a href="http://www.childfirst.org/">http://www.childfirst.org/</a>
	Year Up	<a href="http://www.yearup.org/">http://www.yearup.org/</a>
	YouthBuild	<a href="https://www.youthbuild.org/">https://www.youthbuild.org/</a>
	National Guard Challenge Programs	<a href="https://www.jointservicesupport.org/NGYCP/">https://www.jointservicesupport.org/NGYCP/</a>
	Center for Employment Opportunities	<a href="https://ceoworks.org/">https://ceoworks.org/</a>
	Safer Foundation	<a href="http://www.saferfoundation.org/">http://www.saferfoundation.org/</a>
	Operation New Hope	<a href="https://www.operationnewhope.org/">https://www.operationnewhope.org/</a>
	Anti-Recidivism Coalition	<a href="http://www.antirecidivism.org/">http://www.antirecidivism.org/</a>
	EMPLOY Minnesota	<a href="http://www.employmn.com/about.asp">http://www.employmn.com/about.asp</a>
	YouthBuild Philadelphia	<a href="https://youthbuildphilly.org/">https://youthbuildphilly.org/</a>
	Nurse-Family Partnership	<a href="https://www.nursefamilypartnership.org/">https://www.nursefamilypartnership.org/</a>
Healthy Families America	<a href="http://www.healthyfamiliesamerica.org/">http://www.healthyfamiliesamerica.org/</a>	
<b>Education</b> 	AppleTree Institute for Education Innovation	<a href="http://www.appletreeinstitute.org/">http://www.appletreeinstitute.org/</a>
	Educare	<a href="https://www.educareschools.org/">https://www.educareschools.org/</a>
	City Connects	<a href="http://www.bc.edu/bc-web/schools/lsoe/sites/cityconnects.html">http://www.bc.edu/bc-web/schools/lsoe/sites/cityconnects.html</a>
	Coalition for Community Schools	<a href="http://www.communityschools.org/">http://www.communityschools.org/</a>
	Communities in Schools	<a href="https://www.communitiesinschools.org/">https://www.communitiesinschools.org/</a>
	Citizen Schools	<a href="https://www.citizenschools.org/">https://www.citizenschools.org/</a>
	Spark	<a href="https://www.sparkprogram.org/">https://www.sparkprogram.org/</a>
	Genesys Works	<a href="http://www.genesysworks.org/">http://www.genesysworks.org/</a>
	Association for Career & Technical Education	<a href="https://www.acteonline.org/">https://www.acteonline.org/</a>
	Jobs for the Future	<a href="http://www.jff.org/policy-advocacy">http://www.jff.org/policy-advocacy</a>
	Students at the Center Initiative	<a href="http://www.jff.org/initiatives/students-center">http://www.jff.org/initiatives/students-center</a>

# Nonprofits Mentioned in this Guide

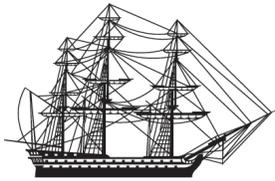
Category	Name	Website
Education 	New Teacher Center	<a href="https://newteachercenter.org/">https://newteachercenter.org/</a>
	New Leaders	<a href="http://newleaders.org/">http://newleaders.org/</a>
	The Achievement Network	<a href="http://www.achievementnetwork.org/">http://www.achievementnetwork.org/</a>
	Talent Development Secondary	<a href="http://www.tdschools.org/">http://www.tdschools.org/</a>
	Success for All	<a href="http://www.successforall.org/">http://www.successforall.org/</a>
	BELL	<a href="https://www.experiencebell.org/">https://www.experiencebell.org/</a>
	Horizons National	<a href="https://www.horizonsnational.org/">https://www.horizonsnational.org/</a>
	National Summer Learning Association	<a href="http://www.summerlearning.org/">http://www.summerlearning.org/</a>
	Afterschool Alliance	<a href="http://afterschoolalliance.org/">http://afterschoolalliance.org/</a>
	National Center on Time & Learning	<a href="https://timeandlearning.org/">https://timeandlearning.org/</a>
Hurricanes 	Global Giving	<a href="https://www.globalgiving.org/projects/hurricane-irma-relief-fund/">https://www.globalgiving.org/projects/hurricane-irma-relief-fund/</a>
	Hurricane Harvey Relief Fund	<a href="https://ghcf.org/hurricane-relief/">https://ghcf.org/hurricane-relief/</a>
	Rebuild Texas Fund	<a href="https://www.rebuildtx.org/">https://www.rebuildtx.org/</a>
	OneStar Foundation	<a href="http://onestarfoundation.org/">http://onestarfoundation.org/</a>
	The Miami Foundation	<a href="http://miamifoundation.org/relief/">http://miamifoundation.org/relief/</a>
	Florida's First Coast Relief Fund	<a href="https://www.unitedwaynefl.org/relieffund/">https://www.unitedwaynefl.org/relieffund/</a>
	Puerto Rico Real Time Recovery Fund	<a href="https://www.generosity.com/emergencies-fundraising/maria-puerto-rico-real-time-recovery-fund">https://www.generosity.com/emergencies-fundraising/maria-puerto-rico-real-time-recovery-fund</a>
	Fund for the U.S. Virgin Islands	<a href="http://www.cfvi.net/donate/hurricanerelief.php">http://www.cfvi.net/donate/hurricanerelief.php</a>
	Unite BVI	<a href="https://www.unitebvi.com/">https://www.unitebvi.com/</a>
	Barbuda Recovery & Conservation Fund	<a href="https://donate.icfdn.org/npo/barbuda-recovery-conservation-trust-fund">https://donate.icfdn.org/npo/barbuda-recovery-conservation-trust-fund</a>
Refugee Crisis 	Médecins Sans Frontières (Doctors Without Borders)	<a href="http://www.doctorswithoutborders.org/country-region/syria">http://www.doctorswithoutborders.org/country-region/syria</a>
	The International Rescue Committee	<a href="https://www.rescue.org/who-we-are">https://www.rescue.org/who-we-are</a>
	Save the Children	<a href="http://www.savethechildren.org/site/c.8rKLIXMGIpI4E/b.7998857/k.D075/Syria.htm">http://www.savethechildren.org/site/c.8rKLIXMGIpI4E/b.7998857/k.D075/Syria.htm</a>
	UNICEF-USA	<a href="https://www.unicefusa.org/mission">https://www.unicefusa.org/mission</a>
	Mercy Corps	<a href="https://www.mercycorps.org/countries/syria">https://www.mercycorps.org/countries/syria</a>
	Oxfam International	<a href="https://www.oxfam.org/en/emergencies/crisis-syria">https://www.oxfam.org/en/emergencies/crisis-syria</a>
	World Food Programme	<a href="http://www.wfp.org/emergencies/syria">http://www.wfp.org/emergencies/syria</a>
	The White Helmets	<a href="https://www.whitehelmets.org/">https://www.whitehelmets.org/</a>
	UN Refugee Agency (UNHCR)	<a href="http://www.unhcr.org/en-us/syria-emergency.html">http://www.unhcr.org/en-us/syria-emergency.html</a>
	Global Refugee Crisis Fund	<a href="http://disasterphilanthropy.org/cdp-fund/global-refugee-crisis-fund/">http://disasterphilanthropy.org/cdp-fund/global-refugee-crisis-fund/</a>
	Asylum Access	<a href="http://asylumaccess.org/">http://asylumaccess.org/</a>
	International Refugee Assistance Project	<a href="http://www.refugeerights.org/">http://www.refugeerights.org/</a>
	Refugee Rights Turkey	<a href="http://mhd.org.tr/english_home.html">http://mhd.org.tr/english_home.html</a>
Refugee Solidarity Network	<a href="https://www.refugeesolidaritynetwork.org/">https://www.refugeesolidaritynetwork.org/</a>	
Refugees International	<a href="https://www.refugeesinternational.org/">https://www.refugeesinternational.org/</a>	

# Nonprofits Mentioned in this Guide

Category	Name	Website
Famine 	Global Emergency Response Coalition	<a href="https://www.globalemergencyresponse.org/">https://www.globalemergencyresponse.org/</a>
	CARE	<a href="http://www.care.org/">http://www.care.org/</a>
	International Medical Corps	<a href="https://internationalmedicalcorps.org/">https://internationalmedicalcorps.org/</a>
	The International Rescue Committee	<a href="https://www.rescue.org/who-we-are">https://www.rescue.org/who-we-are</a>
	Mercy Corps	<a href="https://www.mercycorps.org/countries/syria">https://www.mercycorps.org/countries/syria</a>
	Oxfam America	<a href="https://www.oxfamamerica.org/">https://www.oxfamamerica.org/</a>
	Plan International	<a href="https://plan-international.org/">https://plan-international.org/</a>
	Save the Children	<a href="http://www.savethechildren.org/site/c.8rKLIXMG1pl4E/b.6115947/k.B143/Official_USA_Site.htm">http://www.savethechildren.org/site/c.8rKLIXMG1pl4E/b.6115947/k.B143/Official_USA_Site.htm</a>
	World Vision	<a href="https://www.worldvision.org/">https://www.worldvision.org/</a>
	UNICEF-USA	<a href="https://www.unicefusa.org/donate/save-children-famine/31975">https://www.unicefusa.org/donate/save-children-famine/31975</a>
	World Food Programme	<a href="http://www1.wfp.org/fighting-famine">http://www1.wfp.org/fighting-famine</a>
Action Against Hunger	<a href="http://www.actionagainsthunger.org/urgent-un-warning-20-million-threatened-famine">http://www.actionagainsthunger.org/urgent-un-warning-20-million-threatened-famine</a>	
Accountability	Accountability Lab	<a href="http://www.accountabilitylab.org/">http://www.accountabilitylab.org/</a>
	Disaster Accountability Project:	<a href="http://disasteraccountability.org/">http://disasteraccountability.org/</a>
	Center for Disaster Philanthropy	<a href="http://disasterphilanthropy.org/">http://disasterphilanthropy.org/</a>
Avoiding Fraud	GuideStar	<a href="http://www.guidestar.org/Home.aspx">http://www.guidestar.org/Home.aspx</a>
	Charity Navigator	<a href="http://www.charitynavigator.org/">http://www.charitynavigator.org/</a>
	BBB Wise Giving Alliance	<a href="http://www.give.org/">http://www.give.org/</a>
Nonprofit Information	Guidestar	<a href="http://www.guidestar.org/Home.aspx">http://www.guidestar.org/Home.aspx</a>
	Charity Navigator	<a href="https://www.charitynavigator.org/">https://www.charitynavigator.org/</a>
	GreatNonprofits	<a href="http://www.about.greatnonprofits.org/">http://www.about.greatnonprofits.org/</a>
	ImpactMatters	<a href="http://www.impactm.org/">http://www.impactm.org/</a>
Children & Youth (U.S.)	Blueprints for Healthy Youth Development (University of Colorado)	<a href="http://www.blueprintsprograms.com/">http://www.blueprintsprograms.com/</a>
	Child Trends	<a href="http://www.childtrends.org/">http://www.childtrends.org/</a>
	KIDS COUNT	<a href="http://www.aecf.org/work/kids-count/">http://www.aecf.org/work/kids-count/</a>
Violence Prevention (U.S.)	Center for the Study and Prevention of Violence (University of Colorado)	<a href="https://www.colorado.edu/cspv/">https://www.colorado.edu/cspv/</a>
Global Poverty	GiveWell	<a href="https://www.givewell.org/">https://www.givewell.org/</a>
	Innovations for Poverty Action	<a href="https://www.poverty-action.org/">https://www.poverty-action.org/</a>
	Life You Can Save	<a href="https://www.thelifeyoucansave.org/">https://www.thelifeyoucansave.org/</a>
	The Jameel Poverty Action Lab	<a href="https://www.povertyactionlab.org/">https://www.povertyactionlab.org/</a>
Knowledge for smarter giving	Giving Compass	<a href="https://givingcompass.org/">https://givingcompass.org/</a>
	Root Cause Social Impact Research (SIR)	<a href="http://www.rootcause.org/">http://www.rootcause.org/</a>
	IssueLab (a service of Foundation Center)	<a href="https://www.issuelab.org/">https://www.issuelab.org/</a>

## Our Partners and Sponsors

### Gold



**Vanguard**<sup>®</sup>

**threshold**<sup>®</sup>  
GROUP<sup>®</sup>



Anonymous  
Wharton Alumni

### Silver



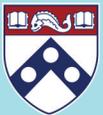
**WILMINGTON  
TRUST**

AN M&T BANK AFFILIATE

**J.P.Morgan**



**TARA**  
HEALTH FOUNDATION



# THE CENTER FOR HIGH IMPACT PHILANTHROPY

*The University of Pennsylvania*

CELEBRATING 10 YEARS

**3815 Walnut Street  
Philadelphia, PA 19104**

**WEBSITE  
EMAIL  
PHONE**

[www.impact.upenn.edu](http://www.impact.upenn.edu)  
[impact@sp2.upenn.edu](mailto:impact@sp2.upenn.edu)  
(215) 573-7266

**BLOG  
FACEBOOK  
TWITTER  
LINKEDIN  
YOUTUBE**

[www.impact.upenn.edu/category/blogs/](http://www.impact.upenn.edu/category/blogs/)  
[www.facebook.com/CenterforHighImpactPhilanthropy](https://www.facebook.com/CenterforHighImpactPhilanthropy)  
[www.twitter.com/ImpactSP2](https://www.twitter.com/ImpactSP2)  
[www.linkedin.com/company/center-for-high-impact-philanthropy](https://www.linkedin.com/company/center-for-high-impact-philanthropy)  
[www.youtube.com/user/impactsp2](https://www.youtube.com/user/impactsp2)