

# 2024 HIGH IMPACT GIVING TOOLKIT



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Additional financial support provided by Glenmede and anonymous donors.

## about us

The Center for High Impact Philanthropy (CHIP) is the premier source of knowledge and education on how philanthropy can do more good. Founded collaboratively by the School of Social Policy & Practice and alumni of the Wharton School, it is the only university-based center with a singular focus on philanthropy for social impact.

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## university of pennsylvania school of social policy & practice

Our home school, Penn's School of Social Policy & Practice (SP2), is dedicated to the passionate pursuit of social innovation, impact, and justice. Together with a worldwide network of global collaborators, SP2 is advancing knowledge that drives justice, equity, and social innovation in a range of critical areas such as homelessness, health equity, social innovation, and more.

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#### youtube

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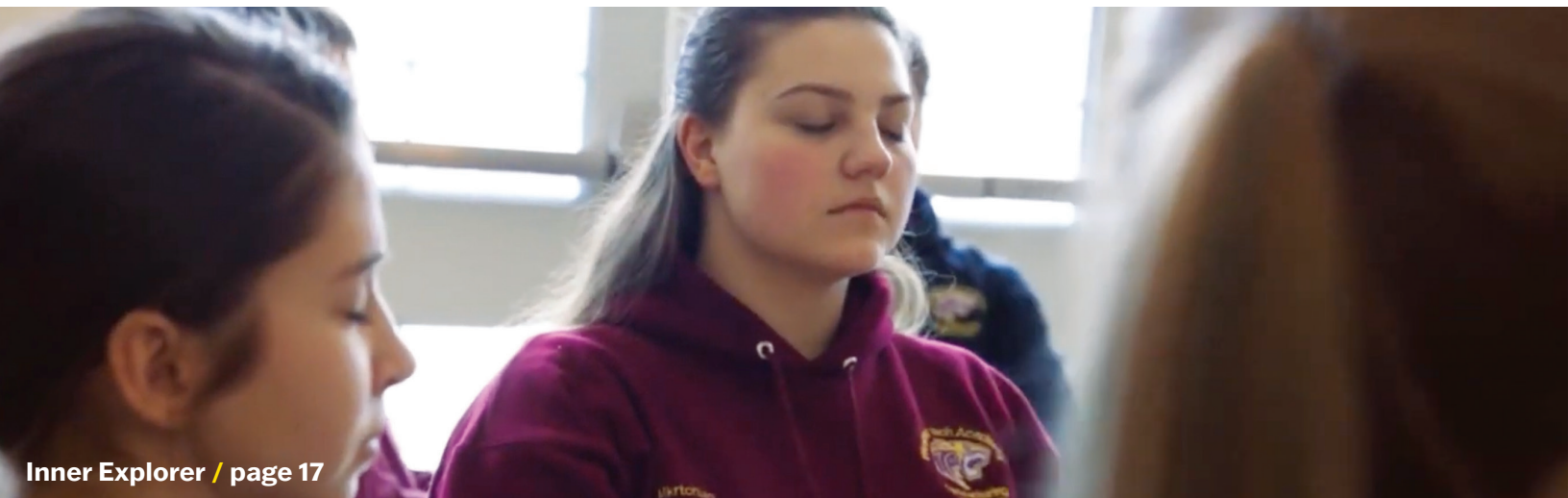
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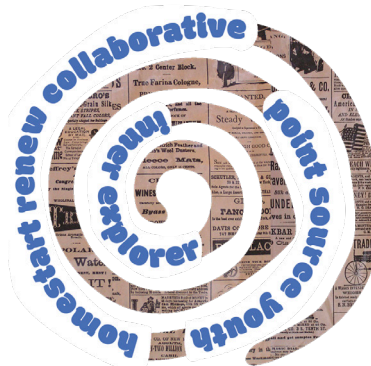
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## WELCOME TO OUR 2024 HIGH IMPACT PHILANTHROPY TOOLKIT

This annual giving toolkit is one way we advance our center's mission: to provide knowledge and education so that philanthropy can do more good. Each year, we take the best work of our team and colleagues from the field. We then translate all of it into a free, downloadable PDF and [companion website](#). Thanks to our sponsors, the toolkit is available for free, so that anyone — whether they have \$5 or \$5 billion dollars — can make a bigger difference with their giving.

In this document, you will find:

- How you can practice high impact philanthropy.
- Four high-level strategies — or plays — that philanthropy can fund, no matter what cause or geographic community you care about. This section includes examples drawn from our partners at [Lever for Change](#).
- Profiles of nine nonprofits sourced from our partners, [GreenLight Fund](#) and the [Lipman Family Prize](#), and independently analyzed by our team.
- A framework and resources for identifying programs and organizations with potential to reduce structural inequality.
- Tips for avoiding fraud.
- Curated resources for nonprofit due diligence, high-quality research on cause areas and programs, and effective disaster relief.

### On the companion [website](#), you will find:

- Videos of individual donors and professional grantmakers discussing pathways to impact and strategies they use, including direct cash transfers.
- Guidance on effective crisis-grantmaking, which is critical given the increases in natural and man-made disasters.
- Free guidance and educational videos on other topics, including how to invest in early childhood, reduce poverty, address structural inequality, advance gender equity and much more.

**As always, we hope this toolkit and our team's efforts help you translate your generosity and good intentions into greater social impact.**

Katherina M. Rosqueta  
Founding Executive Director

WELCOME

# what is high impact philanthropy?

Whether you have \$5 or \$5 billion dollars, no one wants to practice “low impact” philanthropy. But what does high impact philanthropy mean?

**High impact philanthropy is the practice of intentionally using private philanthropic resources to serve the public good. In other words, it's philanthropy for social impact.**

Not all gifts and grants are intended to maximize social impact. For example, you may round up your bill at checkout to donate to a store's charity, sponsor a friend participating in a race that benefits causes she cares about, or give to your church or temple as part of your obligation as a member. These acts are part of many donors' “philanthropic portfolio.”

High impact philanthropy is the part of your portfolio where you ask, “How can I do more good in the world?” It involves the following:

## FOCUS ON SOCIAL IMPACT

To practice high impact philanthropy, you first need to choose what good in the world you want to create. 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 cause. It is fine to let your 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.



Visit [Resources for Identifying More Impact Opportunities](#) to find research databases and guides.

## MAKE DECISIONS BASED ON THE BEST AVAILABLE EVIDENCE

Intuition alone won't get you to social impact. For every cause, there is experience, knowledge, and information that can help you avoid re-inventing the wheel, or paying for the same mistakes others have already made. Evidence is information that helps you understand the nature of the problem you're trying to solve, how promising a nonprofit's overall approach is, and whether the conditions are ripe for success. Evidence comes from three sources: research, informed opinion, and the field (e.g., beneficiary and practitioner perspectives). When evidence from all three sources points in the same direction, you've found a great opportunity for impact.



The [guidance on our site](#) and the list of vetted research resources starting on page 20 can help you leverage the [best available evidence](#) across a range of causes and nonprofits.

## LINK IMPACT AND COST (“BANG FOR BUCK”)

No one has an unlimited budget. To create greater social impact, you'll need to consider how far your money can go. Nonprofit overhead ratios won't help. That common metric simply compares what a nonprofit spends in one accounting category to what it spends in another category. When you practice high impact philanthropy, you want to understand what

a nonprofit can achieve given everything it spends. That's "bang for buck" thinking, where the "bang" is the social impact, and the "buck" is the money spent to achieve that impact.

There are many ways to link impact and cost. You could take results (e.g., number of participants earning a living wage, tons of CO2 emissions averted) and compare those results to the money required to achieve those results. You could also compare costs to societal benefits, like when \$1 spent on a home visitation program yields \$5 in societal benefits from lower social welfare costs and increased tax revenue because participating children are healthier and stay in school longer. When you start thinking this way, you'll gain a more realistic understanding of what it takes to create social impact, and you'll recognize opportunities where your money might go even farther.



Link considerations of **impact and cost** to understand where the best "bang for buck" lies.

## ASSESS, LEARN, & IMPROVE

Philanthropy is not a perfect science. The issues that donors tackle are among the toughest society faces. You'll make mistakes, and your donation may not achieve what you hoped. But the more you assess, learn, and apply what you learn, the more you'll improve, and the more social impact

you'll achieve. Connecting with other funders can often accelerate learning; alumni of our **High Impact Philanthropy Academy** report that the network they gained has been one of the biggest benefits. Your local community foundation, giving circles, the due diligence of staffed foundations, funder membership groups, and public resources like those listed on page 24 can all be sources of people and information to learn from and with.



Learn about **the cycle for learning, assessing, and improving your philanthropy**.

High impact philanthropy is not about how much you give, but how well you give. By focusing on social impact, using the best available evidence, thinking "bang for buck," and learning as you give, your generosity and good intentions can result in social impact year-round and in the years to come.



Unlock the power of philanthropy with **High Impact Philanthropy Academy**, a certificate program for individual donors, professional grantmakers, and other philanthropic leaders seeking greater impact. Join our next cohort, beginning on the University of Pennsylvania campus in May 2024.

**High impact philanthropy is not about how much you give, but how well you give**



# four philanthropic plays

## how philanthropy can help

Philanthropic support takes many forms. It can fund nonprofit programs that provide **services directly** to those in need; increase the **capacity of systems** so that multiple programs and organizations are more effective and efficient; support **policy & advocacy** initiatives that change the environment in which nonprofits work; and fund **research & innovation** with the potential for game-changing progress.

Across the many social impact areas our team has analyzed, philanthropic support typically falls into one or more of these four categories. Like financial investment asset classes, these categories often reflect different levels of risk, timeframes for results, and social impact returns.



### DIRECT SERVICES

**approximate time  
frame for results**  
0-5 years

#### **risk/reward considerations**

**Strengths:** Lower risk since generally less complex; often addresses immediate need; specific client/beneficiary outcomes are relatively easier to measure

**Limitations:** Doesn't change underlying conditions or causes

#### **nonprofit example**

### **Responsible, Engaged, and Loving (REAL) Fathers**

Impact and Innovations Development Centre's (IIDC) REAL Fathers initiative is a community-led mentoring program for fathers of toddler-aged children in Uganda that teaches positive parenting and relationships. Community elders mentor young fathers ages 16 to 25 who are parenting children ages 1 to 5. Fathers in the program build positive parenting and nonviolent discipline skills, increase positive communication with their partner, use family planning tools, and learn to accept gender-equitable roles.

Young fathers participating in REAL were half as likely to use any form of violence with their partners and, one year later, participants were also half as likely to use physical child punishment.

Learn more: <https://iidcug.org/>



### SYSTEM CAPACITY BUILDING

**approximate time  
frame for results**  
5+ years

#### **risk/reward considerations**

**Strengths:** Potential for more sustainable change

**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 attribute to any one funder's work

#### **nonprofit example**

### **Jacaranda Health**

Drawing on its experience running private hospitals, Jacaranda Health works to ensure that government midwives in public hospitals have the skills to deliver life-saving care through its emergency obstetric and newborn care (EmONC) mentorship program. Jacaranda uses a "train the trainer" model. Experienced EmONC educators train other service providers to become mentors themselves. These mentors work within government health facilities to refresh providers' EmONC knowledge & skills, support continuing medical education, and run simulations and direct coaching.

Jacaranda Health has supported its government partners in providing safe deliveries for 976,000 mothers and babies across over 1,110 public health facilities across Kenya since 2015.

Learn more: <https://www.jacarandahealth.org/>



## POLICY/ADVOCACY

approximate time  
frame for results  
**1-10+ years**

### risk/reward considerations

**Strengths:** Can leverage resources of other stakeholders (e.g., government and business) in ways that lead to more widespread and sustainable change

**Limitations:** Higher investment risk/uncertainty of results including potential reputational/political risk; progress harder to measure

nonprofit example

## Talent Beyond Boundaries

Talent Beyond Boundaries (TBB) connects skilled refugees with employers that need their skills in countries around the world. However, even when displaced people find opportunities to work in a new country, they can face difficulties obtaining a visa. To overcome these difficulties, TBB works with governments, the private sector, refugees, and refugee-serving organizations to develop visa programs that are more flexible.

TBB has advocated for and helped to establish legal pathways that connect skilled refugees with hard-to-fill jobs in Australia, Canada, and the United Kingdom.

Learn more: <https://www.talentbeyondboundaries.org/>



## RESEARCH/ INNOVATION

approximate time  
frame for results  
**5-10+ years**

### risk/reward considerations

**Strengths:** Breakthrough could lead to widespread change over the long term

**Limitations:** Higher investment risk/uncertainty (e.g., money and time may be spent learning what doesn't work)

nonprofit example

## Carbon Leadership Forum

Buildings and construction account for about 40% of energy-related greenhouse gas emissions, with much of that attributable to emissions produced by building materials.[1] Carbon Leadership Forum is conducting research on the potential of creating carbon-storing building materials, which greatly reduce the amount of emissions buildings produce. Materials are made of underutilized waste from agricultural products, like rice hulls, wheat straws, and sunflower stalks.

If these building materials are widely adopted, it will contribute to a reduction of over one gigaton of carbon. In addition, it will catalyze new manufacturing hubs in rural areas, create jobs, and reduce the need for traditional, emissions-intensive disposal methods of waste fibers.

Learn more: <https://carbonleadershipforum.org/>

# about these examples

To illustrate each philanthropic play, we provide an example of each drawn from our partner Lever for Change's **Bold Solutions Network**. Lever for Change is an affiliate of the John D. and Catherine T. MacArthur Foundation, and Bold Solutions Network is its searchable database of vetted, high impact opportunities from among the highest ranked proposals from Lever for Change competitions. The examples have undergone extensive evaluation and due diligence to ensure each solution promises real and measurable progress to accelerate social change.

# nonprofits making an impact



On the following pages, we profile nine exemplars that illustrate how philanthropy can achieve high social impact. These nonprofit organizations were sourced from our organizational partners ([GreenLight Fund](#) and [Lipman Family Prize](#)) and independently vetted by our team for evidence of social impact and cost-effectiveness. Six work in the U.S. and three work internationally.

Collectively, these organizations address a range of causes, including health, education, career readiness, housing stability, economic prosperity, and environmental sustainability. Most create positive impacts in more than one area. For example, Build Up Nepal (p. 12) creates economic opportunity, rebuilds safe housing, and reduces climate damage by locally sourcing and manufacturing building materials for resilient construction. ParentChild+ (p. 18) improves young children’s readiness for kindergarten, reduces the need for special education, and leads to increased high school graduation rates through support of parents and daycare providers.



## how to use these exemplars

If you are looking for a nonprofit to support, all of these exemplars are worth serious consideration. We intentionally chose exemplars whose approach and programmatic models are broadly relevant to more causes and communities. On the [Center for High Impact Philanthropy](#) website, you’ll find additional information on each exemplar, including lessons learned from the organization’s work and links to additional nonprofits vetted by our team doing related work in other communities.

We encourage you to use these exemplars and the resources on pages 22 - 24 to find additional, specific opportunities to practice high impact philanthropy.

# ADES

## Improve the health, environment, and economy of isolated communities

### WHY IT'S NEEDED

Nearly 3 billion people worldwide cook and heat their homes with solid biomass fuels like charcoal and wood.[2] Burning those fuels contributes to hazardous air pollution, which is responsible for over 7% of deaths globally.[3]

In Madagascar, 95% of households and small businesses use an open wood fire for cooking, with a devastating impact on the environment and a disproportionate one on the health of women and children, who spend much of their days in the home.[4] 80% of the wood from Madagascar's forests is used for firewood, and, due to the high demand for wood, the forests are at risk of extinction.[5]

Association pour le Développement de l'Energie Solaire Suisse (ADES) works in Madagascar to provide a safer cooking method while also alleviating the extreme poverty of the communities they work in.

### WHAT IT DOES

ADES improves the health, environment, and local economy through a three-pronged approach: producing and distributing solar and fuel-efficient cookstoves, environmental education, and reforestation.

ADES designed its cookstoves through conversations with Malagasy households to ensure that the improved stoves are not just better for the environment, but also useful for the people who will use them. ADES offers two options: solar cookstoves and fuel-efficient cookstoves that reduce fuel consumption by 50% to 70%. Components of the cookstoves are sourced and manufactured in Madagascar whenever possible. The organization sells them for about 10% of their manufacturing cost, subsidizing the cost through philanthropic support and carbon credits.

In addition to reducing demand for wood fuel, ADES has planted 750,000 firewood, timber, and fruit trees since 2014, restoring 220 hectares of forest. ADES works with village leaders to determine a mix of trees that provide nutrition and value during reforestation.

ADES has distributed over 500,000 cookstoves and benefited 2.1 million people over the last 20 years. ADES also partners with Madagascar's Ministry of Education, schools, and other educational organizations to teach more than 100,000 children, teachers, and parents about environmental issues and the impact of deforestation.

### HOW EFFECTIVE IT IS

ADES estimates that its solar and fuel-efficient cookstoves have saved over 3 million tons of wood and prevented the emission of over 3 million tons of CO<sub>2</sub>. One cross-sectional comparative study found that households with improved cookstoves like the ones ADES manufactures were about 50% less likely to suffer from respiratory illness.[6]

Beyond their health and environmental impacts, ADES stoves save their owners money and create jobs. In Madagascar, people who burn charcoal can spend as much as 25% of their income on fuel. Using an ADES stove saves its owners at least 50% of the cost of fuel and saves time collecting firewood that they can use for income generation and other activities.[7]

The organization directly employs 250 employees who receive health benefits and tuition fees for their children. ADES has also trained another 233 people as independent resellers, 70% of whom are women who live in rural villages with few job opportunities.

### HOW PHILANTHROPY HELPS

ADES receives 40% of its funding from philanthropic sources, with the remaining 60% from carbon credits and the sale of its cookstoves. Philanthropic funds subsidize the costs of cookstoves (about \$50 to produce and \$5 to sell), reforestation efforts, and education programs. Learn more at <https://ades-solaire.org/en/>.



**My ADES cookstove significantly reduces my expenses when buying coal and allows me to increase my income.**

I want to buy another bigger ADES cooker once I have saved enough in a few months."

— Madame Soanalimbe'e, owner of a street restaurant in Fianarantsoa

# Build Up Nepal

**Build safer, eco-friendly housing and improve economic opportunity**



## WHY IT'S NEEDED

Around the world, climate- and weather-related disasters have been rising in both incidence and severity. With its steep terrain and heavy monsoons, Nepal is an example of a particularly vulnerable country.[8] For example, in 2015, Nepal experienced an earthquake that destroyed 866,207 houses, and then two years later, floods led to the destruction of an additional 43,400 houses.[9] These events hit Nepal particularly hard because of a pre-existing lack of stable housing infrastructure that leaves up to one-third of families living in informal settlements.[10]

Build Up Nepal works with local entrepreneurs in rural Nepal to rebuild safe, affordable, and eco-friendly housing using interlocking Compressed Stabilized Earth Bricks (CSEBs).

## WHAT IT DOES

In many parts of the world, traditional brick is the predominant regional building material, but brick kilns are powered by low-grade coal, adding to the climate crisis that contributes to disasters. In Nepal, building materials, including fired bricks, alone are responsible for 37% of Nepal's CO2 emissions.[11]

In contrast, Build Up Nepal's CSEBs are made from recycled stone dust — readily available waste from stone crushers even in remote and rural settings. Compared to fired brick, walls built from CSEBs produced 50%-80% less CO2 emissions and cost 35%-50% less.



**I am now able to give employment opportunities to my nearby friends.**

These women were unemployed before, I feel happy to give them jobs and work nearby their homes."

— A female entrepreneur CSEB brickmaker

Build Up Nepal recruits potential entrepreneurs in rural communities, with particular focus on reaching women and people who may not be able to make a steady income. The organization sells the CSEB machines to entrepreneurs at an affordable price and trains the entrepreneurs in machine use and business development.

Build Up Nepal's staff (95% of whom are from Nepal) offer trainings, typically at a housing construction site, to teach entrepreneurs how to produce bricks, ensure quality, and run a business enterprise that produces safe, cost-effective houses. Build Up Nepal continues to support business owners by providing ancillary training, machine maintenance, and connecting entrepreneurs to potential work. The organization continues to monitor and evaluate the quality of the houses constructed.

## HOW EFFECTIVE IT IS

Since the 2015 earthquake in Nepal, Build Up Nepal has trained 306 micro-enterprises to build 8,120 houses and create 3,170 jobs. Over half of the micro-enterprises the organization has cultivated belong to disadvantaged groups, including Dalit (the lowest caste) and Indigenous people.

Internal data show over 90% of the jobs created are held by youth, women, and people previously living on less than \$1.90 a day. The average salary of the CSEB brickmaker is NPR 17,250 (\$133 USD) per month, or \$4.30 a day — a 2.25x increase over the minimum livable income in Nepal.

On average, entrepreneur enterprises working with Build Up Nepal build 15 low-cost houses a year, create 10-12 jobs in their local village, and save 70 tons of CO2 emissions. Additionally, Build Up Nepal has saved over 74,227 tons of CO2 emissions to date through the creation of its CSEBs — as much as is produced by 15,000 cars in a year. The organization has trained more than 300 teams internationally in CSEB production and 1,200 masons in construction with the bricks, broadening its impact beyond Nepal.

## HOW PHILANTHROPY HELPS

Build Up Nepal earns 80% of its funding through their own sales and 20% from philanthropic contributions. Philanthropic funds allow the organization to provide systematic quality control to ensure houses are built safely and provide additional support and training to entrepreneurs from disadvantaged communities. Learn more at <https://www.buildupnepal.com/>.

# Capital Good Fund

**Increase financial security by breaking the cycle of debt faced by low-income households**

## WHY IT'S NEEDED

Each year, more than 12 million Americans report taking out payday loans to meet recurring household expenses such as rent and utilities.[12] Such loans offer quick approval and payouts for those with little to no credit. However, they demand high interest rates and short repayment periods.[13] Since 80% of payday loans are taken out within two weeks of a previous repayment, borrowers remain in a chronic cycle of debt.[14]

Operating in ten states in the U.S., Capital Good Fund enables those with poor or no credit to build credit while receiving loans needed to cover recurring household expenses.

## WHAT IT DOES

For low- and moderate-income households with no or poor credit, Capital Good Fund helps families break the cycle of debt through two services: 1) low-interest loans, and 2) credit-building coaching programs.

■ Low-interest loans: Capital Good Fund loans cost a borrower just 4% of the cost of an average payday loan. For example, the average \$400 payday loan must be repaid in 14 days with a 391% annual interest rate for a cost of \$1,200 to the borrower. In contrast, Capital Good Fund allows the borrower to repay the loan over 15 months with an annual interest rate of 12% for a cost of \$433 for the same \$400 loan.

■ Credit-building coaching programs: In addition to loans, Capital Good Fund also offers credit-building financial coaching programs, which have reached 1,800 households so far. As an example, its Financial Coaching Plus program establishes a year-long relationship between a participating client and a trained financial coach who work together to create a personalized plan to get out of debt, save for college, learn to manage money effectively, or achieve another goal. To build their credit, participants make 12 monthly payments of \$15 each, which is reported to all three credit bureaus as a 0% interest loan.

## HOW EFFECTIVE IT IS

While the nonprofit's overall loan repayment rate is 97%, the organization raises grant dollars to forgive up to 30% of loans — enabling them to take on riskier borrowers who are in urgent need of funds. Capital Good Fund estimates that its emergency loans for car repairs, medical bills, or other urgent needs save clients \$500 in interest and fees versus predatory alternatives. Loans to cover immigration expenses and car purchases save \$3,000 and \$4,000, respectively.

In a randomized controlled trial study, Capital Good Fund found that their financial coaching program improved participants' use of a bank account and budget; reduced food insecurity; reduced use of predatory loans; and allowed participants to afford medications or routine doctor's visits. Participants in Capital Good Fund's financial coaching programs improved their credit scores by 90 points.

## HOW PHILANTHROPY HELPS

Capital Good Fund covers 70% of its operations with philanthropic funding, with the rest from interest income and program revenue. Philanthropic support allows the organization to keep its interest rates low, forgive debt as needed, and fund expansion. Learn more at <https://capitalgoodfund.org/>.

”

**I know that anything I do with Capital Good Fund is going to be done with my best interest in mind...**

**Capital Good Fund helped me buy a reliable car and took a very heavy load off my shoulders.”**

— Sherlie, a Capital Good Fund client



# Genesys Works

**Increase access to meaningful early career opportunities for youth**



## WHY IT'S NEEDED

Meaningful early work experience and post-secondary education are strong predictors of a young person's future success, but youth from low-income households are less likely than their affluent peers to have these experiences. [15, 16] Internships for high school students are often unpaid, which puts them out of reach to students who need paid work.[17]

Genesys Works provides training, coaching, and meaningful paid work for high school seniors in underserved communities.

## WHAT IT DOES

Started in Houston in 2002 and operating in seven U.S. cities, Genesys Works places high school seniors in paid, year-long internships at partner companies. The organization works with schools in under-served communities that appoint a "school champion" to identify students who would benefit. School champions may be teachers, counselors, or administrative support staff. Students then demonstrate interest and aptitude with a written application, interviews, and a recommendation from their school counselor.

Before the internship, students complete an 8-week intensive program to build skills in office communication, technology, and interviewing for jobs. Worksite supervisors also receive guidance on how to best support and mentor their interns.

”

**I wasn't a normal average student. I stood out from the crowd. I was that kid**

**who was extremely motivated. That person who knew what he wanted and was extremely confident. That's when I realized this program really changed my life.”**

— Luis, a Genesys Works participant

During the fall of students' senior year, Genesys Works matches participants with a partner company such as Accenture, Target, 3M, Best Buy, and JPMorgan Chase.

Throughout the internship, students attend high school in the morning and work at their internship in the afternoon, completing work that contributes directly to the success of their host company. Working a total of 15-20 hours a week, students earn at least \$11,000 a year from their internships. They attend regular sessions with Genesys Works to learn about financial aid, college applications, and career paths, and receive one-on-one counseling each month from Genesys Works program coordinators.

After the internship and for six years post high school graduation, Genesys Works provides alumni with personal and academic support and technical assistance to secure financial aid.

Genesys Works has served over 11,000 students, 93% of whom are people of color and 58% of whom would be the first in their family to attend college.

## HOW EFFECTIVE IT IS

93% of Genesys Works students from the class of 2022 enrolled in college, nearly double the percentage (49%) of low-income students who enroll in college nationally. Historically, 54% of Genesys Works participants complete their four-year degree within six years, compared to 18.5% of their peers.

The median earnings of alumni seven years after high school is \$60,000. An external study of Genesys Works' Texas site found that each employed graduate from Genesys Works generated on average nearly 54% more for the Texas economy than other workers in the state, largely because program graduates found employment in high-paying sectors.[18]

99% of alumni felt their high school internship was valuable, and 77% felt that their Genesys Works experience helped them to get their current job. 50% said they might not have enrolled in college without Genesys Works.

## HOW PHILANTHROPY HELPS

Genesys Works earns 66% of its funding through internship fees from its corporate partners, with the rest funded by philanthropic sources. Philanthropic funding directly supports the organization's expansion to new sites and outreach to more students. Learn more at <https://genesysworks.org/>.

# Healthy Learners

Improve school-age children's health and educational outcomes

## WHY IT'S NEEDED

Zambia has one of the youngest populations in its region and globally: according to UNICEF, 53.4% of its population is under the age of 18 and the estimated median age is only 16.7.[19] But the lack of healthcare infrastructure makes it difficult for schoolchildren to access basic healthcare. For example, even when there is a healthcare clinic, wait times can be long, causing children to have to miss school to receive care.

Healthy Learners makes preventative and curative healthcare more accessible to school-aged children by moving the access point for care to schools.

## WHAT IT DOES

Founded in Zambia in 2015, Healthy Learners trains teachers as community health workers to screen, counsel, and provide basic care for the children in their schools. The organization partners with local clinics to train six to ten teachers per school it serves through an intensive two-week program. These teachers, or School Health Workers (SHWs), monitor student health, coordinate with local clinics, provide preventative care, and deliver "health talks" in all classes.

Using a mobile application on provided tablets, when a child is sick, SHWs clinically assess and provide responsive, automated age- and weight-specific treatment plans and follow-up recommendations aligned with World Health Organization guidelines. When an SHW cannot provide the required level of care, the student is referred and fast-tracked for care at a local government clinic. SHWs also provide preventative care, such as deworming and vitamin A supplementation, to all students on a regular schedule.

Healthy Learners also gives health talks and teaches faculty members how to do so. Because SHWs collect data on the health of the children in their schools through the app, Healthy Learners provides a curriculum tailored to local disease trends and can identify outbreaks as they happen.

Healthy Learners has served over 830,000 students — about 25% of Zambia's public primary school population. In 2022, it signed a Memorandum of Understanding with the Zambian Ministries of Health and Education to scale the program nationally over the next three years.

## HOW EFFECTIVE IT IS

In a matched control study, Healthy Learners increased the proportion of students receiving deworming by 48% and vitamin A supplementation by 47% compared to a control group. Communities served by SHWs have seen a significant decrease in endemic infections.[20] For example, one township the organization analyzed had a 60% reduction in schistosomiasis, a disease caused by parasitic worms that can cause children to develop anemia, malnutrition, and learning difficulties.[21]

For an annual cost of \$1.51 per student, less than 1% of what Zambia's Ministry of Education spends per primary school student, Healthy Learners increases access to essential prevention and treatment services, with decreased absenteeism at nearly all partner schools.

## HOW PHILANTHROPY HELPS

Healthy Learners receives 90% of its funding from philanthropic sources, with the rest from the Zambian government. Philanthropic support covers training and paying teachers; constructing health rooms on school campuses; and purchasing the tablets and technology that is used by the teachers. Learn more at

<https://www.healthylearners.org/>.

”

**Learners are happy with the program and want it to continue.**

In the past, we had a lot of girls stay away from school due to menstrual problems, but now that we have a health room and first aid kits, we are able to help the girls.

**Now, they do not miss class.”**

— Lucky Mukwasa, a School Health Worker



# HomeStart's the Renew Collaborative

Create a path to stable housing for families at risk of homelessness



## WHY IT'S NEEDED

Eviction cases increased by 78.6% from 2021 to 2022 in the 34 cities in the United States tracked by the Eviction Lab at Princeton University.[22] Families who have been evicted struggle to find safe, affordable housing with an eviction filing on their record and often must move to a less safe neighborhood.[23]

Evictions also have long-term negative impacts on the mental health[24] and employment stability[25] of those affected and are especially traumatizing for children, who are more likely to drop out of high school than stably housed peers.[26]

HomeStart's the Renew Collaborative works with tenants and their landlords in the Greater Boston Area to stop evictions and keep tenants in their homes.

## WHAT IT DOES

The Renew Collaborative is a project of HomeStart, a housing services provider for those experiencing homelessness or at risk of homelessness in Greater Boston. The Renew Collaborative provides eviction prevention counseling for nearly 1,000 households a year.

”

Evictions are a stain on a tenant's record that is nearly impossible to erase...**Supporting the expansion of HomeStart's the Renew Collaborative was simple because it addresses the needs of tenants and the needs of property owners.**”

— Cincinnati housing court official

The Renew Collaborative connects tenants facing non payment eviction with an advocate to help make an individualized plan to address the causes of their eviction crisis. The advocate helps complete paperwork and accompanies the tenant to housing court to assist with mediation between the landlord and tenant. Once an agreement is reached, the Renew Collaborative makes the first payment to the landlord and works with the tenant to identify how to pay the rest of the back rent themselves.

In addition to working with tenants who ask for the Renew Collaborative's assistance directly, the program works with public housing authorities and private landlords to work with tenants who owe back rent instead of evicting them. Working with the Boston Housing Authority and the City of Boston, HomeStart found that evicting a household costs landlords \$6,500 to \$11,500 including back rent, legal fees, and turnover costs. In contrast, working with the Renew Collaborative costs landlords on average only \$2,000 while keeping their tenant in their home.

## HOW EFFECTIVE IT IS

An external evaluation found that households served by the Renew Collaborative were 44% less likely to be evicted than peer households who also faced eviction due to nonpayment of rent in the same period. Households served by the program also paid their back rent 23% faster than the control group. Additionally, 87% of program participants maintained housing in their Boston Housing Authority unit and 95% have avoided eviction due to non-payment.[27]

The Renew Collaborative estimates that it's saved property owners over \$16 million in avoided eviction costs and Boston Housing Authority reported that the Renew Collaborative saved them over \$1 million in 2017 alone.

## HOW PHILANTHROPY HELPS

The Renew Collaborative receives 64% of its funding from philanthropic sources, with the rest coming from public funding and fees for services. Philanthropic support will help HomeStart replicate the Renew Collaborative in other cities, including Cincinnati and Houston. Learn more at <https://www.homestart.org/>.

# Inner Explorer

Improve student mental health  
and learning through mindfulness



## WHY IT'S NEEDED

In 2022, 50% of middle school students and 56% of high school students in the United States identified feeling depressed, stressed, or anxious as their biggest obstacles to learning.[28] Prolonged chronic stress in adolescence increases susceptibility to mental health disorders[29] and chronic conditions like diabetes, obesity, or heart disease later in life.[32]

Inner Explorer offers mindfulness programs to help schools reduce student stress and improve student learning.

## WHAT IT DOES

Inner Explorer's model develops behavioral, emotional, and social awareness through daily mindfulness practice. The organization has developed a subscription software that provides short, audio-based mindfulness exercises for students and teachers from pre-kindergarten to 12th grade, emphasizing empathy, self-control, and self-regulation. Five-minute practices for younger students include a song at the end, and 10-minute practices for older students prompt a 2-minute journaling reflection.

Inner Explorer serves over 2 million students in 50 states and over 3,000 schools, 70% of which experience high rates of poverty. The organization also serves juvenile detention centers, summer school providers, and foster care group homes. Its programming features narrators of different ages, ethnicities, and genders and is available in both English and Spanish.

Inner Explorer has a "press play" format that requires no advanced prep work and does not require teachers to lead the mindfulness sessions. Teachers can instead participate in a Teacher and Staff Wellness program to de-stress and be more present.

## HOW EFFECTIVE IT IS

40 years of studies show that mindfulness-based stress reduction programs, including those in classrooms, improve physical and mental health[31], academic outcomes[32], and behavioral health.[33] Inner Explorer's internal assessments have shown that, compared to before implementing the program, partner schools have 5% to 15% reductions in absenteeism and 28% higher grades in reading, math, and science. 96% of Inner Explorer sites renew the program after the initial contract term is up.

## HOW PHILANTHROPY HELPS

Inner Explorer receives 70% of its funding from program sales, with the remaining 30% from philanthropic sources. Philanthropic support allows the organization to provide the program at about \$2,400 per school (less than \$10 per student per year) and to subsidize program fees for districts with fewer resources. Learn more at <https://innerexplorer.org/>.



”

**Inner Explorer makes me feel relaxed and very calm and ready to learn.** It can help everyone in our school. After Inner Explorer I am super ready to learn and I have an easier time writing.”

— An elementary school student using Inner Explorer in her school

# ParentChild+

**Give parents and childcare providers tools to help children succeed**



## WHY IT'S NEEDED

Critical learning and development occur before a child enters the classroom, but only 48% of children in families below the poverty line are ready for school at age five compared to 75% of children from families with moderate to high incomes.[34]

ParentChild+ works with families and home-based child care providers to prepare children for academic success.

## WHAT IT DOES

Founded in 1965, ParentChild+ works across 17 states in the United States and in six other countries and has served over 70,000 families, over 80% of whom have an annual income under \$25,000. The organization has two models: the One-on-One model and the Home-Based Child Care Model.

The One-on-One model is a long-term home visitation program for families with children 16-months-old to 4-years-old. In it, ParentChild+ reaches families through community partners such as schools, immigrant aid societies, homeless services organizations, community centers, and housing authorities. Working with the child's parents for 2 years over a total of 92 half-hour sessions, an Early Learning Specialist (ELS) provides a three-pronged curriculum to ensure children are school ready: verbal interaction techniques, positive parenting behavior, and supporting the child's social-emotional competence. ELSs support parents in leading the interactions with their children and setting goals for the program.

The Home-Based Child Care model supports child care providers in building school readiness skills in the children they care for. The model pairs an ELS with a childcare provider caring for

small groups of children in a home environment. An ELS visits the provider's home twice a week over a period of 24 weeks to support the provider's work environment, community, and goals, while the children are present. As part of the model, ParentChild+ introduces home-based child care providers to other providers through a Communities of Practice program that continues beyond the initial 24 weeks for discussion and resource sharing.

Both models provide high-quality books and educational materials for home use and match clients with ELSs who share their language and cultural background. In fact, over 30% of ELSs are parents who have been through the program themselves with their children.

## HOW EFFECTIVE IT IS

An evaluation in King County, Washington found that 44.6% of ParentChild+ graduates were ready for kindergarten, compared to 29.6% of their socio-economic peers not in the program.[35] In a randomized controlled trial in Queens, NY in which 100% of parents reported as Latino and born outside of the U.S., program children were found to have higher average English language scores. When they reached kindergarten, program graduates were three times less likely to be referred for increased support services than the control group.[36]

The One-on-One model also has longer-term impacts. A randomized controlled trial found that ParentChild+ graduates are 50% less likely than their peers to need special education services by third grade.[37] In the longer term, 84% of ParentChild+ participants graduate from high school, the same rate as their middle-class peers and 30% higher than their socio-economic peers.[38]

Additionally, a third-party evaluator found that providers who participated in the Home-Based Child Care model demonstrated significant improvements in the quality of care, measured by industry standards. Parents of children cared for by providers in the program also reported noticeable changes in their children's skills across early literacy, executive function, and social-emotional domains.[39]

## HOW PHILANTHROPY HELPS

ParentChild+ receives 91% of its funding from philanthropic sources, with the rest coming from site training and replication fees. Philanthropic support also allows ParentChild+ to expand to new communities, improve its training, and enhance data collection and analysis efforts. Learn more at <https://parentchildplus.org/>.



**The [ParentChild+] staff became my family and my support system, and I truly could not imagine raising my daughter without the support and encouragement they've provided and continue to provide."**

— a ParentChild+ parent

# Point Source Youth

## Build the capacity of nonprofits serving youth experiencing homelessness



### WHY IT'S NEEDED

In the U.S., more than 3.5 million young adults ages 18 to 25 — one of every ten people this age range—and 700,000 youth ages 13 to 17 experience a form of homelessness over the course of a year.[40] Young people experiencing homelessness are at a higher risk for substance misuse, HIV, interpersonal violence, and mental health issues compared to non-homeless youth.[41, 42, 43]

### WHAT IT DOES

Point Source Youth (PSY) provides technical assistance, training, fundraising help, and program evaluation support to organizations working with youth and young adults experiencing homelessness. In consultation with a board of youth advisors who have experienced homelessness, PSY helps its partners to implement three best-practice interventions: rapid re-housing, host homes, and direct cash transfers.

- Rapid re-housing programs provide young people experiencing homelessness ages 18 to 24 with rental assistance for up to two years with leases in their own names.
- Host home programs connect young people experiencing housing instability with short-term housing with an adult mentor for a period determined by the young person and their host.
- PSY helps partner organizations to implement direct cash transfer programs, programs in which unrestricted funds are distributed directly to youth and young adults experiencing or at risk of experiencing homelessness at a regular frequency.

Each program also offers additional optional support that includes assistance navigating the housing process, financial coaching, and mentorship. PSY assists 90+ organizations and hosts a national convening to involve stakeholders from many different sectors in the fight to end youth homelessness. The organization also works with its partners to

advocate for local, state, and federal government support of rapid re-housing, host homes, and direct cash transfer programs.

### HOW EFFECTIVE IT IS

A longitudinal study found that after 12 months, 85% of participants in rapid re-housing programs supported by PSY reported feeling safe where they slept at night and 50% reported having full-time employment, both 20% increases from the beginning of the program.[44]

Research suggests that host home programs and direct cash transfers are also effective approaches to ending youth homelessness. Host homes can cost as much as 50% less per youth than congregate shelters. Both a small evaluation of host home programs in Alaska and a large study in the U.K. each found that 96% of participants transitioned to a safe living environment after their stay.[45]

Similarly, direct cash transfers are one of the most studied interventions for addressing poverty and improving health, employment, and education outcomes. [46, 47, 48]

### HOW PHILANTHROPY HELPS

Point Source Youth receives 91% of its funding from philanthropic sources. Philanthropic support will allow the organization to expand to additional sites, including San Francisco, Los Angeles, Oregon, Vermont, and Baltimore. Philanthropic funding also allows PSY to make its resources available free of charge to aid service providers around the country. Learn more at

<https://www.pointsourceyouth.org/>.



**We're actually being heard and listened to, and that makes me really happy."**

— A Youth Advisory Board Member

## Resources to address structural inequality

Structural inequality exists across a range of social issues, including health care, education, economic development, environmental impact, and more. It happens when policies and practices systematically prevent people from accessing opportunity. For many, increasing access to opportunity is central to their giving.

To help, we developed Choosing Change: How to Assess Proposals for Potential to Reduce Structural Inequality, a toolkit and rubric you can access at <https://www.impact.upenn.edu/choosing-change/>. The Five Dimensions for Addressing Structural Inequality appear on the next page. These five dimensions can be a lens for funding decisions for any cause, from education to arts to climate. Learn more: [What Is Structural Inequality?](#)

Other resources can help you implement Choosing Change. For example, [Demographics via Candid](#) has demographic data on the leadership, staff, and beneficiaries for tens of thousands of nonprofits. Since structural inequality

often exists along demographic lines, such data can help you identify relevant grantees, alongside the resources we list on pages 22-24.

The [Fund for Shared Insight](#) works to improve philanthropy by listening to those impacted by structural inequality and shifting and sharing power to advance equity. In 2016, it launched [Listen4Good](#) to help nonprofits better listen to and integrate client perspectives into their work.

For donors in the U.S. focused on addressing the underfunding of smaller, grassroots organizations and those led by leaders of color, [JustFund](#) streamlines the grantmaking process, so that such organizations can submit proposals to hundreds of funders at once. [Giving Gap](#) is a nonprofit platform that aims to reduce the underfunding of nonprofits grounded in the needs of Black communities through its database of organizations founded by Black leaders.



# Five dimensions for addressing structural inequality

## considerations for funders

Many donors and professional grantmakers already consider evidence and a nonprofit's capacity before making a gift or grant. However, the other three dimensions — inclusivity, durability of power, and systems-level impact — are especially critical to addressing structural inequality. You can learn more about how to apply these dimensions <https://www.impact.upenn.edu/choosing-change/>.

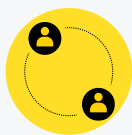


### **Inclusivity: Involvement of intended beneficiaries**

How much do beneficiaries shape the proposed solutions 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?

## Resources for research on cause areas and programs

The nonprofits we feature in this toolkit are exemplars of how to create high impact, and each would be a great organization to support. But they are just the beginning. CHIP has created issue guidance on topics including early childhood education, mental health, strengthening democracy, and improving the lives of women and girls. **You can find our guidance by issue area here: <https://www.impact.upenn.edu/issue-areas/>.** You can also explore additional cause areas or take a deeper dive into the causes you fund with the following resources.

<b>Giving Compass</b>	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>
<b>Grantmakers in Health</b>	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>
<b>Innovations for Poverty Action</b>	Research on over 300 potential solutions to poverty	<a href="https://www.poverty-action.org/">https://www.poverty-action.org/</a>
<b>IssueLab (a service of Candid)</b>	Organizes research from social sector organizations on 30+ cause areas	<a href="https://www.issuelab.org/">https://www.issuelab.org/</a>
<b>The Jameel Poverty Action Lab</b>	Database of over 850 publicly available randomized evaluations of programs found to be effective	<a href="https://www.povertyactionlab.org/">https://www.povertyactionlab.org/</a>
<b>NAVi Nonprofit Aid Visualizer</b>	Vanguard Charitable's free, searchable public tool to identify nonprofits working to combat hunger and homelessness	<a href="https://hunger.navi.vanguardcharitable.org/">https://hunger.navi.vanguardcharitable.org/</a>
<b>Root Cause Social Impact Research (SIR)</b>	Reports on cause areas and topics for creating social change	<a href="http://www.rootcause.org/">http://www.rootcause.org/</a>

## Resources for disaster relief

Climate- and weather-related disasters and floods have been rising in both incidence and gravity. At the same time, communities face urgent human-generated disasters including armed conflict, mass shootings, and refugee and migrant crises. Ensuring a safer, thriving future requires considering all four stages of disaster response: initial response, recovery, risk mitigation, and preparedness. **To learn more, refer to CHIP's disaster response guidance or visit the resources below.**

<b>Center for Disaster Philanthropy</b>	Nonprofit dedicated to helping donors make more intentional disaster-related giving decisions	<a href="https://disaster-philanthropy.org/">https://disaster-philanthropy.org/</a>
<b>Disaster Accountability Project</b>	Nonprofit organization that provides long-term independent oversight of disaster management systems	<a href="https://disasteraccountability.org/">https://disasteraccountability.org/</a>
<b>The Global Disaster Alert and Coordination System</b>	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	<a href="http://www.gdacs.org/">http://www.gdacs.org/</a>
<b>International Federation of the Red Cross</b>	World's largest humanitarian network that acts before, during, and after disasters and health emergencies	<a href="https://www.ifrc.org/">https://www.ifrc.org/</a>
<b>International Medical Corps</b>	Healthcare organization delivers services to those affected by conflict, disaster, and disease	<a href="https://www.internationalmedical-corps.org/">https://www.internationalmedical-corps.org/</a>
<b>MSF/Doctors Without Borders</b>	International nonprofit often among the first on the scene to provide medical care	<a href="https://doctorswithoutborders.org/">https://doctorswithoutborders.org/</a>
<b>United Nations Office for Disaster Risk Reduction</b>	International coordinating body promoting disaster preparedness and mitigation strategies among members	<a href="https://www.unisdr.org/">https://www.unisdr.org/</a>

## Resources for Nonprofit Due Diligence

It's your right as a funder to conduct some due diligence before committing your funds to a particular nonprofit organization or response fund. The following organizations can help by providing information on the finances, programs, and results of nonprofits.

<b>Candid (GuideStar and Foundation Center)</b>	World's largest source of information on nonprofits and foundations	<a href="https://candid.org">https://candid.org</a>
<b>Charity Navigator</b>	Rates nonprofits on financial health, accountability, and transparency	<a href="https://www.charitynavigator.org/">https://www.charitynavigator.org/</a>
<b>GiveWell</b>	Rates nonprofits based on empirical data, cost-effectiveness, and capacity for increased funding	<a href="https://www.givewell.org/">https://www.givewell.org/</a>
<b>Great Nonprofits</b>	Community-sourced stories about nonprofits, written by donors, volunteers, and beneficiaries	<a href="https://greatnonprofits.org/">https://greatnonprofits.org/</a>
<b>Impact Genome Registry</b>	Database that registers and verifies impact data from nonprofits, social enterprises, and government programs	<a href="https://www.impactgenome.com/">https://www.impactgenome.com/</a>
<b>The Life You Can Save</b>	Nonprofits that aid the global poor vetted for record of effectiveness	<a href="https://www.thelifeyoucansave.org/">https://www.thelifeyoucansave.org/</a>
<b>Mutual Aid Hub</b>	Lists mutual aid and community organizations in the U.S and Canada outside of licensed organizations and creates networks of volunteers and recipients	<a href="http://mutualaidhub.org/">http://mutualaidhub.org/</a>



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. Creating greater social impact also requires avoiding fraud. Here are simple ways to do that:

### 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, and may be the only way to check on crowdfunding appeals on sites like GoFundMe or Spotfund. If the organization you are considering is a registered nonprofit, resources such as [Candid](#), [Charity Navigator](#), and [BBB Wise Giving Alliance](#) all provide free financial and programmatic information.

### REMEMBER THE DIFFERENCE BETWEEN A WORTHY CAUSE AND A WORTHY CHARITY

# tips for avoiding fraud

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, in a well-known example, 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. 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. Organizations like [VolunteerMatch](#) help connect to opportunities remotely or on-site.

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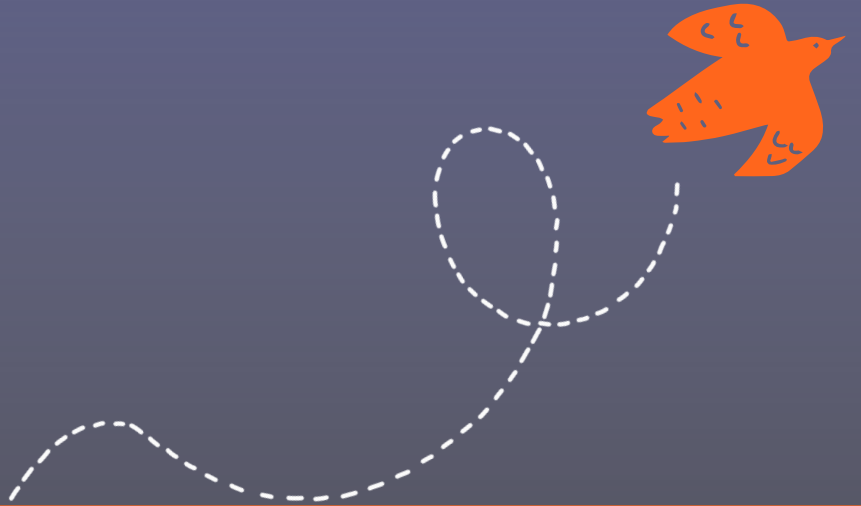
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