



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

HIGH IMPACT GIVING GUIDE ²⁰²²

HOW TO SUPPORT A JUST
RECOVERY FROM COVID

EARLY SCHOOL SUCCESS

YOUTH AND YOUNG ADULTS

MENTAL HEALTH AND WELL-BEING

BASIC NEEDS

SUSTAINABLE LIVELIHOODS

PREVIEW EDITION / DECEMBER 2021



in this guide

- 03 Welcome to the 2022 High Impact Giving Guide
- 04 5 Key Strategies for a Just Recovery
- 06 Nonprofits Making an Impact
 - 07 AÇEV
 - 08 Benefits Data Trust
 - 09 Found in Translation
 - 10 GiveDirectly
 - 11 Good Shepherd Services
 - 12 Youth Guidance
- 13 Resources for Identifying Nonprofits to Support
- 14 Lessons for Crisis Grantmaking
- 16 4 Philanthropic Plays
- 17 Tips for Practicing High Impact Philanthropy
- 18 Preview of Choosing Change: A Toolkit for Addressing Structural Inequality
- 20 Tips for Avoiding Fraud
- 21 Organizations Mentioned in This Guide
- 22 Our Partners
- 23 Acknowledgments

about us

The Center for High Impact Philanthropy is a trusted source of knowledge and education to help donors and grantmakers 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.

to learn more, visit:

W www.impact.upenn.edu
E impact@sp2.upenn.edu
P 215.573.7266

facebook

www.facebook.com/CenterforHighImpactPhilanthropy

twitter

www.twitter.com/ImpactSP2

linkedin

www.linkedin.com/company/center-for-high-impact-philanthropy

youtube

www.youtube.com/user/impactsp2

welcome

Welcome to the 2022 High Impact Giving Guide focused on how individual donors and professional grantmakers alike can ensure a more just recovery from COVID-19.

Around the world, communities are grappling with COVID-19's harm. The pandemic continues to expose and increase inequities in health, economic welfare, and education. In this guide, we discuss ways funders can work to address those inequities and ensure a more just recovery from COVID-19.

In this preview version of our 2022 guide and in the online High Impact Giving Guide toolkit, you'll find:

- Issues critical for funders to address to ensure a just recovery
- Six nonprofits that serve as examples of how philanthropic funds can meet needs now to advance a more equitable recovery
- Best practices for giving during COVID-19 and other crises/disasters
- A sneak peek at Choosing Change, our toolkit for addressing structural inequality
- Tips for avoiding fraud and practicing high impact philanthropy

For those of you seeking guidance for year-end giving, we offer this preview now. Since our aim is to support year-round impact, our team will continue to update this guide and our website. We'll be adding additional nonprofit examples and new material throughout 2022, so continue to visit the High Impact Giving Guide Toolkit at <https://www.impact.upenn.edu/giving-guide> and sign up for updates.

As always, whether you have \$10 or \$1 million, we hope our team's work helps you turn your good intentions into high social impact.

platinum sponsor:



Fidelity Charitable is an independent public charity that has helped donors support more than 328,000 nonprofit organizations with \$51 billion in grants. Established in 1991, Fidelity Charitable launched the first national donor-advised fund program. The mission of the organization is to grow the American tradition of philanthropy by providing programs that make charitable giving accessible, simple, and effective.



key areas for COVID RECOVERY

While the pandemic has affected every issue and population around the globe, our team examined five key areas critical to a just COVID-19 recovery in any community:

- 1 Ensuring **early school success** by recovering learning loss and advancing gains among our youngest children
- 2 Helping **youth and young adults** make needed connections to survive and thrive
- 3 Supporting **mental health and well-being**, given the increase in mental health challenges due to COVID-19
- 4 Meeting **basic needs** for the many who are facing extreme hardship due to the pandemic
- 5 Creating paths to **sustainable livelihoods** so that people have the resources to care for themselves and their families

Across all these areas, existing disparities — particularly along racial, economic, and gender lines — grew. Here we discuss why addressing these issues is so critical to a just recovery.



EARLY SCHOOL SUCCESS

The COVID-19 pandemic disrupted learning for 100 million children worldwide.¹ The closing of schools and daycare centers and the transition to online learning exacerbated underlying inequities. By **supporting the whole child; expanding time, space, and capacity for learning; and ensuring digital equity**, funders can help students recover learning, accelerate needed gains, and strengthen families and schools in ways that set all children up for early school success. In addition to the examples in this guide, you'll find a wealth of resources, including evidence-based strategies for how to help, in CHIP's toolkit for Early School Success, to be launched in early 2022 at <https://www.impact.upenn.edu/early-school-success>

[1] UNESCO. (retrieved 2021, December 18). "Education: From disruption to recovery." <https://en.unesco.org/covid19/educationresponse>.



YOUTH AND YOUNG ADULTS

For older children, adolescents, and young adults, the disruptions to schooling, community connections, and pathways to adulthood have put a generation of young people at risk. Youth and young adults have been vulnerable to increased psychological stress from COVID-19 restrictions and physical distancing measures.¹ Many have experienced trauma and loss — more than 1.1 million children worldwide (nearly 150,000 in the U.S.) have lost at least one parent or custodial grandparent in the first 14 months of the pandemic.² Even before the pandemic, marginalized youth (e.g., foster youth, immigrant youth, LGBTQ+ youth, low-income youth) were already at risk of negative outcomes in adulthood.³ Funders can help by investing in programs that enhance young people's **mental health, resilience, and life skills**; enable them to **earn high school diplomas** and advance to relevant post-secondary education; and provide **mentorship** and **vocational training** so that they can successfully enter the workforce.



MENTAL HEALTH AND WELL-BEING

The COVID-19 pandemic, resulting lock-down restrictions, and related economic recession negatively affected mental health outcomes for many. For those already living with mental illness, COVID-19 created new barriers in 2020. For example, 1 in 10 U.S. adults experienced anxiety and depressive disorder. In 2020, that number rose to 4 in 10 American adults.⁴ Globally, there were an additional 53 million cases of major depressive disorder, an increase of 28%, due to the COVID-19 pandemic.⁵ Funders can improve mental health and well-being by funding efforts that **engage community caregivers** to expand mental health care, **rebuild connections** among people and communities, **make mental health care affordable** and accessible for all, and **reinvent systems for handling mental health crises**.



BASIC NEEDS

As the COVID-19 pandemic moves into its third year, people around the world continue to face high rates of hardship. Globally, the economy is recovering unevenly: In low-income countries, per-capita GDP is expected to remain below pre-COVID-19 levels for the next few years.⁶ In the U.S., as of October 2021, the Center on Budget and Policy Priorities found that 20 million adults reported difficulty getting enough food, and 12 million Americans are behind on rent.⁷ Donors can help meet basic needs by funding efforts that **provide cash directly** to those who urgently need it, **expand access to benefits** for eligible households, **support affordable housing**, and **ensure community safety**.



SUSTAINABLE LIVELIHOODS

The COVID-19 pandemic produced economic struggles for people and households around the world. Physical distancing left millions without a livelihood as businesses and schools closed and workers faced job loss. In the U.S. low-paid workers have taken the hardest hit: the lowest-paying industries accounted for 30% of all jobs but 56% of the jobs lost from February 2020 to September 2021.⁸ Around the world, women and girls have faced much more economic consequences as a result of the pandemic. Women make up almost 2/5 of the global labor force but have suffered more than half of total job losses from the crisis. That's left them 1.8 times more vulnerable to the pandemic's impact than men.⁹ By funding efforts that **make high-quality child, elder, and family care available** and **training and retraining workers**, funders can help those excluded from the workforce secure livelihoods needed to provide for themselves and their families.

[1] AP-NORC Center for Public Affairs Research. (2021, December 6). "Gen Z and the Toll of the Pandemic."

[2] Slomski, A. (2021, November 17). "Thousands of US Youths Cope With the Trauma of Losing Parents to COVID-19." JAMA. <https://jamanetwork.com/journals/jama/fullarticle/2786533>.

[3] Greeson, J.K.P. (2019). Caring Adults 'R' Everywhere (CARE): A Natural Mentoring Intervention for Older Youth in Foster Care. I Am My Life.

[4] KFF. (2021, February 10). "The Implications of Covid-19 for Mental Health and Substance Use. Kaiser Family Foundation." Retrieved from <https://www.kff.org/coronavirus-covid-19/issue-brief/the-implications-of-covid-19-for-mental-health-and-substance-use/>

[5] COVID-19 Mental Disorders Collaborators. (2021, October 8). "Global prevalence and burden of depressive and anxiety disorders in 204 countries and territories in 2020 due to the COVID-19 pandemic." The Lancet. [https://doi.org/10.1016/S0140-6736\(21\)02143-7](https://doi.org/10.1016/S0140-6736(21)02143-7)

[6] Center on Budget and Policy Priorities. (2021). "Tracking the COVID-19 Recession's Effects on Food, Housing, and Employment Hardships." www.cbpp.org. <https://www.cbpp.org/research/poverty-and-inequality/tracking-the-covid-19-recessions-effects-on-food-housing-and>.

[7] Ibid.

[8] The World Bank. (2021). "The Global Economy: on Track for Strong but Uneven Growth as COVID-19 Still Weighs." <https://www.worldbank.org/en/news/feature/2021/06/08/the-global-economy-on-track-for-strong-but-uneven-growth-as-covid-19-still-weighs>.

[9] Madgavkar, A., White, O., Krishnan, M., Mahajan, D., and Azcue, X. (2020). "COVID-19 and Gender Equality: Counter the Regressive Effects." McKinsey.



nonprofits

making an impact

In this preview version of our guide we profile six nonprofits whose work illustrates how to effectively tackle one or more of these five key areas for COVID-19 recovery. Each profile describes what the organization does, evidence for its impact and cost-effectiveness, how you can help, and other nonprofits doing related work. This diverse set of organizations — both small and large, new and well-established, in varied communities and geographies — illustrates how nonprofits of all kinds can have high impact for the population they serve.

We feature three organizations that work with children and young adults to ensure we don't lose a generation of children: **AÇEV** works with the youngest children from birth to preschool, **Youth Guidance** supports teens in their transition to adulthood, and **Good Shepherd Services** addresses the needs of school children, young adults, and their families to create strong community connections. In the U.S. **Benefits Data Trust** is a technology pioneer that links eligible families in the United States to critical benefits like SNAP (Supplemental Nutrition Assistance Program), while **GiveDirectly** provides direct cash transfers to households around the world, trusting that people and families know best what they need, particularly in times of crisis. **Found in Translation** addresses the unique challenges of workers, patients, and healthcare providers at the frontlines of COVID-19.

All serve those who have been disproportionately affected, including Black and Hispanic communities, low-wage workers, and refugees. To learn more about how to analyze proposals for their potential to address long-standing structural inequalities that have led to these disparities, see **Choosing Change** on p. 18. Visit <https://www.impact.upenn.edu/giving-guide> for updates in 2022.



WHAT IT DOES

AÇEV was founded in 1993 to fill the gap in early education through parenting programs that promote children’s social, emotional, and cognitive development at home. They serve families in Turkey, but their approach has been replicated, with AÇEV’s assistance, in 15 low- and middle-income countries in the Middle East, Europe, and Asia.

Mothers are responsible for child care in 89% of Turkish families, and 43% of women in Turkey have only a primary school degree.² AÇEV’s Mother-Child Education Program (MOCEP) consists of two programs. The Cognitive Education Program promotes school readiness and cognitive development by building children’s pre-literacy and numeracy skills, language development, concept formation, and problem-solving skills. The Mother Support Program helps mothers foster positive home environments that further reinforce learning. The organization also works to establish more gender-equal parenting with a Father Support Program (FSP) that empowers fathers to assume increased childcare responsibilities. In reaction to the COVID-19 pandemic, AÇEV expanded digital access to its programs for parents and its curriculum for early childhood learning through its YouTube channel, free First6Years app for caregivers, and WhatsApp text line.

HOW EFFECTIVE IT IS

AÇEV has reached more than 500,000 children, including 18,856 refugee children. Rigorous evaluations of AÇEV’s MOCEP program found that children whose mothers attended MOCEP showed stronger verbal and numerical skills in first grade and read at an earlier age than children whose mothers did not attend. They also had lower secondary school drop-out rates (2.4% vs 7.4%) and higher university attainment (44% vs 27%).³ In addition, mothers reported increased support for child development, more democratic parenting-methods, and raised awareness of gender-equal child-rearing and domestic violence prevention.

A related cost benefit analysis found that every 1 Turkish lira spent on ACEV’s home-based MOCEP returned nearly 6 lira worth of benefits, in the form of increased productivity and earnings of those who participated. This is much higher than the 4 lira worth of benefits for every lira spent on more traditional, center-based early childhood education programs.⁴

In Turkey, less than half of 3-to-5-year-olds attend childcare and preschool, compared to nearly 90% of children in Organisation for Economic Co-operation and Development countries.¹ AÇEV works to fill the gap in access to early childhood education by providing programs for parents and children in their own homes.

Fathers who participated in the Father Support Program were more involved in supporting their children’s development, became more aware of their childrearing responsibilities, and showed more empathy and communication.⁵

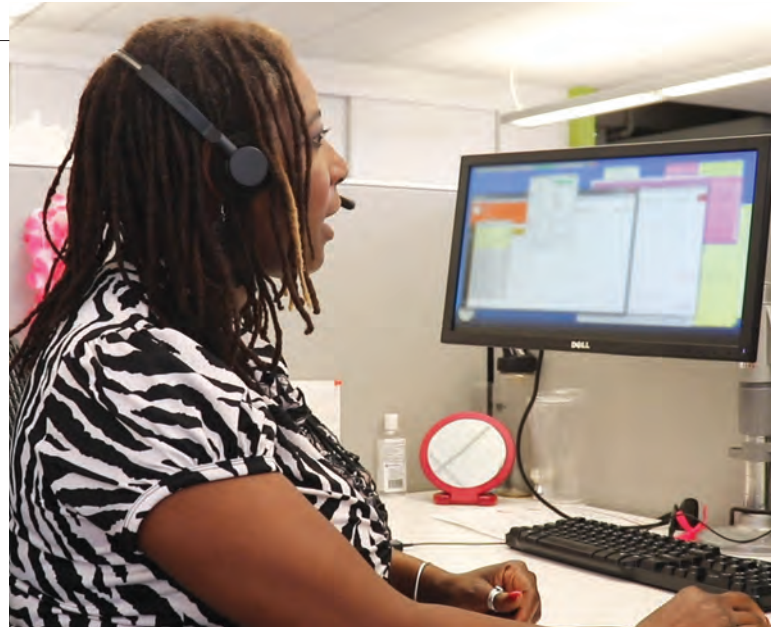
HOW YOU CAN HELP

Philanthropic support enables AÇEV to improve how it delivers services and materials and expand programs in Turkey and internationally. A monthly donation of \$3 can support the participation of a single mother or father in its programs. \$1,000 contributes to setting up a preschool classroom for 15 students and their families each year. \$10,000 can contribute to 300 children’s access to an accelerated summer preschool education. Learn more at <https://www.acev.org/bagis-yap/>.

- [1] OECD Family Database. (2021, 07). "PF3.2: Enrolment in childcare and pre-school." Organisation for Economic Co-operation and Development.
- [2] Akçınar, B. "The States of Masculinity and Fatherhood in Turkey." (2017). Istanbul: Mother Child Education Foundation.
- [3] Wise, A. "Impact Evaluation of Mother Support Program." (2009).
- [4] "A Cost Benefit Analysis of Preschool Education in Turkey." (2019, December 7). AÇEV.
- [5] Kocak, A. (2004) Evaluation Report of Father Support Program.

MORE WAYS TO HELP

In the U.S., there are several nonprofits that help families ensure a strong start for their children. **Child First** delivers therapy in the home for families with children under 6 years of age. **Nurse-Family Partnership** pairs registered nurses with vulnerable women who are pregnant with their first child; the nurse continues supporting the family through the child’s second birthday. **Abriendo Puertas/Opening Doors**, equips low-income Latino parents in Chicago with knowledge and tools to prepare their children for kindergarten. Around the world, **Sesame Workshop**, the research-based nonprofit that produces Sesame Street, provides early childhood programming in low to middle income countries on six continents.



Public benefit programs providing food, healthcare, and other assistance help ensure families and individuals can meet their basic needs. Even before the pandemic, eligible individuals and families struggled to access these programs, resulting in billions of unclaimed benefits per year.¹ The COVID crisis increased the number of Americans applying for public assistance. Benefits Data Trust (BDT) leverages data, technology, and policy to help eligible people access essential benefits and services.

WHAT IT DOES

Founded in 2005 and headquartered in Philadelphia, BDT is a national nonprofit dedicated to streamlining access to benefits for millions of people in need. BDT does this through three interrelated strategies:

Direct service: BDT uses data-driven techniques to identify and reach out to low-income individuals who are likely eligible for public assistance, such as the Supplemental Nutrition Assistance Program (SNAP) and Medicaid, encouraging them to call BDT for help in completing benefit applications. BDT's proprietary data and technology systems allow it to screen people in seven states — Colorado, Maryland, Michigan, New York, North Carolina, South Carolina and Pennsylvania — for multiple benefits at once.

Improving government policy and practices: BDT works with the federal government, state agencies, and community partner organizations to promote policy solutions that streamline access to benefits.

Technology: BDT develops technology solutions such as tools for assessing eligibility and data-driven outreach and engagement. Such tools help meet demand and ensure equitable access to benefits at scale.

At the beginning of the pandemic, calls to BDT spiked by 80% since the beginning of COVID-19 and included many first-time callers facing new unemployment. BDT increased its staff size by 50% to address the economic need.

HOW EFFECTIVE IT IS

Since 2005, BDT has screened over 1 million households, securing access more than \$7.5 billion in public benefits. Research demonstrates that public benefits provide crucial support to low-income Americans.² For example, a recent study found that participation by North Carolina older adults in SNAP is linked to better health outcomes and lower Medicaid spending.³ Specifically, the enrollment rate was 7.6 times higher for individuals who received BDT's outreach and application assistance, resulting in an estimated Medicaid cost-savings of \$2,360 per person annually.

BDT also aims to improve economic mobility by connecting students to financial assistance so they can graduate at higher rates with less debt. In partnership with the College Board, BDT created Wyatt, a text

[1] Rockefeller Foundation. (2020, June 17). "Using Technology to Help Families Collect \$10.5 Billion in Unclaimed Benefits." <https://www.rockefellerfoundation.org/case-study/using-technology-to-help-families-collect-10-5-billion-in-unclaimed-benefits/>.
 [2] Keith-Jennings, B. and Chaudhry, R. (2018, March 18). "Most Working-Age SNAP Participants Work, But Often in Unstable Jobs." Center on Budget and Policy Priorities.
 [3] Berkowitz, S., Palakshappa, D., and Rigdon, J. (2021, October 19). "Supplemental Nutrition Assistance Program Participation and Health Care Use in Older Adults: A Cohort Study. *Annals of Internal Medicine*."

message based chatbot that helps high school seniors complete the Free Application for Federal Student Aid (FAFSA). Between November 2020 and November 2021, BDT delivered an estimated \$165 million in total benefit enrollments, including an estimated \$24 million in federal, need-based grants for nearly 10,300 students.

HOW YOU CAN HELP

BDT's work is funded by government agencies, philanthropy, and fee-for-service contracts. Approximately 55% of BDT's revenue comes from philanthropic sources that cover costs associated with BDT's efforts to promote streamlined policies and practices, create new tools that simplify benefits access, and provide application assistance. For every \$1 the organization receives, BDT estimates it generates approximately \$8 in benefits for eligible households.. Learn more at <https://bdtrust.org/donate>.

MORE WAYS TO HELP

Funders can help make public benefits more accessible by funding enrollment assistance, advocating for policy improvements, and improving the capacity of benefits administrators. For example, the nonprofit **Single Stop** supplies other nonprofits with technology to provide their clients with referrals to benefits and services, while its in-house tax program provides free tax preparation for 15,000 low-income families. In Chicago, Los Angeles, New York, and Washington, DC, **LIFT** coaches low-income parents to set goals like securing a safe home, living wages, and a better education, then connects them to the financial resources and networks they need to achieve those goals. Ninety-four percent of LIFT parents improve their finances within three months.



Women, immigrants, and minorities are disproportionately likely to experience poverty, and during the COVID-19 pandemic were more likely to lose employment income and experience food insecurity.¹ For many in the United States, English is a second language, and a lack of translation services prevent them from accessing healthcare, leading to poor health outcomes. Found in Translation trains low-income, bilingual women to be professional medical interpreters.²

WHAT IT DOES

Since 2011, Found in Translation's Language Access Fellowship program has trained 291 low-income, multilingual women to become medical interpreters and linked them to jobs across the Boston area. The program is free of charge and includes supportive services such as on-site childcare, assistance with transportation, and access to technology. 45% of program graduates ("Fellows") are single moms, and 49% were homeless or had a history of homelessness at intake. Fellows represent 50 countries and 47 languages, including Spanish, Haitian Creole, Arabic, and Portuguese.

The core curriculum prepares Fellows for the Medical Interpreter Certificate. Fellows participate in 140 hours of skills-based training that covers interpreter skills, roles, ethics, medical terminology, anatomy, and advanced skills. Fellows also receive training in job readiness and financial literacy. Upon earning their certificates, fellows receive job search and placement support. They remain engaged with Found in Translation through a wide array of ongoing professional development and networking opportunities.

In response to COVID-19, Found in Translation moved their programming online. Found in Translation hopes to leverage their new, technology-enabled program model to make its programming more accessible and replicable. To meet the evolving needs of alumnae, programming has

[1] Stacy, C., and Fiol, O. (2021). "Inclusive Recovery to Increase Equity." [www.urban.org. https://www.urban.org/sites/default/files/publication/104247/inclusive-recovery-to-increase-equity_o.pdf](https://www.urban.org/sites/default/files/publication/104247/inclusive-recovery-to-increase-equity_o.pdf).

[2] Eldred, S. M. (2018). "With scarce access to interpreters, immigrants struggle to understand doctors' orders." NPR. <https://www.npr.org/sections/health-shots/2018/08/15/638913165/with-scarce-access-to-medical-interpreters-immigrant-patients-struggle-to-understand>.

expanded to include computer literacy and remote interpreting components that prepare Fellows for the increasingly digitized world of interpreting.

HOW EFFECTIVE IT IS

The majority of Found in Translation graduates find translation jobs within three to six months. For example, of the 2019 intake cohort, 71% found employment in 3 months, and 72% of those found translation jobs. Their average wages climbed from under \$18 per hour at intake to \$25 per hour in one year. Base on hours worked, the gain added approximately \$13,000 to their income, already exceeding the 10,000 cost of training per student.

Alumnae interpreters provide translation services to an estimated 35,000 limited-English speakers, facilitating more equitable access to healthcare. Fellows are employed at all major hospitals and interpreter agencies in Boston. Some Fellows go on to become legal interpreters, while others take on non-interpreting positions in medical settings such as health insurance representatives, patient navigators, and community health workers.

Experienced alumnae return to the program for professional development programs and to support their newer peers through mentoring, providing job referrals, and hiring graduates. In 2021, 90% of Found in Translation's faculty were program alumnae.

HOW YOU CAN HELP

Philanthropic support allows programs and supportive services to remain free of charge for participants. A \$100 donation can provide one month of transportation assistance for a student or pays for an alumnae gathering. A gift of \$1,000 covers textbooks for eight students, or the national certification registration for five. As mentioned, \$10,000 covers training costs for one student. Learn more at <https://found-in-translation.org/donate>.

MORE WAYS TO HELP

Other organizations that train workers for careers include **Generation**, which transforms education-to-employment systems in 16 countries in Africa, the Americas, Asia, and Europe to prepare, place, and support people into life-changing careers that would otherwise be inaccessible. In the United States, **Year Up** moves low-income young adults towards postsecondary education or employment by providing six months of skills education and a six-month corporate internship; and the **Center for Employment Opportunities (CEO)** offers individuals just coming home from prison the ongoing support necessary to build career capital and financial stability.

COVID-19 caused more than 150 million people around the world to fall below the poverty line.¹ Research has shown that cash transfers that can be spent on urgent needs — are a powerful way to improve lives. GiveDirectly helps by sending no-strings-attached money to people who urgently need it.

WHAT IT DOES

GiveDirectly transfers cash to people living in extreme poverty so they can meet their most urgent needs. Founded in 2009 as a private giving circle and opened to the public in 2011, GiveDirectly believes that people in poverty deserve to make their own choices about how to improve their lives, so the transfers have no conditions attached to them. They currently have operations in eight countries. GiveDirectly maintains strong partnerships with leaders at multiple levels of government and community, from district heads to village chiefs.

GiveDirectly's longest-running programs deliver about \$1,000 per family, saturating entire villages so that each household receives a payment. They identify participants using poverty data from national surveys, government lists, community-based organizations, or partner apps like Propel, which provides SNAP benefits to millions in the United States. Recipients often spend grants on medicine, livestock, school fees, water, solar lights, irrigation, businesses to generate income, and more.

In response to the pandemic, GiveDirectly launched COVID-19 responses in Kenya, Malawi, Uganda, Rwanda, Liberia, DRC, and Togo. They adapted their model — which had previously included four in-person touchpoints — to be entirely remote and began giving in the U.S. as well, reaching 400k+ recipients.

HOW EFFECTIVE IT IS

GiveDirectly runs rigorous evaluations using randomized control trial studies to compare program participants vs non-program participants. These studies fill gaps in global evidence, inform the government and the public on the benefits of cash transfers, and enable GiveDirectly to reach more recipients.

GiveDirectly's nutrition benchmark study compared the impact-per-dollar of unconditional cash transfers to Gikuriro, an integrated nutrition program in Rwanda. The study found that neither the nutrition program nor cost-equivalent cash transfers of \$110 affected the study's primary outcomes, but a larger transfer of \$532 improved consumption, dietary diversity, and childhood growth 12 months after the baseline survey.²

Cash transfers also have been shown to have positive effects on the neighbors of recipients. In a study published in 2019, GiveDirectly provided one-time cash transfers of about \$1,000 to over 10,500 poor households across 653 randomized villages in rural Kenya. Over the 27 months studied, each \$1,000 transfer increased spending by both recipients and nonrecipients by approximately \$2,600.³

[1] Mahler, D., Yonzan, N., Lakner, C., Aguilar, R., and Wu, H. (2021). "Updated estimates of the impact of COVID-19 on global poverty: Turning the corner on the pandemic in 2021?" World Bank Data Blog. <https://blogs.worldbank.org/opendata/updated-estimates-impact-covid-19-global-poverty-turning-corner-pandemic-2021>.



HOW YOU CAN HELP

The extreme poverty line is \$1.90 a day, meaning receiving this amount (or less) would lift someone above the line. 88% of GiveDirectly's funds are sent directly to recipients, and the rest cover banking and mobile money fees, operations expenses, software, insurance, and auditing. With additional funds, GiveDirectly can reach more recipients. \$100 can cover six children's education costs for a year. \$1,000 covers one household's annual food cost, agricultural supplies, and home renovations. Learn more at <https://donate.givedirectly.org/>.

[2] McIntosh, C., and Zeitlin, A. (2018). "Benchmarking a WASH and Nutrition Program to Cash in Rwanda." Innovations in Poverty Action. <https://www.poverty-action.org/study/benchmarking-wash-and-nutrition-program-cash-rwanda>

[3] Egger, D., Haushofer, J., Miguel, E., Niehaus, P., Walker, M. (2019, December 18). "General equilibrium effects of cash transfers: experimental evidence from Kenya." Innovations in Poverty Action. <https://www.poverty-action.org/sites/default/files/publications/GE-Paper.pdf>.

MORE WAYS TO HELP

During COVID, cash relief efforts spurred interest in ongoing basic and guaranteed income programs. For example, **SHOFCO**, a community-based organization in Nairobi, Kenya, that provides clean water, community latrines, healthcare, early childhood education, business skills training and facilitation of group savings and loan programs, now works with GiveDirectly to enroll households in cash transfer programs. In the United States, **Springboard to Opportunities** introduced the Magnolia Mothers Trust, which provides \$1,000 cash on a monthly basis, no strings attached, for 12 months straight to extremely low-income, Black mothers living in affordable housing in Jackson, MI.



Across the United States, school-aged children and their families have struggled amid remote schooling and closure of youth activities. In New York City, Good Shepherd Services helps by offering a wide range of programs to some of the most vulnerable children and families.

WHAT IT DOES

Founded in 1857 and now a large nonsectarian organization, Good Shepherd works with city agencies to deliver an array of programs designed to address the multiple barriers faced by vulnerable school-aged children and their families. They provide a continuum of programs that annually reach more than 30,000 K-12 students and their families, and young adults up to age 24. Here are just a few examples of their many programs:

- After school programs that provide safe spaces for school-aged children of working parents/caregivers.
- Foster care and adoption services for families caring for children who have been victims of abuse or neglect.
- Single Stop centers which offer legal counseling, help with financial planning, immigration services, and access to benefits.
- Community centers in Brooklyn and the Bronx that provide safe places for children to go after school, skills and job training for adults, and recreational activities for all community members.
- Residential programs that provide case management and family engagement supports in a therapeutic environment to prevent youth involved in the juvenile justice system from returning to custody.
- BRAG (Bronx Rises Against Gun Violence) uses the Cure Violence method of approaching violence as a public health issue, using “credible messengers” — i.e., people who are leaders with relevant life experience — to counsel youth.
- Learning to Work supports over-age, under-credited young adult students with personalized learning environments and support to earn their high school diplomas and gain work experience.

In response to COVID-19, Good Shepherd moved programming online, distributed 580 laptops to students, created internet hotspots, hosted virtual community spaces, partnered with a food bank to distribute food and gift cards, and issued \$500K in cash assistance to families in need. Currently, Good Shepherd is reopening in-person services and partnering with New York City to enroll clients in emergency rental assistance.

HOW EFFECTIVE IT IS

In 2018, a Good Shepherd survey of participants in its Youth Justice Program found that 81% of participants reengaged in school or work and 90% avoided deeper justice system involvement. Over 6,000 participant-centered activities resulted in a 63% decrease in the carrying of weapons by participants in the BRAG Cure Violence program in 2018.

Each year, its Single Stop team helps approximately 6,000 people access financial assistance and/or benefits. The \$9 million dollars in financial assistance and benefits is more than 10 times the \$850,000 annual cost of running the center, which is staffed by a director, coordinator, and four case workers.

HOW YOU CAN HELP

Approximately 80% of Good Shepherd’s revenue comes from city agencies, which covers the minimum for operating programs. Private philanthropic funding is used for evaluation, planning, and to increase program quality. Such funds also provide additional experiences and resources for youth, such as social events, outings, and winter coats. Several of their education programs are entirely philanthropically funded. Learn more at <https://goodshepherds.org/give-to-support-nyc-youth-and-families>.

MORE WAYS TO HELP

First Place for Youth runs programs in California, Mississippi, Ohio, New York, and Massachusetts to provide wraparound services, training, housing, and education for youth exiting the foster care system. Its **Independent Skills Living Program (ISLP)** provides “drop in” hours, social activities, and skill-building workshops to develop practical skills and confidence. Among other youth support programs, **READI Chicago** works to reduce gun violence by connecting participants to paid transitional jobs, cognitive behavioral therapy, and wraparound support services to help them create a stable future. Early analysis at 20 months shows that participating may reduce shootings and homicides by 32%.

COVID-19 restrictions, including requirements for physical distancing, have had a profound effect on youth and young adults. During a critical time for social-emotional development, they have been among the most vulnerable to increased psychological stress.¹ Two Youth Guidance programs, *Becoming A Man (BAM)* and *Working on Womanhood (WOW)*, are for youth who are at elevated risk of making poor choices, given a history of family trauma, troubled academics or school behavior, and ubiquitous neighborhood violence.

WHAT IT DOES

Becoming A Man (BAM) and *Working on Womanhood (WOW)* work with small groups of 12 to 15 students in grades 7 through 12 to develop decision-making skills, especially those related to issues such as violence, relationships, dropping out of high school, and criminal activity.

Since girls and boys often face different problems and deal with them differently, Youth Guidance runs separate programs for each gender. Both involve weekly, small-group, interactive sessions during the school day that allow for individual mentoring, group exercises, and experiential learning. These sessions give students a chance to problem-solve with peers and a professional counselor in a nonjudgmental setting. BAM and WOW serve more than 10,000 youth in 164 schools, many are among the most challenged schools in their areas. Youth Guidance delivers BAM and WOW jointly in Boston, MA; Chicago, IL; Dallas, TX; Kansas City, MO. Additionally, BAM is delivered in King County, WA; London, UK; Los Angeles, CA, and Washington, DC.

During the pandemic, Youth Guidance adapted BAM and WOW for virtual implementation using district-approved platforms. Counselors focused on individual support services for youth and their families. They also responded to acute needs, including financial distress, food insecurity, housing, and access to technology. BAM and WOW resumed in-person programming in Fall 2021.

HOW EFFECTIVE IT IS

A 2017 independent study of BAM showed improved academic outcomes and large reductions in criminal activity and improved academic outcomes.^{2,3} Over a year-long period, BAM participants were 50% less likely to be arrested for a violent crime than students in a randomly assigned comparison group and 19% more likely to graduate high school on time. Since incarceration is so expensive, the study estimated a social return of up to \$30 for every \$1 invested, based on crime reduction alone. When participants graduate from high school, the increases in earnings and decreases in reliance on social services add to that return on investment.⁴

An independent evaluation of WOW in 2019 found that 24% of participants with clinical symptoms of Post-Traumatic Stress Disorder (PTSD) experienced reduction in those symptoms while in the program. Internal evaluation results have also been encouraging: 71% of participants who started the school year in the clinically-significant range for depression experienced a decrease in symptoms within a year. WOW monitors girls' improvement in their program using the



adolescent Patient Health Questionnaire Depression Index and Difficulties in Emotional Regulation Scale.

HOW YOU CAN HELP

Any amount can contribute to the \$2,500 per student it costs to provide BAM or WOW for a year of either program. Funders can also sponsor a 12-15 person BAM or WOW group for \$10,000 per year, or an entire school (55 kids) for \$25,000 per year.¹ \$300,000 funds expansion to a new district that is adjacent to an existing site. Learn more at www.youth-guidance.org/how-to-give.

- [1] AP-NORC Center for Public Affairs Research. (2021, December 6). "Gen Z and the Toll of the Pandemic."
- [2] Crime Lab. (2016, June 27). "New Results for Chicago-Based Youth Violence Reduction Program." UChicago Urban Labs. Retrieved December 10, 2021, from <https://urbanlabs.uchicago.edu/news/a-fourth-article-for-testing>.
- [3] Heller, S.B., Shah, S. K., Guryan, J., Ludwig, J., Mullainathan, S., & Pollack, H.A. (2017 February). "Thinking, Fast and Slow? Some Field Experiments to Reduce Crime and Dropout in Chicago." *The Quarterly Journal of Economics*, Volume 132, Issue 1, 1-54. <https://doi.org/10.1093/qje/qjw033>.
- [4] Ford-Paz, R. E., Crown, L., Lawton, K., Goldenthal, H., Day, G., Coyne, C. A., Gill, T., Harris, N., Blakemore, S., & Cicchetti, C. (2019). "Working on Womanhood (WOW): A participatory formative evaluation of a community-developed intervention." *Evaluation and Program Planning*, v. 72. 237-249. <https://doi.org/10.1016/j.evalprogplan.2018.10.007>.

MORE WAYS TO HELP

Another organization that seeks to improve adolescent decision-making is **The Brotherhood/Sister Sol** in New York, which provides long-term support services for youth focused on preparing for the future. **Pace Center for Girls** emphasizes both academic and social services for middle- and high-school aged girls and young women. The program offers individualized learning and counseling plans and has garnered national recognition as one of the most effective programs in the country for keeping girls from entering the juvenile justice system.

More Resources for Identifying Nonprofits to Support

| CATEGORY | NAME | DESCRIPTION | WEBSITE |
|---|---|---|---|
| Nonprofits Due Diligence | Candid (formerly Guidestar and the Foundation Center) | World's largest source of information on nonprofits and foundations | https://candid.org/ |
| | Charity Navigator | Rates nonprofits on financial health, accountability, and transparency | https://www.charitynavigator.org/ |
| | GreatNonprofits | Community-sourced stories about nonprofits, written by donors, volunteers, and beneficiaries | http://www.greatnonprofits.org/ |
| | ImpactMatters (a service of Charity Navigator) | Provides "audits" of nonprofits that have proven evidence of impact | http://www.impactm.org/ |
| | GiveWell | Rates nonprofits based on empirical data, cost-effectiveness, and capacity for increased funding | https://www.givewell.org/ |
| | The Life You Can Save | Nonprofits that aid the global poor vetted for record of effectiveness | https://www.thelifeyoucansave.org/ |
| Research on Cause Areas and Programs | Innovations for Poverty Action | Research on over 300 potential solutions | https://www.poverty-action.org/ |
| | Grantmakers in Health | Helps grantmakers improve the nation's health by strengthening grantmakers' knowledge, skills, effectiveness, and collaboration | https://www.gih.org/ |
| | The Jameel Poverty Action Lab | Database of over 850 publicly available randomized evaluations of programs found to be effective | https://www.povertyactionlab.org/ |
| | 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 | https://givingcompass.org/ |
| | Lever for Change | Matches donors with problem solvers through customized challenges and tailored funding opportunities | https://www.leverforchange.org |
| | NAVi Nonprofit Aid Visualizer | Vanguard Charitable's free, searchable public tool to identify nonprofits working to combat hunger and homelessness | https://hunger.navi.vanguardcharitable.org/ |
| | Root Cause Social Impact Research (SIR) | Reports on cause areas and topics for creating social change | http://www.rootcause.org/ |
| | IssueLab (a service of Candid) | Organizes research from social sector organizations on 30+ cause areas | https://www.issuelab.org/ |
| Disaster Recovery | Center for Disaster Philanthropy | National resource dedicated to helping donors make more intentional disaster-related giving decisions | https://disasterphilanthropy.org/ |
| | International Federation of the Red Cross | World's largest humanitarian network that acts before, during, and after disasters and health emergencies | https://www.ifrc.org/ |
| | The Global Disaster and Coordination System | Cooperation framework between the United Nations, the European Commission and disaster managers worldwide to improve alerts, information exchange, and coordination in the first phase after major sudden-onset disasters | http://www.gdacs.org/ |
| | Disaster Information Management Research Center | Quality health information resources and informatics research for disaster and public health emergency preparedness, response, and recovery | https://disaster.nlm.nih.gov/ |
| | International Medical Corps | Provides emergency relief to people affected by conflict, disaster, and disease, shifting emergency medical response to long-term medical support and training as needed | https://internationalmedicalcorps.org/ |
| | MSF/Doctors Without Borders | Well-regarded international nonprofit and often among the first on the scene of multiple international disasters | https://doctorswithoutborders.org/ |
| | United Nations Office for Disaster Risk Reduction | International coordinating body promoting disaster preparedness and mitigation strategies among members | https://www.unisdr.org/ |
| | Disaster Accountability Project | Nonprofit organization that provides long-term independent oversight of disaster management systems | https://disasteraccountability.org/ |



lessons for crisis grantmaking

DURING COVID RESPONSE AND RECOVERY

► **The availability of vaccines and boosters, along with continued measures of physical distancing and masking bring hope for the possibility of a recovery from the COVID-19 pandemic.**

At the same time, the emergence of variants and lack of access to vaccines in most of the world makes the timeline of recovery uncertain. To have the highest impact during this time of both hope and uncertainty, regions are responding to meet evolving needs and address longstanding and systemic inequity that the pandemic has laid bare. In short, we are in a mixed phase of both response and recovery. To learn more about disaster response, visit [CHIP's Phases of Disaster Recovery](#).

GIVE FLEXIBLY

To meet both known short term and unknown longer-term needs, remove restrictions of timing or purpose that prevent organizations from adapting

to evolving needs. For example, if you are an individual who gives a small amount every month and can afford to, make a larger donation at one time. If you are a grantmaker who gives restricted grants, consider converting those grants to general operating costs. Both give nonprofits needed flexibility.

GIVE CONSISTENTLY

Organizations that received an early influx of relief need continued support. Unlike sudden natural disasters, COVID-19's impact on health, education, mental health, basic needs, and livelihoods will continue into the future. According to the [Center for Disaster Philanthropy](#), a third of private giving happens in the first six to eight weeks of a sudden disaster. Giving then stops almost completely after six months, with less funding for recovery.¹

GIVE WITH OTHERS

One way individual donors and grantmakers can collaborate is by giving collectively (i.e., pooling their financial resources). In a pooled fund multiple funders can make grants to a the same

[1] Center for Disaster Philanthropy. (2021). "CDP Recovery Funds." <https://disasterphilanthropy.org/funds/>

organization(s) to amplify and organize their donations' effect. Pooled funds, often use a 501(c)(3) intermediary to serve as a neutral platform to deploy, monitor, and manage funds. When guided by a governing body made up of funders, issue area experts, or members of the client community, these funds can respond to the local situation and can vet smaller, more grassroots organizations better than an individual can. (See [India's Second COVID Wave: How Can I Help?](#) for more on how intermediary funds can support local organizations abroad.)

MATCH GIVING WITH NEED

Focus on giving to the geographies and populations with the highest needs.

In August 2020 CHIP provided a data-informed visualization of Southeastern Pennsylvania and Southern Jersey's initial response to the pandemic. Our [dashboard](#) visualized the philanthropic response compared to need, revealing areas

of unmet needs. Other organizations, such as the Center for Disaster Philanthropy in conjunction with Candid, issued a nationwide assessment of how individual donors and institutional grantmakers responded to communities' needs during the first half of 2020.¹

Sharing data on your philanthropic response can also encourage other donors to coordinate their giving towards remaining areas of unmet needs

BUILD CAPACITY OF LOCAL ORGANIZATIONS

Address longstanding inequities by building the capacity and infrastructure of local organizations. This requires investments in system capacity building, policy/advocacy, and research/innovation. (see 4 Philanthropic Plays on p. 16) Look to organizations in communities most disproportionately affected by the pandemic, including young people, women, and Black, indigenous, and other people of color. In the first half of 2020, only 5% of institutional giving explicitly identified communities of color.²

[1] Sato, G., et al. (2020). "Philanthropy and COVID-19 in the first half of 2020." Candid and Center for Disaster Philanthropy. <https://disasterphilanthropy.org/resources-2/philanthropy-and-covid-19-in-the-first-half-of-2020/>.

[2] Ibid.



4 PHILANTHROPIC PLAYS: how philanthropy can help

Philanthropic support takes many forms. It can fund nonprofit programs that provide direct services to those in need; increase the capacity of systems so that programs can function more effectively and efficiently; fund research that underpins these programs; and support policy initiatives that are needed to sustain them. It can also back innovation with the potential for game-changing progress.

Across the many social impact areas our team has analyzed, we find that philanthropic support typically falls within one of four categories. Similar to financial

investment asset classes, these categories often reflect different levels of risk, timeframes for results, and social impact return profiles.

Here we provide general guidelines related to timeframe to impact, associated risks and rewards, measurement of results, and conditions for success. While not hard and fast rules, funders have found these guidelines helpful in choosing opportunities to pursue and in recognizing the tradeoffs in those choices. Nonprofits have also found these guidelines helpful in prioritizing activities and managing funder expectations.

| ENTRY POINT | APPROXIMATE TIME FRAME FOR RESULTS | RISK/REWARD CONSIDERATIONS |
|--------------------------|------------------------------------|--|
| Direct Services | 3-5 years | <p>Strengths: Lower risk since generally less complex; often addresses immediate need; specific client/beneficiary outcomes are relatively easier to measure</p> <p>Limitations: Doesn't change underlying conditions or causes</p> |
| System Capacity Building | 5 years + | <p>Strengths: Potential for more sustainable change</p> <p>Limitations: Higher investment risk/uncertainty of results due to greater complexity (e.g. more players with potentially competing interests and incentives); progress can be harder to measure and attributable to any one funder's work</p> |
| Policy/Advocacy | 1-10 years + | <p>Strengths: Can leverage resources of other stakeholders (e.g. government and business) in ways that lead to more widespread and sustainable change</p> <p>Limitations: Higher investment risk/uncertainty of results including potential reputational/political risk; progress harder to measure</p> |
| Research/Innovation | 5-10 years + | <p>Strengths: Breakthrough could lead to widespread change over the long term</p> <p>Limitations: Higher investment risk/uncertainty-i.e. money and time spent learning only what doesn't work</p> |

Tips for Practicing High Impact Philanthropy

All donors have a “**philanthropic portfolio**” that includes gifts that may not necessarily be aimed at maximizing social impact. However as the health, social, and economic crises brought on by COVID stretches on, you may be asking yourself, “How can my money do more good?” here are tips to 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.

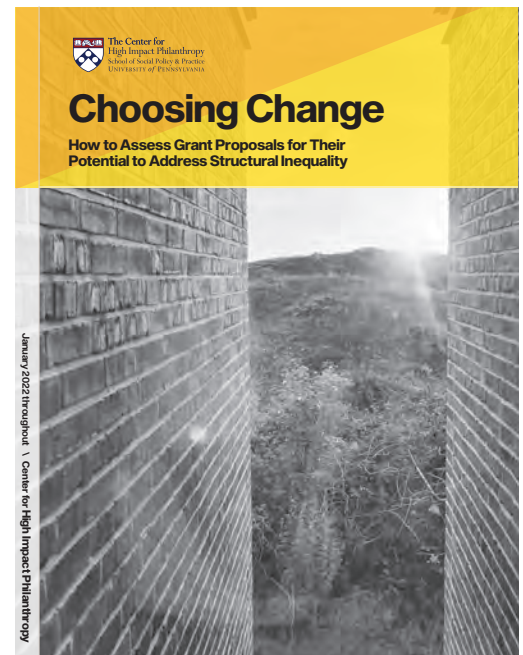
A LITTLE RESEARCH GOES A LONG WAY

Unlike a decade ago, funders no longer need to spend days 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 and professional grantmakers 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. Looking to learn more about an issue or find additional nonprofits? You’ll find a wealth of free information on our website.

LINK IMPACT AND COST

No individual donor or single foundation has enough money to solve every problem. To do more good, every funder needs to ask, “How can this 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, a \$1 donation can translate to enough food for 15 meals at a global food bank. \$500 can connect five new families to telehealth services for new mothers and infants. \$1000 can provide transportation and utility payments to help support an individual who has lost their livelihood from COVID-19. Another way to link cost and impact is to compare costs with societal benefits: \$30 in societal benefits for every \$1 spent on effective crime-reduction programs. That’s sometimes referred to as ‘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 linking impact and cost, funders can make sure their giving reflects more than generosity and good intentions.



In response to disparities exposed and exacerbated during the COVID-19 pandemic, many individual donors and institutional grantmakers have sought to address the structural inequalities that prevent people from surviving, let alone thriving.

Structural inequality exists across a wide range of social issues, including health care, education, economic development, environmental impact, and many more. Even when a proposal has not been designed specifically to address structural inequality, considering factors that contribute to structural inequality can help funders recognize those proposals with the potential for lasting impact.

Choosing Change: How to Assess Grant Proposals for Their Potential to Address Structural Inequality

Against this backdrop, our team at the Center for High Impact Philanthropy partnered with **Lever for Change**, an affiliate of the John D. and Catherine T. MacArthur Foundation, to develop *Choosing Change: How to Assess Grant Proposals for Their Potential to Address Structural Inequality*.

The resulting tool kit (available in early 2022) — the rubric, guidebook, scoresheet, and accompanying website — is designed to be used as a lens to assess proposals in any area — including education, health, housing, environment, arts, and more — for how well they can contribute to creating a more just world.

Visit *Choosing Change* to learn about the rubric, find examples of how to apply it, and download the tool in early 2022: <https://www.impact.upenn.edu/choosing-change>

WHAT IS STRUCTURAL INEQUALITY?

Structural inequality describes disparities in wealth, resources, and other outcomes that result from discriminatory practices of institutions such as legal, educational, business, government,

and health care systems. Structural inequalities result from power imbalances when one group has historically set the rules that intentionally or unintentionally exclude others from access to wealth and resources.

Structural inequality differs from inequality in outcomes that can result from a person's individual efforts. Instead, structural inequality focuses on the practices that shape outcomes for individuals, **independent** of their personal decisions, efforts, talent, or needs. In the U.S., segregation and the disenfranchisement of Black Americans that continued after slavery was formally abolished are some of the starkest examples of structural inequality. A global example is the right to own property; laws in nearly 40% of the world's economies prevent women from property ownership,¹ leaving them more vulnerable than men to extreme poverty.

[1] Women, Business, and the Law. (Retrieved 2021, September 22). World Bank. https://wbl.worldbank.org/en/data/exploretopics/wbl_ma.

5 Dimensions for Addressing Structural Inequality

Questions to Ask About Any Proposal

When deciding whether to support a proposal, funders can ask the following questions to assess whether or not it has potential to reduce structural inequality — or reinforce it. These five dimensions can be a screen for decisions in any issue area, from education to arts to climate.



Inclusivity: Involvement of intended beneficiaries

How much do beneficiaries shape the proposed solution design, implementation, and monitoring and evaluation?
How deeply and frequently does the organization engage intended beneficiaries?
How does the organizational model incorporate intended beneficiaries' input throughout its solution?



Durability of Power: Assurance that gains of power will persist

How well does the proposal actively shift the balance of power toward groups disadvantaged by structural inequality and create a sustainable source of power for those groups?
How well does the proposal develop and engage with leaders in the intended beneficiary community, also known as proximal leadership?
How well does the proposal build the capacity (e.g., financial resources, knowledge, skills, networks) of the intended beneficiary population so that the solution is sustained?



Strength of Evidence: The case for potential success

How compelling is the evidence for a solution that addresses a barrier to structural equality?
How strong is the evidence that the problem the proposal is solving contributes to structural inequality?
How strong is the evidence that the chosen solution has the potential to reduce structural inequality?



Organizational Capacity: Ability to implement, measure, and manage results

How well does the proposal demonstrate an ability to create impact, given the organization's history and resources?
How much does the organization's prior work show a commitment to addressing structural inequality?
How adequate are the organization's resources (staff, budget, capabilities, governance, board leadership) for implementing, measuring, and managing toward intended results?



Systems-Level Impact: Approach to addressing systems-level barriers

If successful, will this proposal address systems-level barriers and provide opportunities for structural change in the field of social impact it operates within?
How well does the proposal's solution leverage and influence the work of existing stakeholders — other nonprofits, policymakers, commercial interests — to address the problem it seeks to solve?
How strong is the proposal's plan for scaling its solution?

Tips for Avoiding FRAUD



It's your right as a funder to conduct some due diligence—and even have some healthy skepticism—before committing your funds to a particular nonprofit organization or response fund, especially with causes and needs abounding amid the COVID-19 pandemic. 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](#) help funders understand the work of specific nonprofits by providing 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 done a simple internet search and asked their friends and family touched by cancer: "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 firsthand look at how a nonprofit uses philanthropic funds and other resources to benefit clients. COVID-19 has changed the shape of volunteering but not the need. As more organizations and services have developed online components, opportunities to volunteer have also changed, through remote work like staffing text-based response lines, conducting online advocacy, and lending professional skills, such as marketing, technology, or accounting. Contact organizations like [VolunteerMatch](#) for opportunities for volunteers to help remotely or on-site.

Because COVID-19 puts older and immunocompromised people at especially high risk, there has also been a surge of healthy volunteers creating local mutual aid efforts. Mutual aid organizations support local communities outside of licensed organizations and the government, and create networks of volunteers and recipients. [Mutualaidhub.org](#) lists hundreds of mutual aid and community organizations in the U.S and Canada.



nonprofits in this guide

| PAGE | ORGANIZATION | URL |
|------|--|---|
| 7 | AÇEV: Mother Child Education Foundation Child First Nurse-Family Partnership Abriendo Puertas/Opening Doors Sesame Workshop | https://www.acev.org/en/ https://www.childfirst.org/ https://www.nursefamilypartnership.org/ https://ap-od.org/ https://www.sesameworkshop.org/ |
| 8 | Benefits Data Trust Single Stop LIFT | https://bdtrust.org/ https://singlestop.org/ https://www.whylift.org/ |
| 9 | Found in Translation Year Up Generation | https://found-in-translation.org/ https://www.yearup.org/ https://www.generation.org/ |
| 10 | GiveDirectly SHOFCO Springboard to Opportunities | https://www.givedirectly.org/ https://www.shofco.org/ https://springboardto.org/ |
| 11 | Good Shepherd Services First Place for Youth The Independent Skills Living Program (ISLP) READI Chicago | https://goodshepherds.org/ https://firstplaceforyouth.org/ https://independentlifestyles.org/ https://www.heartlandalliance.org/readi/ |
| 12 | Youth Guidance The Brotherhood/Sister Sol Pace Center for Girls | https://www.youth-guidance.org/ https://brotherhood-sistersol.org/ https://www.pacecenter.org/ |
| 14 | Center for Disaster Philanthropy | http://www.disasterphilanthropy.org/ |
| 18 | Lever for Change | https://www.leverforchange.org/ |
| 20 | Candid (GuideStar) Charity Navigator BBB Wise Giving Alliance VolunteerMatch Mutual Aid Hub | https://candid.org/ https://www.charitynavigator.org/ https://give.org/ https://www.volunteermatch.org/ https://www.mutualaidhub.org/ |
| 22 | Campaign for Grade Level Reading The Field Center for Children's Policy, Practice & Research GreenLight Fund Lipman Family Prize Mindful Philanthropy | https://gradelevelreading.net/ https://www.fieldcenteratpenn.org/ https://greenlightfund.org/ https://lipmanfamilyprize.wharton.upenn.edu/ https://www.mindfulphilanthropy.org/ |



platinum sponsor:



Fidelity Charitable is an independent public charity that has helped donors support more than 328,000 nonprofit organizations with \$51 billion in grants. Established in 1991, Fidelity Charitable launched the first national donor-advised fund program. The mission of the organization is to grow the American tradition of philanthropy by providing programs that make charitable giving accessible, simple, and effective.

organizational partners:

This preview of the 2022 High Impact Giving Guide was prepared in partnership with several organizations, whose research and collaboration helped us identify high-potential nonprofits and funding strategies for a more just COVID recovery.



The Campaign for Grade Level Reading is a collaborative effort by foundations, nonprofit partners, business MSP leaders, government agencies, states and communities across the nation to ensure that more children in low-income families succeed in school and graduate prepared for college, a career, and active citizenship. The Campaign focuses on an important predictor of school success and high school graduation—grade-level reading by the end of third grade. <https://gradelevelreading.net/>



The Field Center for Children's Policy, Practice & Research is an interdisciplinary collaboration of the University of Pennsylvania's Schools of Social Policy & Practice, Law, Arts and Sciences, Medicine, Nursing, the Graduate School of Education and the Children's Hospital of Philadelphia dedicated to improving the systemic response to victims of child abuse and neglect. By harnessing

the expertise across the University of Pennsylvania, the Field Center facilitates reform through a "think outside-the-box approach." <https://www.fieldcenteratpenn.org/>



The GreenLight Fund is a national nonprofit that partners with communities to create opportunities for individuals and families to move out of poverty. It facilitates a community-driven process that matches local needs not met by existing programs to organizations with track records of success

elsewhere. Started in Boston in 2004, the nonprofit organization is addressing critical needs in Atlanta, Baltimore, Boston, Charlotte, Cincinnati, Detroit, Kansas City, Philadelphia, the San Francisco Bay Area and the Twin Cities. <https://greenlightfund.org/>



Lever for Change, founded as a nonprofit affiliate of the John D. and Catherine T. MacArthur Foundation in 2019, has influenced more than \$800 million in grants and provided support to more than 140 organizations to date. Lever for Change leverages investments in solutions to the world's biggest problems — from racial and gender equity to climate change. By matching donors with problem solvers — through customized challenges and tailored funding opportunities — Lever for Change accelerates social change. Outstanding teams from these challenges form the Bold Solutions Network, which focuses on elevating organizations and catalyzing further funding. <https://www.leverforchange.org/>



The Barry & Marie Lipman Family Prize is an annual global prize that celebrates leadership and innovation in the social sector with an emphasis on impact and transferability of practices. Administered by the Wharton School on behalf of the University of Pennsylvania, the Prize is committed to resourcing and connecting change-makers to bring innovative ideas to new places and problems around the world. <https://lipmanfamilyprize.wharton.upenn.edu/>



Mindful Philanthropy is a 501(c)(3) nonprofit organization committed to increasing high-impact funding of mental health, addiction, and community well-being initiatives. Launched during the height of COVID-19 pandemic in May 2020, the organization connects individual donors, foundations, and charitable organizations with investments that make meaningful and measurable impact on these growing social issues. <https://www.mindfulphilanthropy.org/>

We would also like to thank the following individuals who shared their expertise, offered insights, connected us to others, or provided feedback throughout this project:

Gigi Antoni, The Wallace Foundation
Sheigla Averill, First Place for Youth
Plinio Ayala, Per Scholas
Tia Barnes, Youth Era
Caitlin Baron, The Luminos Fund
Megha Bagga, Asante Africa
Michael Bergstrom, Youth Guidance (BAM/WOW)
Tricia Blanchard, Good Shepherd Services
Jenny Bogoni, Ready By 4th Campaign
Rebecca Boursiquot, Shatterproof
David Caba, Good Shepherd Services
Jacob Carmichael, GiveDirectly
Anna Cerf, GiveDirectly
Rebecca Clarkin, Youth Guidance (BAM/WOW)
Kelly Davis, Mental Health America
Claudia DeMegret, The Wallace Foundation
Ivan Douglas Jr., The Literacy Lab: Leading Men
Bridget Durkan Laird, Wings for Kids
Alan Ezagui, The Lourie Center for Children's
Social & Emotional Wellness
Jeimee Estrada, Campaign for Grade Level Reading
Lauren Falkowski, Older Adults Technology Services
Jammie Gardner, Youth Era
Will Gonzalez, Esq., Ceiba
Emily Goulbourn, Promoting Equality in
African Schools (PEAS)
Teresa Granillo, Avance
Erna Grasz, Asante Africa
Alex Hay-Plumb, Generation
Sarah Haberberger, Greenlight Fund
Suna Hanoz, ACEV
Krithika Harish, Inseparable
Erin Henderlight, Benefits Data Trust
Meredith Hauser, The Luminos Fund
Dr. Rochelle Herring, The Wallace Foundation
Kate Hovde, Consultant
Heather Jenkins, The Literacy Lab: Leading Men
Casey Johnson, GreenLight Fund
Thomas Kamber, Older Adults Technology Services
Paul Kealey, National Low Income Housing Coalition
Lorenzo P. Lewis, The Confess Project
Kelly Lynch, Found in Translation
Kaley Maltz, Benefits Data Trust
Imahni Moise, Benefits Data Trust
Mona Mourshed, Generation
Brandon Nicholson, The Hidden Genius Project
Moriah O'Malley, United Renters for Justice
Siobhan Reardon, Campaign for Grade Level Reading
Catherine Reeves, National Low Income
Housing Coalition
Pavel Reppo, Finemind
Julia Rugg, Wings for Kids
Karla Salguero, National Domestic Workers Alliance

Joshua Seidman, Fountain House
Abigail Setterholm, Found in Translation
Miriam Shark, Campaign for Grade Level Reading
Jennifer Sikes, Generation
Maretta Silverman, The Luminos Fund
Ralph Smith, Campaign for Grade Level Reading
Yulani Smith, Benefits Data Trust
Ann Stone, The Wallace Foundation
Kevin Taylor, Fountain House
Sasha Trosch, BellXcel
Jimmy Venza, The Lourie Center for Children's
Social & Emotional Wellness
Maria Vertkin, Found in Translation
Kristen Ward, Mindful Philanthropy
Byrone Wayodi, Asante Africa
Garret N. Webster, Sr., Youth Guidance (BAM/WOW)

Thanks as well to our colleagues at the University of Pennsylvania for their insights and review:

Dr. Dennis Culhane, Professor,
School of Social Policy & Practice
Dr. Michael Golden, Executive Director, Catalyst,
Graduate School of Education
Dr. Johanna Greeson, Managing Faculty Director, The
Field Center for Children's Policy, Practice & Research
Sarah Ellen Gzesh, The Field Center for Children's
Policy, Practice & Research
Dr. Ioana Marinescu, Associate Professor,
School of Social Policy & Practice
Tunisia Meek, Lipman Family Prize, The Wharton School
Euria Min, Lipman Family Prize, The Wharton School
Dr. Phyllis Solomon, Professor,
School of Social Policy & Practice
Sarah Wasch, The Field Center for Children's Policy,
Practice & Research.

This guide was prepared by our team at the Center for High Impact Philanthropy:

Leah Adelson, Applied Research Assistant
Kelly Andrews, MLA, Director of Knowledge
Management & Marketing
Hannah Aragon, MSW Practicum Student
Christy Arango, MSP, Applied Research Assistant
Neha Butala, MSW, Associate Director of
Engagement & Learning
Ariel Censor, Communications Manager
Daria Hurley, Applied Research Assistant
Hanh La, PhD, Director of Applied Research & Analysis
Carol McLaughlin, MD, Senior Advisor
Melissa Ortiz, MEd, Applied Research Analyst
Katherina Rosqueta, MBA, Founding Executive Director
Carrita Thomas, Applied Research Assistant
Tamla Tinsley, Program Coordinator

Special appreciation to our board of advisors for their ongoing support and guidance: Julie Franklin, co-chair, Barry Porter, co-chair, Tim Fazio, Judy Friedman, Rob Kaufold, Gary Kiang, Danisha Patel, Patricia Silvers, and Mona Sinha.

visit the high impact giving guide toolkit for updates

<https://www.impact.upenn.edu/giving-guide>



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