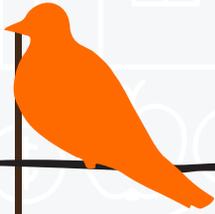




The Center for  
High Impact Philanthropy  
School of Social Policy & Practice  
UNIVERSITY of PENNSYLVANIA

# HIGH IMPACT GIVING GUIDE





The Center for  
High Impact Philanthropy  
School of Social Policy & Practice  
UNIVERSITY of PENNSYLVANIA

#### About Us

The Center for High Impact Philanthropy is a trusted source of knowledge and education to help donors around the world do more good. Founded as a collaboration between the School of Social Policy & Practice and alumni of the Wharton School, it is the premier university-based center focused on philanthropy for social impact.

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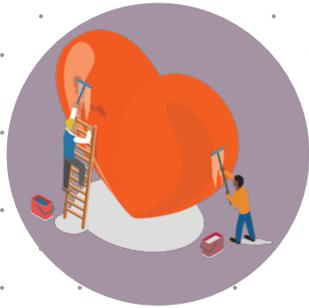
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# Welcome to the 2020 High Impact Giving Guide

This year we focus on four social impact areas where there is an opportunity to make a collective change: strengthening democracy in the U.S., mental health and addiction, global health, and disaster relief. The organizations featured were identified by our team and analyzed for evidence of impact and cost-effectiveness. With each opportunity, we provide background on a specific cause, a nonprofit working effectively in that space, ways to contribute financially, and additional organizations doing similar work.

Donor funds, when supporting the right efforts, can transform people's lives and communities. The issues we focus on are among the most challenging facing society, but the programs and organizations we profile demonstrate daily that positive impact can be created.

While multiple measures show that U.S. democracy is weakening, local and national organizations are shoring the underpinnings of civil society. On pages 6 to 10, you'll find nonprofits we identified through our work for **We the People: A Philanthropic Guide to Strengthening Democracy**. These organizations are increasing civic engagement and reinvigorating local media, two ways to rebuild the essential elements of democracy.

Mental health and substance use disorders have an outsized impact on families and communities, yet services and treatments to address them are drastically underfunded. In our new guide, **Health in Mind: A Philanthropic Guide for Mental Health and Addiction**, we describe five strategies for improving mental health and addiction services at every level and stage. On pages 11 to 15 of this guide, we look at organizations putting those strategies into practice. For example, one group helps those with substance use disorders get access to temporary emergency housing, medical treatment, and meals. A donation of \$50 can provide emergency shelter and food to someone at risk of dying from addiction.

While our first two sections are focused on U.S. organizations, global health is one of the areas where needs are urgent and high impact is possible.

Beginning on page 16, we feature two different organizations identified in our guidance, **Community-Based Approaches to Health**. While distinct in their own right, both organizations deliver care to communities that are isolated due to physical distance, cultural discrimination, or extreme poverty. We also feature Global FoodBanking Network, an organization addressing hunger in communities around the world using local resources.

As in past years, we've updated our **Disaster Relief** guidance (pages 20 to 23). With climate change increasing the frequency and severity of disasters and the displacement of vulnerable populations, we discuss the importance of philanthropic support for disaster organizations that are promoting innovation, coordination, accountability, and prevention efforts, as well as long-term recovery efforts.





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

This guide is just a sampling of what’s available on our website. There you’ll find additional high impact opportunities in other impact areas from early childhood education to the refugee crisis, as well as rigorous evidence of what experts in a particular field consider to be the most effective interventions. Though information on specific nonprofits may change from year to year, the evidence on what leads to impact often remains the same. To read more about the evidence behind the opportunities featured in this guide, see our website: [www.impact.upenn.edu](http://www.impact.upenn.edu)



**Upcoming in 2020:  
TALENT FOR GIVING**



The Center for High Impact Philanthropy, in partnership with the Bill & Melinda Gates Foundation, is developing actionable guidance to help U.S. based ultra-high-net-worth donors understand how to identify and organize the talent they need to achieve their philanthropic goals.

There is likely to be more wealth transferred to philanthropy during the first half of this century than in the entire 20th century. Although donors may have very different philanthropic goals, it is unlikely they will be able to deploy philanthropic funds—at any scale—without some help. How well those philanthropic funds are spent will depend on the people responsible for making and implementing philanthropic decisions. In other words, the potential social impact of those funds will depend on the talent involved in deploying those funds. Our guidance will include the functions that need to be covered, the work that needs to be done, the particular mindsets, capabilities, and networks that individuals need to possess in order to perform these philanthropic functions well, and illustrative case examples.

To find out more, please visit <https://www.impact.upenn.edu/talent-for-giving/>.

# Strengthening Democracy

## WHY NOW?

While general elections tend to spotlight highly partisan politics, a democracy is more than elections. It's all the institutions that vest power in citizens, including free press, rule of law, individual rights, and others. Philanthropy plays a critical role in supporting organizations that advance these institutions, elevating the voices of citizens in our political discourse. Government is often a partner to philanthropy in addressing issues like health care and education, and accounts for 32% of the nonprofit sector's revenue. Threats to democracy can impede progress on any social impact area funders are concerned with.

Multiple surveys over the past decade have revealed a trend of declining confidence in democracy among Americans. In a 2018 survey jointly commissioned by Freedom House, the Penn Biden Center, and the George W. Bush Institute, a majority (55%) characterized American democracy as "weak" with 68% percent saying it is "getting weaker." Trust in government and approval ratings for elected officials are at or near historic lows. Distrust and partisanship have led to an increasingly gridlocked political system, as evidenced by this year's record-long government shutdown. In this context, more and more donors are asking "what can be done to strengthen democracy?"

## HOW PHILANTHROPY CAN HELP

While many factors contribute to this growing sense that democracy is weakening, there are practical and thoughtful efforts underway to reverse these sentiments. In the We the People project, CHIP has created a framework for anyone looking to strengthen the democratic system.

The framework identifies the five core dimensions—empowered citizens, fair processes, responsive policy, information and communication, and social cohesion—that are essential to shoring up democracy. Focusing on these five elements can help donors understand what types of efforts to fund to achieve their impact goals.

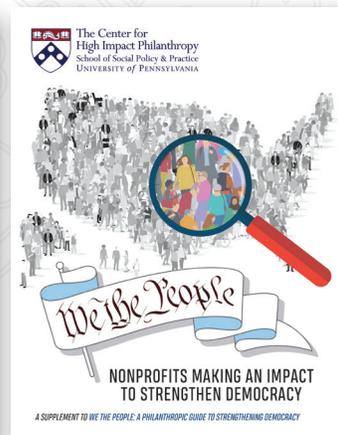
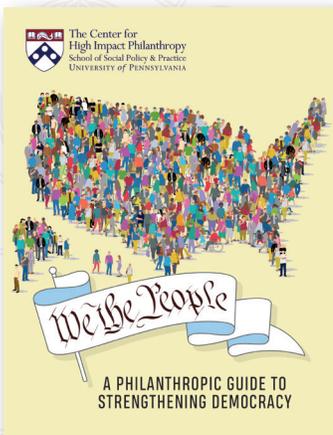


Increasing civic engagement and filling the information gaps left by traditional local media offer two ways to boost multiple elements of a strong democracy. These two areas illustrate how funders can apply our framework to their philanthropic decisions.

## NONPROFITS MAKING AN IMPACT

Citizen-led initiatives have won meaningful reforms at the state and local level, and partisan distrust of media is substantially lower when it comes to local news outlets. While improving civic life on the local level may not solve all of society's problems, it allows for citizens to be more engaged with one another, making politics less of a spectator sport and more of a common project that allows for greater understanding between people with diverse backgrounds and sensibilities.

In this section we profile organizations that are reinvigorating local media and increasing civic engagement to rebuild the local level, while addressing one or more dimensions of a strong democracy.



Identify opportunities for advancing a more vibrant democracy in **We the People: A Philanthropic Guide to Strengthening Democracy** and find nonprofits models that are working now in the supplement, **Nonprofits Making an Impact to Strengthen Democracy**.

On the microsite you will find:

- The outcome measures that mark progress in five dimensions of a healthy democracy
- Deep dives on how to boost civic engagement and support local media
- Organizations that are having a positive impact on society now





# giving communities a voice in the newsroom

## WHAT IT DOES

This nonprofit civic journalism lab based on the south side of Chicago has been reinventing local journalism since 2015. **City Bureau** has expanded who reports and contributes to stories and has created forums where citizens engage with public affairs. It trains new journalists who may not have professional reporting experience or journalism degrees, and engages community members previously excluded from public discourse. Making the journalism workforce more representative of its audience results in more comprehensive coverage and develops new audiences.

City Bureau increases access to critical information and citizen engagement through three main programs: An 11-week Civic Reporting Program partners fellows (early career journalists) with team leaders (experienced journalists) to report news and mentor young Chicago media-makers. Its Documenters program recruits, trains, and pays community members \$15 an hour to report on public meetings of school boards, zoning commissions, and others that few people attend but where major policy decisions are made. Its Public Newsroom program hosts weekly workshops where journalists and guest speakers gather with the public to share resources and discuss local issues to make journalism more engaging while building the community's journalism capacity.

## HOW EFFECTIVE IT IS

With its programs, City Bureau provides more comprehensive and relevant coverage by expanding and diversifying the sources of information it uses to inform stories. For example, in the 2019 local elections, while other city papers published voter guides based



NONPROFIT MAKING AN IMPACT

# CITY BUREAU

on surveys written by their editorial boards, City Bureau reporters conducted interviews with 30 residents of the Austin neighborhood to identify the issues most important to their community, then asked candidates how they would address them. Its Public Newsroom has hosted more than 100 workshops since 2016 on topics such as upcoming elections, police accountability, and housing segregation.

City Bureau also lowers barriers to entry for becoming a journalist and engages a broader, more diverse public in the reporting process. The 5,000 Documenters City Bureau has trained over the past three years range in age from 19 to 73; 61% identify as female and 32% identify as black or African-American. At the *Chicago Tribune*, one of the city's largest newspapers, just 38% of newsroom staff is comprised of women and 7% is African-American.

Since 2016, Documenters have covered some 500 public meetings, amounting to more than 2,000 hours of assignments. City Bureau has partnered with more than 50 local community organizations to host Documenters' trainings, inform their fellows' reporting, and expand the audience for its stories. These

community organizations, which include hyperlocal news sites, neighborhood associations, and legal service providers, then become part of a network that is sourcing and disseminating stories.

## HOW YOU CAN HELP

**City Bureau** receives two-thirds of its funding from philanthropic sources, with the remaining one-third of revenue generated through reporting, research, and consulting. Additional philanthropic funds would help finance more assignments for Documenters, which cost the organization about \$30 per public meeting. City Bureau's four-person civic reporting teams cost about \$13,500 for 11 weeks of reporting on a specific topic.

## MORE WAYS TO HELP

Funders can support **City Bureau** directly or replicate the model in other communities: Mississippi Today has adopted the Public Newsrooms while Detroit's WDET, Outlier Media, and CitizenDetroit have replicated the Documenters program. City Bureau estimates it costs \$175,000 to \$200,000 to fully pilot a program, with donations of any amount accepted.



# building sustainable civic news organizations

## WHAT IT DOES

Advertising revenue for traditional print media has been declining for decades, decimating the traditional business model for the industry and leading to layoffs in newsroom staff. All this translates into fewer people covering local issues and fewer communities with quality coverage of local schools, politics, and other critical information. The **American Journalism Project (AJP)** is an initiative that seeks to grow resources available for local journalism by investing in a new model for sustainable, mission-based news organizations.

AJP's strategy is three-fold: fund existing nonprofit newsrooms through grantmaking, provide intensive support to develop grantees' fundraising and commercial media capacity, and build a movement of support for this model. Co-founded by the leadership of the Texas Tribune and Chalkbeat, two of the largest locally-focused nonprofit news organizations, AJP seeks to expand their revenue model to nonprofit newsrooms across the country, thereby increasing the resources available for coverage of local issues that communities depend on.

AJP, which has raised \$42 million to date for the initiative (with a goal of \$50 million), will offer grants and support to civic news organizations (CNOs). With a long-term goal of catalyzing \$1 billion in financial support for independent local news, AJP seeks to bolster the precarious financial model that supports many CNOs. Some 46% of nonprofit news organizations have less than \$500,000 in annual revenue, and 42% rely on just one or two revenue streams, typically from foundation grants. AJP newsrooms will be launched using philanthropic funds and then sustained via a mix of digital subscriptions, advertising,



NONPROFIT MAKING AN IMPACT

# AMERICAN JOURNALISM PROJECT

and fundraising, so that each source constitutes roughly a third of each news organization's revenue.

## HOW EFFECTIVE IT IS

AJP's two co-founders have proven with their own news outlets that they can make CNOs more financially sustainable. The Texas Tribune launched in 2009 with a staff of 18, and has grown to 63 full-time employees by 2018. Just 25% of its \$9.5 million in annual revenue comes from foundations, compared to 57% in the nonprofit news sector overall. In one weekend the Tribune raised \$2 million at TribFest18, a multi-venue conference attended by over 5,000 people. These financial resources now support a 40-person editorial staff covering Texas politics and public affairs.

Chalkbeat, an education news website, has relied on a similar mix of philanthropy, corporate sponsorship, and audience support to grow its budget by more than 100% over the past three years. With \$7 million in revenue and a 51-person staff, it now has reporters in seven cities, most recently expanding to Newark, filling a gap after the Star-Ledger reduced its newsroom staff by more than half in the past decade. As the business model for

local papers no longer incentivizes in-depth coverage of local issues, Chalkbeat and Texas Tribune's growth demonstrates the viability of an alternative, philanthropic model that ensures communities' critical information needs are met.

## HOW YOU CAN HELP

AJP will provide multi-year grants ranging from \$500,000 to \$1.5 million to 25 to 35 organizations starting in late 2019. With their investment, AJP will catalyze matching funds from local philanthropic organizations. An essential use of grant funds will be to hire revenue-generating team members whose efforts will find sustainable sources of funding (audience support, sponsorships, and local philanthropy) that support the CNOs long-term. Donate any amount to [American Journalism Project](#) at their website.

## MORE WAYS TO HELP

Strengthen journalism by supporting your local media outlets, or donate to [NewsMatch](#), a national gift matching campaign that in 2018 raised \$7.6 million for 189 nonprofit newsrooms in the U.S. Donors can unlock matching funds for the newsroom of their choice by giving to [NewsMatch](#).



# empowering voters through organizing

## WHAT IT DOES

Many voter mobilization efforts are led by organizations that “parachute in” a month before an election and fail to take advantage of existing civic infrastructure. **Faith in Action** uses an integrated voter engagement approach to embed voter mobilization into the activities of faith-based organizations. Its sustained engagement efforts empower citizens to participate across and between multiple election cycles. They tap into existing social networks (congregations), connect political participation to issues that the community cares about, and ask volunteers to recruit their friends and family. Its chapters model how relationships and social networks can amplify the reach of civic engagement efforts.

Faith in Action is a national network of community organizers fighting against racism, discrimination, and economic inequality. The model brings together congregations from all denominations and faiths as the institutional base, creating a values-based organization for change. Because affiliated chapters have strong community roots, they aim to solve local, neighborhood issues before moving on to broader issues at the city, state, and federal levels. Further, Faith in Action provides leadership training to organizers and clergy members centered on five key objectives, including how community organizing can fight racism and discrimination, build relationships across faith, race, and socioeconomic lines, and promote community empowerment.

## HOW EFFECTIVE IT IS

In organizing faith-based communities, Faith in Action taps into networks that are more diverse and representative than most organized civic groups, which are disproportionately white,



**NONPROFIT MAKING AN IMPACT**

# FAITH IN ACTION

college-educated, and professional. When mobilized, these networks have successfully engendered responsive policy. Since each chapter's local issues are distinct, the organizing tactics vary across geography. An Indianapolis-based chapter successfully campaigned for a ballot measure to expand bus service so that three times as many people had access to a low-cost commute. A Massachusetts chapter organized a legal challenge that prevented 2,000 Hurricane Maria evacuees from being evicted from their temporary housing.

Its Florida chapter, Faith in Florida, organized support for a referendum restoring voting rights to returning citizens with felony convictions in the state. In partnership with 800 congregations throughout the state, Faith in Florida coordinated a “Souls to the Polls” campaign that brought 200,000 voters in 30 cities to vote on the Sunday before election day. Thanks in part to these efforts, the referendum passed in November 2018.

## HOW YOU CAN HELP

**Faith in Action's** model allows for funder support at both the national and local levels. Its chapters, called federations, rely exclusively on philanthropic revenues, volunteers,

and in-kind contributions, while the national organization collects dues from individual federations. Giving to the national affiliate of Faith in Action supports the development of new federations, training programs, and federal advocacy work on issues such as disaster relief, immigration reform, and criminal justice reform. Donations for federations supports local advocacy, organizing, and training efforts. Faith in Florida estimates the cost of training a congregation's leadership on integrated voter engagement at between \$150 to \$300. “Anchor congregations” take on greater responsibilities, organizing other congregations and hosting phone banks. Faith in Florida estimates the staff time and equipment for an anchor congregation's three-month campaign cost \$25,000 to reach 4,000 voters face-to-face or over the phone.

## MORE WAYS TO HELP

**Faith in Action** currently has 45 active chapters in 20 states, with three new federations being developed in Georgia, Illinois, and Wisconsin. Donors can also encourage existing grantees to adopt integrated voter engagement into their programming. **Nonprofit Vote** provides resources for 501c3s to incorporate voter registration into their programming.



# teaching civics through democratic participation

## WHAT IT DOES

Civics education helps students develop the knowledge, skills, and disposition to participate effectively in the democratic process. Analyses of the most civically engaged Americans have found that civics education in high school is a powerful predictor of whether citizens vote and participate in membership organizations later in life. However, the courses that historically prepared students to be effective citizens are no longer staples of high school curricula.

**Generation Citizen** (GC) helps teachers incorporate action-based projects into civics education, preparing students to be active participants in democracy.

GC provides middle and high school teachers with the curriculum, training, and support for a semester-long civics course that embeds civic participation into the classroom through projects such as circulating petitions or contacting lawmakers. The organization operates in six states (RI, NY, CA, TX, OK, MA, plus a remote program) and has engaged more than 14,000 students in 141 schools during the 2017-18 school year. In most GC classrooms, teachers are supported by Democracy Coaches, college students who volunteer to advise and mentor their “near-peers.” In addition to direct support for experiential civics learning, GC works toward making civic engagement a staple of school curricula and culture through its own advocacy efforts and as part of the CivXNow coalition of foundations, academic institutions, and nonprofits supporting civics education.

## HOW EFFECTIVE IT IS

GC’s curriculum targets three factors that increase a student’s likelihood of future civic engagement: civic knowledge, skills,

and motivation. An external controlled study found a statistically significant increase in students’ confidence and ability to affect change. Students whose social studies classes featured the GC curriculum also had greater knowledge of local government. While 40 states currently have some civics requirement for public schools, none mandate the experiential learning that GC emphasizes. Such experiential learning improves students’ ability to apply knowledge in the real world. Internal GC evaluations found that after participating in its program, nine in 10 students indicated they could make a difference in their communities and believe that challenging injustice is important, and seven in 10 improved their collaboration skills and knowledge of local government structures. Over half increased in civic knowledge, skills, and motivation.

A GC school in Lowell, Massachusetts, provides evidence of the program’s impact. Responding to the growing prevalence of vaping in their school, GC students researched marketing of the product and developed an action plan. They contacted legislators and eventually presented their research to a state representative who introduced a bill to limit the sales of vaping products in youth-

accessible stores. Generation Citizen also provides students opportunities for ongoing engagement through its student leadership committees, which advocate for civics education.

## HOW YOU CAN HELP

Roughly 75% of GC’s annual revenue is from philanthropic sources, while the remainder comes from modest fees of about \$2,500 per school. GC estimates the cost of supporting an individual student at \$100. Introducing programming to a classroom in a new school, which includes training teachers and supporting Democracy Coaches, costs about \$5,000 per semester. Expanding within schools to support multiple classrooms and grade levels is less costly. GC estimates the cost of school-wide support at \$10,000 per year. Support **Generation Citizen** at their website.

## MORE WAYS TO HELP

Donors can find other civic education causes to support through **CivXNow**, a coalition of funders, educational institutions, and other nonprofits promoting civics education.



**NONPROFIT MAKING AN IMPACT**

# GENERATION CITIZEN

# Mental Health and Addiction

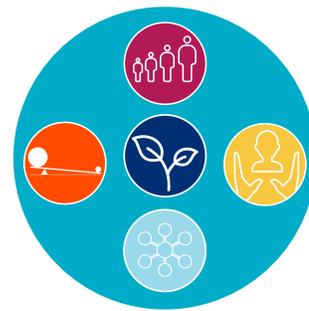
## WHY NOW?

There has never been a more urgent time to address mental health and addiction. In the United States, one in five people experience a mental health disorder in their lifetime, contributing to rising rates of so-called deaths of despair—those related to drugs, alcohol, or suicide. Beyond the devastating loss of human life, these two conditions impact society in other serious ways, including increased healthcare costs, reduced workforce productivity, and over-taxed social services.

But there is hope. In recent years, researchers and clinicians have gained a greater understanding of mental health disorders and substance use disorders (SUDs). We now have deeper knowledge about the brain and evidence about which approaches are most effective at preventing, treating, and supporting the recovery or long-term management of these conditions.

## HOW PHILANTHROPY CAN HELP

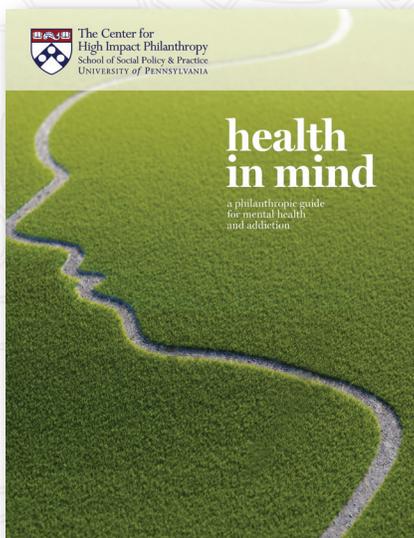
Mental health disorders and SUDs are linked to causes that have long been the focus of many individual and institutional funders. For example, we know that adverse childhood experiences and parental depression affect early childhood development and school success; that undiagnosed and untreated mental health disorders are linked to homelessness, unemployment, and incarceration; that young people in foster care and people in prison disproportionately experience mental health disorders and SUDs; and that the current opioid epidemic is ravaging families and communities across the country.



## NONPROFITS MAKING AN IMPACT

While clinical care in a medical setting can help address mental health and addiction, strategies that address social and economic factors, as well as physical circumstances, are often very effective at impacting mental health disorders and SUDs.

In this section, we examine four factors that significantly influence a person's ability to thrive, including a healthy start to life, support through key life transitions, consistent and stable housing, and access to comprehensive supportive services in the face of serious illness. Such care is integral to behavioral health prevention, treatment, and recovery.



### Health in Mind: A Philanthropic Guide for Mental Health and Addiction

identifies approaches that are most effective at preventing, treating, and supporting the recovery or long-term management of mental health conditions and substance use disorders.

On the microsite you will find:

- Evidence for the opportunities that have the greatest potential for impact
- Five strategies funders can use to address mental health and addiction
- A range of solutions and philanthropic opportunities for each strategy





# healthy start to life

## WHAT IT DOES

Prolonged “toxic stress”—the type caused by homelessness, hunger, neglect, or exposure to violence—can negatively affect a child’s social, emotional, and cognitive development. **Nurse-Family Partnership (NFP)** is a community program that reduces the impact of toxic stress by supporting parents and improving access to services that ensure better health for the entire family.

NFP pairs specially trained registered nurses with vulnerable women who are pregnant with their first child, starting early in pregnancy and continuing through the child’s second birthday. During free at-home visits, mothers get support and guidance to help them care for their child. They also develop skills that help them reach education and employment goals. Nurses are trained to monitor and respond to symptoms of postpartum depression and postpartum psychosis/schizoaffective disorder. NFP also provides wraparound care, referring women to social services, legal counsel, and group community outings.

NFP’s new app, Goal Mama, helps women and their NFP nurse stay connected in between visits, enabling greater flexibility and engagement.

NFP chapters are increasingly targeting their outreach efforts toward low-income or traditionally hard-to-reach moms, including those with medically complicated pregnancies, women experiencing homelessness, and women experiencing substance use disorders, including opioid use disorder and neonatal abstinence syndrome.



**NONPROFIT MAKING AN IMPACT**

# NURSE-FAMILY PARTNERSHIP

## HOW EFFECTIVE IT IS

NFP’s nurse-home visitation program has been subject to rigorous studies that show a lasting impact on the over 300,000 families that have been served since 1996. Children and mothers paired with an NFP nurse see incidences of child abuse and neglect, emergency room visits due to accidents and poisonings, and arrests—all of which are traumatic experiences for children—cut in half. A reduction in these traumatic events results in lessened levels of toxic stress and adverse childhood experiences, resulting in better mental health outcomes. Children of mothers paired with an NFP nurse also show stronger developmental outcomes, with reductions in language delays and intellectual problems.

The Washington State Institute for Public Policy found a net benefit to society of \$60,000 per family served (the average cost of the program per family is \$9,500), with the bulk of the savings from increased tax revenues and reductions in expenses related to crime, welfare, and other social costs.<sup>1</sup> That’s a return of more than \$6 for every \$1 spent.

## HOW YOU CAN HELP

Nationwide, NFP receives nearly 80% of its total funding from foundations and individual donors. A \$100 donation can help connect a new family to NFP’s program; \$500 can help support NFP nationally; and \$100,000 helps educate a team of nurses to implement the NFP model in a new community, contributing to NFP’s goal of scaling up to serve 100,000 clients per year by 2023. You can locate current NFP programs (and those of their partners—their model is implemented in seven other countries through different independent organizations) on the [Nurse Family Partnership](#) website.

## MORE WAYS TO HELP

To find other home visitation and outreach programs in your area to support, see the Health Resources and Services Administration’s [Maternal, Infant, and Early Childhood Home Visiting Program](#) or contact your local community health center or public health department.

<sup>1</sup> Miller, T.R. (2015). Projected outcomes of Nurse-Family Partnership home visitation during 1996-2013, USA. *Prevention Source*. 16(6). 765-777.



# support through key life transitions

## WHAT IT DOES

The transition from adolescence to adulthood is both a time of amazing potential and increased pressure and responsibility, especially for the approximately 20,000 young adults in the U.S. that age out of the foster care system every year.

<sup>2</sup> One in four former foster youth experience homelessness, half end up unemployed, close to 70% become involved in the criminal justice system, and up to 80% will experience a mental health disorder or addiction.<sup>3</sup> **Youth Villages YVLifeSet** program aims to help this group become successful, independent adults.

YVLifeSet is an intensive 6- to 12-month intervention program. Participants have access to 24/7 on-call support and meet one-on-one with a specialist at least once a week. Participants set their own goals for housing, education, employment, and other aspects of independent life; a YVLifeSet specialist helps them develop the skills and capabilities needed to achieve these goals.

Youth Villages has also recently expanded their reach by tailoring interventions for youth involved in the criminal justice system and training community-based nonprofits and government agencies to deliver the YVLifeSet program. This partnership model allows young people to receive help through YVLifeSet locally in areas where Youth Villages does not provide direct services.



NONPROFIT MAKING AN IMPACT

# YOUTH VILLAGES/YVLIFESSET

## HOW EFFECTIVE IT IS

Since 1999 YVLifeSet has helped over 18,000 young adults in 11 states more successfully transition out of the foster care system. Participants have a 13% decrease in mental health issues, a 30% decrease in violent relationships, and a 22% decline in homelessness after two years.<sup>4</sup> One year after graduating from the program, 91% of participants report living with family or independently, 88% are in school, have graduated, or are employed, and 87% have not engaged adversely with the criminal justice system. YVLifeSet is piloting a legal assistance and education component to their model; to date it has assisted in expunging the records of 35% of participants with a prior history of arrest, providing a clean slate for these adults to move forward.

The cost of moving a young adult through the program is about \$10,800, compared to the average cost to taxpayers per case of homelessness (around \$14,500 annually) or individual incarceration (over \$31,000 annually).<sup>5</sup>

## HOW YOU CAN HELP

Philanthropy covers 50% to 100% of the cost of this program, depending on the jurisdiction. Philanthropic dollars provide YVLifeSet with the flexibility to better meet diverse needs. For example, in states where contracts fund for a maximum of six months, philanthropy can provide an additional two or three months in the program for those who need more time to reach independence. Philanthropic funds also provide practical services (e.g. a \$100 monthly bus pass to get to work or \$500 to provide assistance with the initial deposit for an apartment). Donate to **Youth Villages** locally or on their website.

## MORE WAYS TO HELP

Use the **Youth Villages** website to learn more about YVLifeSet programs in your area. For other ways to help at-risk youth beyond those just in the foster care system, consider **Youth Guidance's Becoming a Man (BAM)** and **Working on Womanhood (WOW)** programs. BAM and WOW have served more than 8,000 youth throughout Boston and Chicago.

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4 Skemer, M., & Jacobs, E. (2016). Striving for independence: Two-year impact findings from the Youth Villages transitional living evaluation.

5 Henrichson, C., & Delaney, R. (2012). The price of prisons: What incarceration costs taxpayers. Fed. Sent'g Rep., 25, 68.



# consistent and stable housing

## WHAT IT DOES

A stable housing environment is a critical component of our ability to live happy, healthy lives. Yet on any given night, over 500,000 in the U.S. people have no place to sleep.<sup>6</sup> In addition, nearly half of homeless adults also live with an untreated mental health disorder or substance use disorder.<sup>7</sup> **Pathways to Housing PA** uses a Housing First model to provide homes to people without the precondition of sobriety—a model that has led to discontinued substance use, greater participation in job training programs, and fewer days of hospitalization.<sup>8</sup>

In addition to housing, Pathways to Housing PA provides integrated health services, community engagement, skills building, and employment assistance to chronically homeless individuals living with mental health disorders and addiction in Philadelphia. Case managers at Pathways often accompany program participants to doctor appointments or courthouse summons. In 2016, Pathways initiated two housing programs that exclusively serve individuals experiencing opioid use disorder (OUD).

## HOW EFFECTIVE IT IS

Pathways has provided supportive or transitional housing to 450 people or nearly 10% of the homeless population of Philadelphia,<sup>9</sup> many of whom are now living independently in the community. Every participant has remained in housing after one year; 85% are still housed after five years.



**NONPROFIT MAKING AN IMPACT**

# PATHWAYS TO HOUSING PA

Pathways' employment services initiative has supported over 6,000 hours of job training for individuals in transition. Participants in the program also see reduced rates of hypertension, obesity, smoking, and diabetes. Nearly all participants see a primary care doctor at least once per year, and more than 80% regularly see a mental health professional.

Of the nearly 200 individuals with history of OUD currently being housed by Pathways, over 65% have initiated substance use treatment. Program participants and clinical staff are trained in naloxone administration, and participants can access opioid treatment in their clinic.

The cost to serve one Pathways client per year is nearly \$30,000, compared to between \$40,000 and \$60,000 for residential substance use and permanent housing programs. Individuals who are housed by Pathways also use significantly

fewer costly taxpayer funded services, such as short-term emergency housing, jail and prison stays, and treatment for addiction or mental health hospital stays.<sup>10, 11, 12</sup>

## HOW YOU CAN HELP

Pathways to Housing PA relies on government and philanthropic funding. Giving \$10,000 houses a person for a year; \$1,000 provides one year of transportation and utility payments; \$500 completely furnishes an apartment; and \$100 supplies a new kitchen with pots and pans. Philanthropy can also support Pathways to expand the amount and type of housing available and activate a national training institute to provide technical knowledge and assistance to other programs throughout the country – all planned in the next five years pending financial support. You can donate at the [Pathways to Housing PA](#) website.

## MORE WAYS TO HELP

To support Pathways programs outside of Pennsylvania, look toward their other programs located in [Washington, DC](#) and [Vermont](#). If you want to fund advocacy efforts across the United States, the [National Alliance to End Homelessness](#) is a prominent supporter of the Housing First model.

6 The U.S. Department of Housing and Urban Development (2018). The 2018 Annual Homeless Assessment Report (AHAR) to Congress.  
7 Substance Abuse and Mental Health Services Administration (2011). Current Statistics on the Prevalence and Characteristics of People Experiencing Homelessness in the United States.  
8 Tarr, P. (2018). Homelessness and mental illness: A challenge to our society. Brain and Behavior Research Foundation.  
9 Philadelphia Office of Homelessness (2019). Know Homelessness: FY 18 Data Snapshot.  
10 Office of Homeless Services (2017). Office of Homeless Services Fiscal Year 2018 Budget Testimony.  
11 Vera Institute of Justice (2015). Prison Population and Spending 2010-2015.  
12 Agency for Healthcare Research and Quality (2019). Inpatient Stays Involving Mental and Substance Use Disorders, 2016.



# access to comprehensive supportive services



**NONPROFIT MAKING AN IMPACT**

## PREVENTION POINT PHILADELPHIA

### WHAT IT DOES

More than 130 people in the U.S. die every day from opioid overdose, a rate that has been growing steadily, amounting to more than 70,000 deaths from opioid overdose in 2017.<sup>13</sup>

#### Prevention Point Philadelphia

(PPP) is a harm-reduction center that saves lives by addressing individuals' immediate needs, stabilizing their environment, and providing links to care and human connection.

PPP currently serves over 17,000 clients in communities affected by drug use and poverty. PPP provides targeted overdose education, naloxone distribution, and needle exchange programs alongside access to care and social services, such as housing and community education. PPP's services are comprehensive, accessible, and work in collaboration with local government, universities, and mission-similar agencies.

Through PPP's mobile medical services, individuals can access daily rapid testing and counseling for HIV and hepatitis C, free preventative medical care, and PPP's Stabilization Treatment and Engagement Program (STEP), which offers on-demand treatment for addiction. PPP also provides meals, a mailing address for homeless individuals (often necessary to access public services or get a job), legal aid, and emergency housing.

PPP's Syringe Service Program allows individuals to exchange used syringes for sterile ones and other injection equipment. Research shows that such syringe service programs reduce disease transmission among people who inject drugs, without encouraging or increasing drug use.<sup>14</sup>

### HOW EFFECTIVE IT IS

Over half of the clients who use opioids and received naloxone from PPP reported using it to reverse an overdose within six months. From 1993 to 2002, this program avoided over 10,000 cases of HIV, saving an estimated \$2.4 billion in HIV treatment costs.<sup>15</sup> Between PPP's incorporation in 1992 and 2016, the rate of new HIV diagnoses attributed to injection drug use dropped from 46% to 5.6%. City health officials suggest that this decline is likely related to Philadelphia's syringe service work, for which PPP has been the only provider. The estimated return on investment of PPP's Syringe Service Program is \$182.5 million per year.<sup>15</sup>

### HOW YOU CAN HELP

PPP seeks donations to help them relocate two of their shelters and expand their medical treatment rooms. Opportunities to give exist at any level: \$4 buys food for one day for a client, \$38 covers a dose of naloxone, \$74 provides a one night stay and three meals for an individual at the shelter, \$500 supports a few participants in PPP's Medically Assisted Treatment Program. Additionally, philanthropic funding covers the entire cost of PPP's Syringe Service Program. Donate via the [Prevention Point Philadelphia](#) website.

### MORE WAYS TO HELP

To find harm reduction centers like Prevention Point in your community, visit the [Harm Reduction Coalition's](#) website. In addition to its database of harm reduction programs nationwide, HRC also provides capacity-building services to state agencies and local nonprofits seeking to implement harm reduction programs. The Harm Reduction Coalition (HRC) works to support overdose prevention, syringe access, and harm reduction efforts across the United States through policy & advocacy efforts as well. To support HRC's efforts nationally to legalize safe syringe access and expand the reach of harm reduction, visit them [online](#) to donate.

13 National Institute of Drug Abuse. (2019). Opioid overdose crisis.

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15 Ruiz, MS; O'Rourke, A; Allen, ST; Holtgrave, DR; Metzger, D; Benitez, J; Brady, KA; Chaulk, CP; Wen, Leana S. *JAIDS Journal of Acquired* (2019). Using Interrupted Time Series Analysis to Measure the Impact of Legalized Syringe Exchange on HIV Diagnoses in Baltimore and Philadelphia. 82: p S148-S154.

# Global Health

## WHY NOW?

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.

Some of 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 5.3 million children died in 2018 from diseases that are relatively simple and inexpensive to prevent and treat. More than 290,000 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.

## HOW PHILANTHROPY CAN HELP

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.



## NONPROFITS MAKING AN IMPACT

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.

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, creating women's groups to motivate peers, and marshalling local resources to reduce hunger. These strategies are powerful investment tools with the potential to improve and even save millions of lives each year.

In this section we profile organizations around the world that are applying these strategies as part of a community-based approach.



Explore evidence-based solutions and nonprofit models that are working around the world in **Community-Based Approaches to Health: How Engaging Local Community Members Can Transform the Health of Hard-to-Reach Populations**.

### On the microsite you will find:

- How community-based health works and the impact it can make
- Evidence-based solutions for top causes of preventable death among women and children and strategies for reaching underserved communities
- Profiles of nine community-health pioneers, plus a donor checklist for choosing your own





# local solutions for global hunger

## WHAT IT DOES

Hunger is often not a food problem; it's a logistics problem. The world produces more than enough food for every human being on the planet, yet two billion people in the world suffer from moderate to severe food insecurity. Each year billions of pounds of food go to waste. Food banks are nonprofit wholesale distributors, sourcing food destined for the landfill and delivering it to other agencies serving the hungry. Food banking systems operate at the community level, and involve different sectors of society, such as governments, business, and civil, in the process.

**Global FoodBanking Network (GFN)** works to solve the world's food problem by creating, sustaining, certifying, and strengthening food banks.

Operating alone, food banks can generally only alleviate hunger for a small area and often have limited capacity and efficiency. As a result, many food banks and community-based organizations may take decades to develop and be effective. GFN creates and supports food banks by offering knowledge and expertise, partnerships with global food suppliers, and seed financing that allow food banks to provide food to more people safely. GFN also provides technical assistance to their food bank members; for example, GFN provides an e-learning online portal to connect food bankers with each other and provides 24/7 support and information to improve food banks' staff knowledge. Further, GFN provides grants for one-time investments and to seed new programs.



**NONPROFIT MAKING AN IMPACT**

# GLOBAL FOODBANKING NETWORK

## HOW EFFECTIVE IT IS

Last year, 943 GFN member food banks recovered over 500 million kilograms of food and grocery product and redirected it to feed 9.6 million people through a network of more than 55,000 social service and community-based organizations. The network also awarded a total of \$2 million in grants to food banks in 20 countries and enabled food banks to serve 25 million meals. Supporting a launch for a new food bank costs about \$75,000 per year for the first three years. These food banks will grow to provide food to at least 40,000 people at the end of the program period. Food banking organizations that participated in GFN training grew their food distribution an average of 85% each year between 2011 and 2017. GFN accelerates the impact of their network food banks by offering capacity-building programs to drive enhanced efficiency, accelerated scalability, and significantly increase nutritious food distribution. In 2017, these programs provided safe and nutritious food for more than 865,000 additional people.

Providing technical assistance and seed financing to an established food bank to expand service costs approximately \$75,000 year. In 2018, GFN provided this

type of support to food banks in ten countries, and collectively expanded the number of people served by those food banks by more than 330,000. That means a donor can help one person facing hunger for just \$2.25.

## HOW YOU CAN HELP

All of GFN's revenue comes from philanthropic sources, enabling the development of new food banks and serving food banks in high-need regions. For example, GFN is planning to support the launch of new food banks in Southeast Asia and in major urban areas of Sub-Saharan Africa. By purchasing food at scale and recovering (diverting from waste) almost ninety percent of its food, GFN can translate a \$1 donation to enough food for 15 meals for those in need. **One-time** or **monthly** donations can be made to help increase the capacity of food banks across their global network.

## MORE WAYS TO HELP

Visit [Global FoodBanking Network](#) to find programs worldwide. GFN also provides an online toolkit and feasibility analysis on starting a food bank in your community. For North American hunger relief, visit [Feeding America](#) to locate food banks in the United States or [Food Banks Canada](#) for sources in Canada.



# home health visits for rural newborns

## WHAT IT DOES

Over three decades ago, two Indian physicians founded SEARCH to serve neglected rural and tribal people in the Gadchiroli district of Maharashtra, India, a population of roughly 1 million. People living in these remote villages have historically faced high rates of poverty, illiteracy, and poor health outcomes. To address these challenges, SEARCH worked with the community to create a community-based health system to develop and test local health solutions; these solutions have since spread throughout the world.

SEARCH has focused on improving maternal and child health by training rural women as Village Health Workers (VHWs) in 87 villages to support expecting mothers and newborn children. VHWs educate pregnant mothers and are present at home births. VHWs then visit new mothers and babies in their homes repeatedly during the first crucial weeks of life, equipped with simple but life-saving equipment such as blankets, a resuscitation bag and mask, soap, a thermometer, weighing scale, and medications to manage infections. In addition to diagnosing problems, VHWs monitor the baby's growth and help the mother practice healthy behaviors such as early breastfeeding, keeping the baby warm, and maintaining good hygiene. In particular, SEARCH has pioneered the widespread use of Home-Based Newborn Care (HBNC) packages. HBNC packages are a collection of simple, cost-effective interventions such as home visits and using sterile blades to cut umbilical cords that decades of research show save newborn lives. SEARCH's successful model has been adopted by the Indian government, which sends trainers of 800,000 government VHWs to SEARCH training



NONPROFIT MAKING AN IMPACT

# SOCIETY FOR EDUCATION, ACTION AND RESEARCH IN COMMUNITY HEALTH

facilities in Gadchiroli. Nonprofits in India and around the world have also adopted this model. Based on SEARCH's groundbreaking work, the World Health Organization and UNICEF now recommend home visits in a baby's first week of life to improve newborn survival in under-resourced settings. From 2016 to 2017, nearly 11 million rural newborns in India received HBNC.

## HOW EFFECTIVE IT IS

SEARCH employs a robust monitoring and evaluation strategy to track and improve its outcomes. To evaluate its model and share what it has learned, SEARCH conducted landmark field trials from 1988 to 1998, which proved that their approach cut infant pneumonia death rates up to 80% as compared to control villages. Newborn deaths, as measured by neonatal mortality rate, also decreased by 70% in SEARCH villages compared to control areas during an evaluation between the years 1993 and 2003. Additionally, maternal morbidities in SEARCH intervention areas were reduced by 49%. To address changing health and development needs in the communities it serves, SEARCH has also created programming in alcohol and tobacco control, youth leadership, and tribal health.

## HOW YOU CAN HELP

When compared with other interventions targeting newborn health, HBNC is one of the most cost-effective: The cost per newborn life saved is less than \$300, and the amount per mother-newborn pair served is less than \$10. Donors can give to **SEARCH** through the U.S.-based 501(c)(3), Indians for Collective Action (find SEARCH in the drop-down menu at <http://icaonline.org/donate/>) or **visit the SEARCH site.**

## MORE WAYS TO HELP

Other nonprofits using innovative ways to implement local health programs include **Lwala Community Alliance**, which provides direct community outreach for maternal and child health in Kenya, and the **Comprehensive Rural Health Project, Jamkhed (CRHP)**, which has pioneered community-based approaches to health in Maharashtra, India. **Living Goods** in Uganda/Kenya and **BRAC** in 11 countries use door-to-door entrepreneurial sales approaches to incentivize health workers and cover salary and distribution costs.



# covering the last mile for health care delivery

## WHAT IT DOES

Community health workers (CHWs) need a functioning health system around them to effectively deliver health services to vulnerable communities. For example, to reach remote communities with necessary vaccines, CHWs must have accurate estimates of vaccine doses needed, cold chain technology to keep vaccines at the right temperatures in tropical settings, and trained staff to manage and track supplies. These “supply chain logistics” are often difficult to manage in low-resource settings, which can result in problems such as when clinics run out of supplies (“stockouts”) and lower vaccination rates.

VillageReach transforms health care delivery to reach everyone, so that each person has the health care needed to thrive. VillageReach works with ministries of health throughout sub-Saharan Africa to increase access to quality health services, with an emphasis on making health products available when and where they are needed, and especially to connect rural and hard-to-reach communities to health resources. VillageReach addresses these and related challenges by supporting local health systems through:

**Vaccine delivery systems:** To help vaccines reach remote communities, VillageReach designed a supply chain system for efficiently managing, storing, transporting, and delivering vaccines. This system improves aspects of the supply chain such as inventory management, use of data, and cold chain equipment to keep vaccines from spoiling. VillageReach has also improved supply chains in Mozambique and the Democratic Republic of Congo (DRC). By working with partners,



NONPROFIT MAKING AN IMPACT

# VILLAGEREACH

**Supply chain software:** VillageReach leads the development of OpenLMIS, a web-based software used to manage supply chain data for more than 11,000 health facilities across eight countries. OpenLMIS provides supply chain managers with more real-time and more accurate data on the medicines needed in remote communities.

**Communications technology:** VillageReach has partnered with the Malawi Ministry of Health and mobile carrier Airtel to expand a health advice hotline across Malawi. “Health Center by Phone” gives women of childbearing age, pregnant women, adolescents, and guardians of children under 5 years of age advice on a variety of health and nutrition topics.

**HOW EFFECTIVE IT IS**  
In the past year, 35 million people benefitted from improved availability of medicines or increased access to quality healthcare because of VillageReach interventions. An independent evaluation showed that system improvements in Mozambique lowered vaccine stockouts in VillageReach’s northern Mozambique pilot district and increased the coverage rate of diphtheria-tetanus-pertussis vaccine, a key childhood vaccine, by

26% in targeted areas. VillageReach’s own analysis also found that the vaccine logistics system in this district was 21% less expensive per vaccine dose delivered than a comparison district with no transport or personnel resources. A replication of this solution in DRC found similar results with increased vaccine by 22% in targeted areas.

Today Health Center by Phone reaches 18 million Malawians and responds to 40,000 calls annually, and demonstrates statistically significant improvements, particularly in maternal and neonatal outcomes.

**HOW YOU CAN HELP**  
\$25 funds the cost of a call to Health Center by Phone; \$100 pays for 3 vaccines to be distributed in DRC; \$1,000 trains a cold chain technician. To donate any amount, visit the [VillageReach](http://VillageReach) website.

**MORE WAYS TO HELP**  
[Last Mile Health](#) 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.



# DISASTER RELIEF

**If** you've had the impression that you've heard more about natural disasters in recent years, you're right: Between 2006 and 2015, an average of 127 disasters were declared annually in the United States alone—more than double the average amount of annual disaster declarations in the country over the previous 63 years.<sup>16</sup>

Rising temperatures have caused the atmosphere to hold more moisture, increasing the intensity of rainfall and thus increasing the likelihood and intensity of floods and the deadliness of hurricanes and monsoons. At the same time, rising sea levels heighten the risk of storm surge in coastal areas, while inland higher temperatures paired with lower than average precipitation have resulted in droughts, extreme heat waves, and wildfires.

As the frequency and intensity of natural disasters rise, the threat to the lives and livelihoods of the most vulnerable becomes more severe. A United Nations and Centre for Research on the Epidemiology of Disasters joint report on global disaster mortality from 1996 to 2015 found that an average of 327 people died per disaster in low-income countries in that 20-year span, almost five times more than the average mortality per disaster in high-income countries.<sup>17</sup> Additionally, survivors of disasters in poor countries are at least five times as likely to be displaced by extreme weather than people in rich countries.<sup>18</sup>

As disasters become more and more commonplace, it is increasingly important for donors to understand how to make their giving more effective. Keep these strategies in mind as you plan your giving.

## HELP NOW

**When disaster strikes, give cash, not goods.**

Unless people at the site of the disaster report that specific items are needed, sending cash is best. The early days of responding to a disaster are often chaotic. There isn't time to sort through donations, which then take up space or likely go to waste. Needs also change fast, and cash donations allow organizations responding to the disaster to shift purchases and programming as the situation evolves. If you want to give something more tangible, consult [NeedsList](#), which matches the specific needs of NGOs and disaster victims to donors and local suppliers of needed goods. Purchasing needed goods from local suppliers avoids shipping costs and supports the local economy in addition to helping victims.

**For immediate relief, give locally as well as to national and international groups.** When a disaster hits, local organizations in disaster-affected areas are often able to determine what their communities need most to recover. For example, in the wake of Hurricane Harvey, **RAPIDO**, a coalition of six organizations in Texas worked to accelerate disaster recovery in the area through a bottom-up community-based approach, considering architectural issues such as inadequate building codes as well as the social, economic, political and policy environment.

Large national and multinational organizations can provide important support post-disaster, too. Because these organizations often have presences and networks in place in areas before disasters hit, they are often able to mobilize and provide emergency response very quickly. For example, **CARE**, an international humanitarian agency, has a presence in 95 countries around the world and emergency response experts in all continents, meaning the organization is able to provide emergency relief supplies to survivors shortly after a disaster hits.

## HELP LATER

Plan on recovery taking a long time. For example, it took a full year for almost all communities in Puerto Rico to regain electricity after Hurricane Maria took out the island's power grid in September of 2017, and even in 2019 houses and major infrastructure, like bridges and roads, are still being rebuilt.<sup>19</sup> In contrast, media and donor attention to a disaster is quite short. **The Center for Disaster Philanthropy** estimates that one-third of all giving is complete within one to four weeks of a disaster occurring; two-thirds of giving is complete one to two months after the disaster; six months post-disaster, giving has stopped.

Full recovery efforts are typically on the scale of years, and philanthropy is still needed well after the event. Strategies donors can use to combat this mismatch of short-term giving and long-term needs include giving to a pooled fund that gathers donations when attention is greatest but disburses grants to individual nonprofits over a longer time period. Examples include several funds run by the Center for Disaster Philanthropy. Donors can also consider setting aside funds to make multi-year gifts to organizations which are engaged in longer term recovery efforts, and monitor the progress over time.

## HELP BETTER

Donors can have a significant long-term impact by taking the opportunity to dedicate part of their donations to preventing and preparing for future disasters. Although just 11% of disaster assistance giving in North America in 2016 went towards resilience, risk reduction, mitigation, and preparedness, research shows that every dollar spent on disaster preparedness results in at least six dollars of savings.<sup>18</sup> Consider supporting efforts promoting innovation, coordination, accountability, and prevention.

What follows are examples of initiatives working to address both immediate disaster relief and long-term preparation and mitigation with a focus on innovation, coordination, accountability, and prevention.

**Fund innovative approaches.** After a disaster hits, one of the most effective ways of improving the lives of survivors is direct cash transfers. For example, in 2017, the **World Food Programme** assisted 19.2 million people at risk of starvation with cash transfers, amounting to 30% of WFP's food assistance portfolio. Dispensing cash instead of food where possible is a relatively new approach, and has reduced the cost of assistance, maximizing the number

of people that can be reached, and allowing for more flexible and responsive help. Studies have shown that every \$1 given to a refugee or vulnerable citizen results in another \$2 in the local economy.

Other innovative approaches address climate change. More than 150 million people live on land that will be below sea level or regular flood levels by the end of the century.<sup>20</sup> Mitigating the damage of rising sea levels requires considerable innovation and creativity. The Rockefeller Foundation established 100 Resilient Cities in 2013 in order to help cities build resilience to 21<sup>st</sup> century challenges, like increasing natural disasters. 100 cities were selected to join the 100RC network, representing more than one-fifth of the world's urban population, and were provided with the resources to develop a plan to become more economically and physically resilient. Although the existing 100 Resilient Cities organization concluded on July 31, 2019, The Rockefeller Foundation announced that same month that it would dedicate \$8 million to continue supporting member cities within the network.

**Coordinate for more efficient distribution of aid.** When a disaster strikes, the sheer volume of organizations on the ground trying to help can make providing effective and efficient aid to those who need it most difficult. **Direct Relief**, a humanitarian aid nonprofit, coordinates with local, national, and international responders to avoid duplications of efforts, logistical bottlenecks, and to ensure resources are used efficiently.

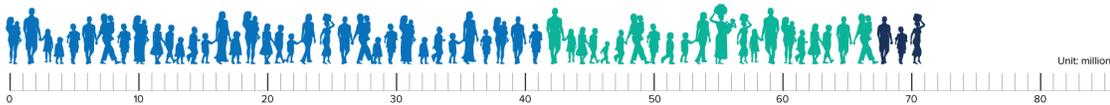
Coordination and information sharing between disaster relief organizations can lead to more effective organizations and targeted aid. **The National Voluntary Organizations Active in Disaster (NVOAD)** is an association of organizations involved in the mitigation and alleviation of disasters that works to improve the delivery of services to disaster affected communities by providing a forum promoting cooperation, communication,

# Climate Change and the Global Migration Crisis

Climate change has significantly contributed to the global migration crisis, both through natural disasters and political conflicts with famine, drought, and resources as contributing factors.

**70.8 million** forcibly displaced people worldwide

Find more resources about the refugee crisis and man-made disasters on our website, <https://www.impact.upenn.edu/>



Internally Displaced People  
**41.3 million**

Refugees  
**25.9 million**  
20.4 million under UNHCR's mandate  
5.5 million Palestinian refugees under UNRWA's mandate

Asylum-seekers  
**3.5 million**

Source: UNHCR 2018  
Global Trends Report

coordination, and collaboration. National members include the American Red Cross, Americares, Direct Relief, Feeding America, Habitat for Humanity, among others.

**Improve accountability.** Keeping track of organizations and their effectiveness is challenging, especially since the chaos of disasters can invite corruption or misuse of donor funds. **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. In 2017, DAP launched **SmartResponse.org**, a platform designed to help donors make more informed decisions about their disaster relief aid while simultaneously increasing organization transparency by requiring organizations to share data in order to be included on the “how to help” lists SmartResponse provides donors.

Immediately following disasters, it can be difficult for those affected to directly engage with the government and other aid organizations attempting to help them. To address this problem, **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.

**Include prevention efforts and long-term support.** In the aftermath of Hurricanes Maria and Irma, some areas of Puerto Rico went without power for months. In order to prepare for next hurricane season, **The Solar Foundation** is installing solar and battery storage at health clinics, community centers, and other critical locations in Puerto Rico through their Solar Saves Lives initiative, funded in part by the Center for Disaster Philanthropy and the Clinton Foundation. Because solar energy can be stored in batteries, solar

energy and battery storage will ensure that these critical locations don't lose power next time a storm hits.

Organizations with pre-existing networks on the ground before a disaster strikes are uniquely positioned to prepare for and provide aid immediately after disasters. **Feeding America**, a network of 200 food banks and 60,000 food pantries and meal programs in the United States, positions emergency food supplies throughout the country to distribute in the event of a disaster. After most disaster organizations have moved on, Feeding America remains in communities providing aid to the low-income and at-risk populations who are disproportionately impacted by natural disasters.

For those living in constant conflict and recurring cycles of natural disasters, linkages to comprehensive, quality healthcare services are needed to ensure health and build community resilience. As part of a community-based approach to prevention, **International Medical Corps (IMC)** provided immediate medical services following the devastation of Hurricane Dorian in the Bahamas, through mobile medical teams and house-to-house visits to ensure access to health and clean water. IMC trained more than 130 local community members, including health staff, social service specialists and police officers, on Grand Bahama with topics spanning health and hygiene awareness, self-care, and positive coping strategies, or Psychological First Aid.

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## Response

The first response to a disaster often includes 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 organizations bring supplies and trained personnel from around the world with specialized skills from work in previous disasters. Local, often smaller, agencies bring community knowledge and networks and are often more trusted by those affected.

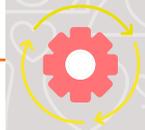


## Recovery

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, **Root Capital** provided loans to coffee farmers to help them rebuild their businesses, while **Partners in Health** provided the healthcare infrastructure necessary to allow operations in Port-au-Prince, later transitioning ongoing management of clinics there to a Haitian team.

## Preparation

Preparedness involves actions taken before an emergency to ensure a more effective response and steps to minimize the damage caused by a disaster. Stockpiling necessary supplies, developing disaster response protocols, performing regular disaster drills, and setting up pooled insurance mechanisms are all examples of activities that increase preparedness and lessen the human and economic cost of disasters.



## Risk Mitigation

Resilience, risk reduction, and mitigation help communities prevent or reduce the negative effects of disasters in general. Examples include constructing earthquake-resistant buildings, raising the height of bridges or water pumps in flood areas, or supporting marshlands to decrease flooding. To prevent man-made crises, communities may even engage in peace-building and conflict resolution efforts. While such measures require an upfront investment, returns can be enormous: A study on flood protection in the Philippines found that for every dollar invested, approximately \$30 was saved in reduced flood losses.

# How to Have Year-Round Social 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 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 that are 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. 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

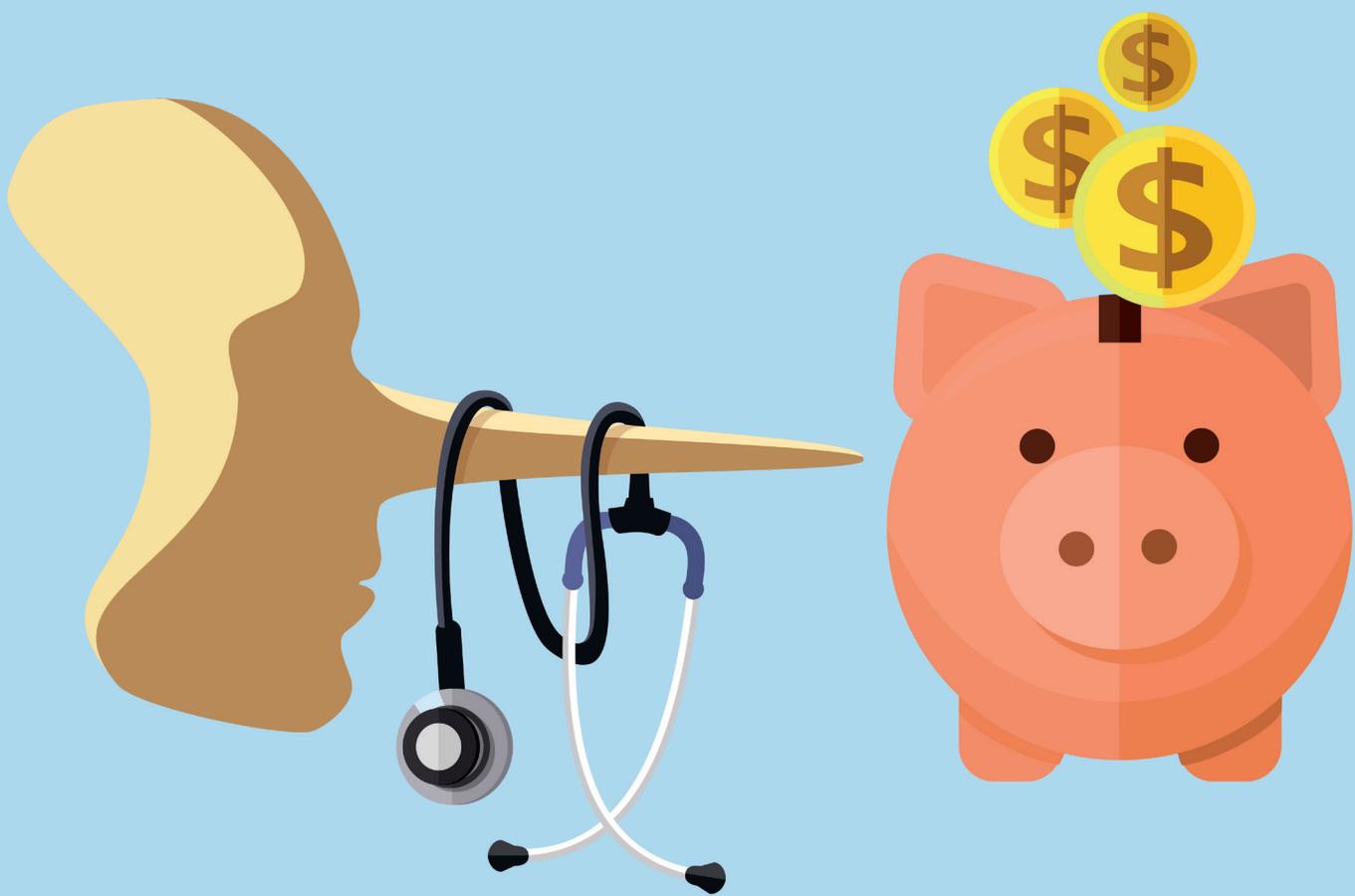
How can my money do more good?



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, \$1 donation can translate to enough food for 15 meals at a global food bank. At a harm-reduction center, \$4 buys food for a day and \$38 covers a dose of life-saving naloxone. \$100 supports an individual student in a civics education program. \$500 can connect five new families to home visit services for new mothers and infants. \$1000 can provide transportation and utility payments to help support an individual who was previously homeless.

Another way to think of “bang for buck” is to compare costs with societal benefits: \$30 in societal benefits for every \$1 spent on effective crime-reduction programs. 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 donor 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 **Candid**, **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 donors can maximize the impact of their giving.

# More Resources for Identifying Nonprofits to Support

CATEGORY	NAME	DESCRIPTION	WEBSITE
<b>Nonprofits</b>	Candid (Guidestar)	World's largest source of information on nonprofits	<a href="http://www.guidestar.org/">http://www.guidestar.org/</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.greatnonprofits.org">http://www.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>
<b>Democracy</b>	Democracy Fund	Invest in support of a healthy democracy, including for modern elections, effective governance, and a vibrant public square	<a href="https://www.democracyfund.org/">https://www.democracyfund.org/</a>
	Philanthropy for Active Civic Engagement (PACE)	A membership network of foundations and funders that invest in civic engagement and democracy	<a href="http://www.pacefunders.org/">http://www.pacefunders.org/</a>
	Foundation Funding for U.S. Democracy	Free resource provided by Candid to catalog and visualize democracy grantmaking in the United States	<a href="https://democracy.candid.org/">https://democracy.candid.org/</a>
	Media Grants Data Map	Provides a platform for finding foundations, recipients, and grants focused on media grantmaking	<a href="https://mediaincimpactfunders.org/tag/media-grants-data-map/">https://mediaincimpactfunders.org/tag/media-grants-data-map/</a>
	The National Conference on Citizenship	Works with partners in government and civil society to help at multiple levels, including local, state, and national, to develop a Civic Health Index	<a href="https://ncoc.org/">https://ncoc.org/</a>
	Nonprofit Vote	Provides resources for nonprofits to incorporate nonpartisan voter engagement into their ongoing programs and supports	<a href="https://www.nonprofitvote.org/">https://www.nonprofitvote.org/</a>
	NewsMatch	National matching-gift campaign that offers a simple, turnkey platform for all types of funders to support quality news	<a href="https://www.newsmatch.org/">https://www.newsmatch.org/</a>
<b>Global Health</b>	GiveWell	Rates nonprofits 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>
	The Life You Can Save	Nonprofits that aid the global poor vetted for record of effectiveness	<a href="https://www.thelifeyoucansave.org/">https://www.thelifeyoucansave.org/</a>
<b>Mental Health and Addiction</b>	National Alliance on Mental Illness (NAMI)	U.S.'s largest grassroots mental health organization dedicated to building better lives for the millions of Americans affected by mental illness	<a href="http://www.nami.org">http://www.nami.org</a>
	National Council for Behavioral Health	Delivers mental health and addiction treatment and service, along with 3,326 member organizations	<a href="http://www.thenationalcouncil.org">http://www.thenationalcouncil.org</a>
	Grantmakers in Health	Helps grantmakers improve the nation's health by strengthening grantmakers' knowledge, skills, effectiveness, and collaboration	<a href="https://www.gih.org/">https://www.gih.org/</a>
	Substance Abuse and Mental Health Administration EDP Database (SAMHSA)	Federal program provides information and tools to incorporate evidence-based practices into their communities or clinical settings	<a href="https://www.samhsa.gov/ebp-resource-center">https://www.samhsa.gov/ebp-resource-center</a>
	Maternal, Infant, and Early Childhood Home Visiting Program	Federal program gives pregnant women and families, particularly those considered at-risk, necessary resources and skills to raise healthy children	<a href="https://mchb.hrsa.gov/maternal-child-health-initiatives/home-visiting-overview">https://mchb.hrsa.gov/maternal-child-health-initiatives/home-visiting-overview</a>
	Casey Family Programs/Jim Casey Youth Operations Initiative	Works to improve the safety and success of children, families and communities	<a href="https://www.casey.org/resources/">https://www.casey.org/resources/</a>
	<b>Accountability</b>	The Jameel Poverty Action Lab	Database of over 850 publicly available randomized evaluations of programs found to be effective
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 Candid)		Organizes research from social sector organizations on 30+ cause areas	<a href="https://www.issuelab.org/">https://www.issuelab.org/</a>

# Nonprofits in this Guide

PAGE	ORGANIZATION	URL
<b>7</b>	City Bureau	<a href="https://www.citybureau.org/">https://www.citybureau.org/</a>
<b>8</b>	American Journalism Project NewsMatch	<a href="http://www.theajp.org">http://www.theajp.org</a> <a href="https://www.newsmatch.org">https://www.newsmatch.org</a>
<b>9</b>	Faith in Action Nonprofit Vote	<a href="https://faithinaction.org/">https://faithinaction.org/</a> <a href="https://www.nonprofitvote.org/">https://www.nonprofitvote.org/</a>
<b>10</b>	Generation Citizen CivXNow	<a href="https://generationcitizen.org/">https://generationcitizen.org/</a> <a href="https://www.civxnow.org/coalition">https://www.civxnow.org/coalition</a>
<b>12</b>	Nurse-Family Partnership Maternal, Infant, and Early Childhood Home Visiting Program	<a href="https://www.nursefamilypartnership.org">https://www.nursefamilypartnership.org</a> <a href="https://mchb.hrsa.gov/maternal-child-health-initiatives/home-visiting-overview">https://mchb.hrsa.gov/maternal-child-health-initiatives/home-visiting-overview</a>
<b>13</b>	Youth Villages Youth Guidance	<a href="https://www.youthvillages.org/">https://www.youthvillages.org/</a> <a href="https://www.youth-guidance.org/">https://www.youth-guidance.org/</a>
<b>14</b>	Pathways to Housing PA Housing First	<a href="https://pathwaystohousingpa.org/">https://pathwaystohousingpa.org/</a> <a href="https://endhomelessness.org/resource/housing-first/">https://endhomelessness.org/resource/housing-first/</a>
<b>15</b>	Prevention Point Philadelphia Harm Reduction Coalition	<a href="https://ppponline.org/">https://ppponline.org/</a> <a href="https://harmreduction.org/">https://harmreduction.org/</a>
<b>17</b>	Global FoodBanking Network Feeding America Food Banks Canada	<a href="https://www.foodbanking.org/">https://www.foodbanking.org/</a> <a href="http://feedingamerica.org/">http://feedingamerica.org/</a> <a href="https://www.foodbankscanada.ca/">https://www.foodbankscanada.ca/</a>
<b>18</b>	SEARCH Comprehensive Rural Health Project, Jamkhed Living Goods BRAC	<a href="http://searchforhealth.ngo/">http://searchforhealth.ngo/</a> <a href="https://jamkhed.org/">https://jamkhed.org/</a> <a href="https://livinggoods.org/">https://livinggoods.org/</a> <a href="http://www.brac.net/">http://www.brac.net/</a>
<b>19</b>	VillageReach Last Mile Health Lwala Community Alliance	<a href="https://www.villagereach.org/">https://www.villagereach.org/</a> <a href="http://lastmilehealth.org/">http://lastmilehealth.org/</a> <a href="http://lwalacommunityalliance.org/">http://lwalacommunityalliance.org/</a>
<b>20</b>	NeedsList	<a href="https://needslist.co/">https://needslist.co/</a>
<b>21</b>	RAPIDO CARE Center for Disaster Philanthropy World Food Programme Direct Relief National Voluntary Organizations Active in Disaster	<a href="http://www.rapidorecovery.org">www.rapidorecovery.org</a> <a href="https://www.care.org">https://www.care.org</a> <a href="https://disasterphilanthropy.org">https://disasterphilanthropy.org</a> <a href="https://www.wfp.org">https://www.wfp.org</a> <a href="https://www.directrelief.org">https://www.directrelief.org</a> <a href="https://www.nvoad.org">https://www.nvoad.org</a>
<b>22</b>	Disaster Accountability Project SmartResponse.org Accountability Lab The Solar Foundation Feeding America	<a href="http://disasteraccountability.org/">http://disasteraccountability.org/</a> <a href="http://www.smartresponse.org">http://www.smartresponse.org</a> <a href="http://www.accountabilitylab.org">www.accountabilitylab.org</a> <a href="https://www.thesolarfoundation.org">https://www.thesolarfoundation.org</a> <a href="https://www.feedingamerica.org">https://www.feedingamerica.org</a>
<b>23</b>	Root Capital Partners in Health	<a href="https://rootcapital.org/">https://rootcapital.org/</a> <a href="https://www.pih.org/">https://www.pih.org/</a>
<b>25</b>	GuideStar by Candid Charity Navigator BBB Wise Giving Alliance	<a href="https://www.guidestar.org/">https://www.guidestar.org/</a> <a href="https://www.charitynavigator.org/">https://www.charitynavigator.org/</a> <a href="http://www.give.org/wise-giving-guide">http://www.give.org/wise-giving-guide</a>



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