Donor Effectiveness Network (DEN)
"Card Catalog" Contents

Principles and Practices	Shorthand	Documents
An orientation toward solving problems	Problem-Solving Orientation	1. Kramer, Mark. "**Catalytic Philanthropy**," *Stanford Social Innovation Review*, Fall 2009: http://www.ssireview.org/images/ads/2009FA_feature_Kramer.pdf 2. Tierney, Thomas J., and Joel L. Fleishman. "**Give Smart: Philanthropy That Gets Results**," New York: *PublicAffairs*, March 2011: http://bit.ly/dRw7Pt 3. "**Striving for Transformative Change at the Stuart Foundation**," *The Center for Effective Philanthropy*, December 2009: http://www.effectivephilanthropy.org/assets/pdfs/CEP_Stuart_CaseStudy.pdf Type: case study Summary: The Stuart foundation's Child Welfare Program provides a compelling example of what can be accomplished by a foundation that has clear goals, coherent, well-implemented strategies, and relevant performance indicators. This case study describes how Stuart implements its strategy to achieve its goal to improve life outcomes for foster youth. 4. Broncaccio, David and William Campbell, "**Enterprising Ideas: Montana Meth Project**," *"NOW"* on PBS, August 31, 2007 http://www.pbs.org/now/enterprisingideas/montana-meth-project.html Type: video Summary: This video tells the story of Tom Siebel, a billionaire software developer and part-time Montana resident, who decided to invest his own money to fight methamphetamine abuse in Montana. Combining his financial resources with his marketing experience, Siebel founded the Montana Meth Project, which publicizes the dangers of methamphetamine use to 12 to 17 year-old kids. The results of the Meth Project are promising. Data from the Montana attorney general's office indicates a decline in methamphetamine use in the state, which some officials attribute to the Meth Project. From the beginning, Siebel saw the Montana Meth Project as a test that, if successful, could be applied to other states. Similar projects are now in the works in the states of Arizona, California, Idaho, Illinois and New York. 5. Brest, Paul and Hal Harvey. "**Money Well Spent: A Strategic Plan for Smart Philanthropy**," *Bloomberg Press*, 2008:http://www.smartphilanthropy.org/ Type: book Summary: Giving great amounts of money is not tantamount to great giving. In *Money Well Spent*, Paul Brest and Hal Harvey reveal that the key to successful philanthropy is not the size of the gift, but rather, the efficacy of the strategy. Philanthropic endeavors often fail not as a result of considered risk-taking, but

		because of vague goals, poor strategies, and the absence of feedback to make course corrections. From local, small-scale community efforts to global endeavors such as mitigating climate change, a well-thought out, empirically based strategy can greatly improve the return on philanthropic investments. Brest and Harvey bring to bear years of experience in strategic philanthropy to offer invaluable advice about crafting and implementing an approach to achieve measurable results. Filled with examples both successful and failed efforts, *Money Well Spent* helps philanthropists design strategies that catalyze change to benefit the world. 6. "**Your Philanthropy Roadmap**," *Rockefeller Philanthropy Advisors*, http://www.rockpa.org/document.doc?id=142 Type: report Summary: This brief guide is designed to introduce you to the world of thoughtful, effective philanthropy. It's a roadmap for donors— individuals, couples, families or groups. It offers an overview of issues that philanthropists may want to consider as they create their own giving strategies. 7. Crutchfield, Leslie, John Kania, and Mark Kramer. "**Do More than Give: The Six Practices of Donors Who Change the World**," *Jossey-Bass*, 2011: http://www.domorethangivebook.com Type: book Summary: Do More Than Give shows how a distinct type of donor helps solve pressing social and environmental problems by going beyond traditional philanthropy. The authors studied a diverse mix of high-impact funders. These inspirational donors' stories range from the world's largest private foundations and corporations to families, to community and place-based foundations. While the sizes of their assets vary, these donors still share a critical trait: They each go beyond simply giving money away to proactively solve significant social problems. 8. "**Seven Questions for Effective Philanthropists**," *Arabella Philanthropic Investment Advisors*, August 2008: http://www.arabellaadvisors.com/wp-content/uploads/2012/01/Arabella7Questions.pdf Type: report Summary: To give effectively, philanthropists need to think through several key questions in order to develop a grant-making strategy. This document is intended to help funders find new tools to increase their impact new strategies to evaluate and refine their philanthropy.
Clear goals	Goal Setting	1. Colby, Susan, Nan Stone, and Paul Carttar. "**Zeroing In on Impact**." *Stanford Social Innovation Review*, Fall 2004: http://www.bridgespan.org/LearningCenter/ResourceDetail.aspx?id=858 2. "**Becoming Strategic: The Evolution of the Flinn Foundation**," *Center for Effective Philanthropy*, March 2009: http://www.effectivephilanthropy.org/assets/pdfs/CEP_Flinn.pdf Type: case study

		Summary: This case study, profiling the Arizona-based Flinn Foundation, illustrates the benefits of taking a strategic approach to maximize a foundation's impact. It describes how the Flinn Foundation has narrowed its focus and assessed its performance. 3. Brest, Paul and Hal Harvey. "**Money Well Spent: A Strategic Plan for Smart Philanthropy**," *Bloomberg Press*, 2008: http://www.smartphilanthropy.org/ Type: book Summary: Giving great amounts of money is not tantamount to great giving. In *Money Well Spent*, Paul Brest and Hal Harvey reveal that the key to successful philanthropy is not the size of the gift, but rather, the efficacy of the strategy. Philanthropic endeavors often fail not as a result of considered risk-taking, but because of vague goals, poor strategies, and the absence of feedback to make course corrections. From local, small-scale community efforts to global endeavors such as mitigating climate change, a well-thought out, empirically based strategy can greatly improve the return on philanthropic investments. Brest and Harvey bring to bear years of experience in strategic philanthropy to offer invaluable advice about crafting and implementing an approach to achieve measurable results. Filled with examples both successful and failed efforts, *Money Well Spent* helps philanthropists design strategies that catalyze change to benefit the world. 4. Rickey, Benedict and Plum Lomax, "**We need better giving, not just more**," *New Philanthropy Capital*, 2012: http://gi.philanthropycapital.org/views/115/we-need-better-giving-not-just-more Type: article Summary: The UK is currently witnessing an abundance of campaigns to encourage wealthy individuals to give more to charity—but where's the campaign to encourage them to give better?
A logical strategy for how one's efforts can help achieve those goals, based on…	Program Design	1. Ross, Judith A. "**Becoming Strategic: The Evolution of the Flinn Foundation**." *Center for Effective Philanthropy*, March 2009: http://www.effectivephilanthropy.org/assets/pdfs/CEP_Flinn.pdf 2. Foster, William and Susan Wolf Ditkoff. "**When You've Made Enough to Make a Difference**." *Harvard Business Review,* January-February 2011: https://archive.harvardbusiness.org/cla/web/pl/product.seam?c=7977&i=7979&cs=60a728890ead314c5026ef684a482258 3. Porter, Michael and Mark Kramer. "**Philanthropy's New Agenda: Creating Value,"** *Harvard Business Review*, 11/1/99: http://hbr.org/product/philanthropy-s-new-agenda-creating-value/an/99610-PDF-ENG Type: article Summary: Although many foundations talk about "strategic" giving, much current practice is at odds with strategy. Among the common problems, foundations scatter their funding too broadly, they overlook the value-creating potential of longer and

		closer working relationships with grantees, and they pay insufficient attention to the ultimate results of the work they fund. This article lays out a blueprint for change, challenging foundation leaders to spearhead the evolution of philanthropy from private acts of conscience into a professional field. 4. Connolly, Paul. "**Driving Strategy for Social Impact**," *TCC Group*, October 2011: http://www.tccgrp.com/pdfs/2-28_TCC_Briefing_Paper_Oct_2011.pdf Type: report Summary: Authors Anne Sherman and Paul Connolly offer frameworks and advice to help guide nonprofits and funders through a strategy process. An effective strategy provides leaders with criteria for making important decisions and increasing the overall quality of their work. 5. Brest, Paul and Hal Harvey. "**Money Well Spent: A Strategic Plan for Smart Philanthropy**," *Bloomberg Press*, 2008: http://www.smartphilanthropy.org/ Type: book Summary: Giving great amounts of money is not tantamount to great giving. In *Money Well Spent*, Paul Brest and Hal Harvey reveal that the key to successful philanthropy is not the size of the gift, but rather, the efficacy of the strategy. Philanthropic endeavors often fail not as a result of considered risk-taking, but because of vague goals, poor strategies, and the absence of feedback to make course corrections. From local, small-scale community efforts to global endeavors such as mitigating climate change, a well-thought out, empirically based strategy can greatly improve the return on philanthropic investments. Brest and Harvey bring to bear years of experience in strategic philanthropy to offer invaluable advice about crafting and implementing an approach to achieve measurable results. Filled with examples both successful and failed efforts, *Money Well Spent* helps philanthropists design strategies that catalyze change to benefit the world. 6. Rickey, Benedict and Plum Lomax, "**We need better giving, not just more**," *New Philanthropy Capital*, 2012: http://gi.philanthropycapital.org/views/115/we-need-better-giving-not-just-more Type: article Summary: The UK is currently witnessing an abundance of campaigns to encourage wealthy individuals to give more to charity—but where's the campaign to encourage them to give better?
A sound analysis of the problem and a grounded theory of how one's efforts can lead to the desired change	Theory of Change	1. Brest, Paul. "**The Power of Theories of Change**." *Stanford Social Innovation Review*, Spring 2010: http://www.ssireview.org/articles/entry/the_power_of_theories_of_change/ 2. "**Mapping Change: Using a Theory of Change to Guide Planning and Evaluation**." GrantCraft, a project of the Ford Foundation: http://www.grantcraft.org/index.cfm?fuseaction=Page.ViewPage&pageId=1542

		3. "**From Understanding to Impact**," *The Center for Effective Philanthropy*, December 2010: http://www.effectivephilanthropy.org/assets/pdfs/CEP_Understanding_the_Field_Case.pdf Type: case study Summary: To be effective, foundations need to develop a deep and nuanced understanding of the fields in which they work. The three foundations profiled here – the Evelyn and Walter Haas, Jr. Fund, the Energy Foundation, and the Wilburforce Foundation – offer very different examples of how an understanding of the field is developed and maintained. 4. Putnam-Walkerly, Kris. "**Ten Great Resources for Creating a Theory of Change**," *Philanthropy411 Blog*: http://philanthropy411.wordpress.com/2010/03/29/theoryofchange/?utm_source=feedburner&utm_medium=feed&utm_campaign=Feed%3A+Philanthropy411Blog+%28Philanthropy411+Blog%29&utm_content=Bloglines Type: article Summary: Putnam Community Investment Consulting reviewed the literature about theories of change and shares its top 10 resources, to help you with your social change planning. 5. Kail, Angela and Tris Lumley. "**Theory of change: The beginning of making a difference**," *New Philanthropy Capital*, April 2012: http://www.philanthropycapital.org/download/default.aspx?id=1189 Type: report Summary: This short paper introduces theory of change, explains the origins of the technique, and discusses how it can be used by charities to improve their work. The paper shows how a theory of change can be useful in three important ways. It is an excellent basis for a strategic plan because it works methodically from the need you are trying to address to the change you want to achieve. It provides a theoretical framework for measuring a charity's impact. And it can also be used to think more broadly about how different organizations within a sector are working together, and how they could achieve greater impact through collaboration.
A commitment to continuous learning, including assessing progress and making changes accordingly	Tracking Results	1. Sawhill, John, and David Williamson. "**Measuring What Matters in Nonprofits**." *McKinsey Quarterly*, May 2001: http://www.mckinseyquarterly.com/Measuring_what_matters_in_nonprofits_1053 2. Remmer, Ellen. "**Making a Difference: Evaluating Your Philanthropy**." *The Philanthropic Initiative*, March 10, 2009: http://www.tpi.org/resources/primer/making_a_difference_evaluating.aspx 3. Wheatley, Margaret, and Myron Kellner-Rogers. "**What Do We Measure and Why? Questions about the Uses of Measurement**." *Journal for Strategic Performance Measurement*, June 1999: http://margaretwheatley.com/articles/whymeasure.html

		4. "**Indicators of Effectiveness: Understanding and Improving Foundation Performance**." The Center for Effective Philanthropy, 2002: http://www.effectivephilanthropy.org/assets/pdfs/CEP_IndicatorsOfEffectiveness.pdf 5. Giudice, Phil and Kevin Bolduc. "**Assessing Performance at the Robert Wood Johnson Foundation: A Case Study**." *The Center for Effective Philanthropy*, 2004: http://www.effectivephilanthropy.org/assets/pdfs/CEP_RWJF.pdf Type: case study 6. Morino, Mario. "**Leap of Reason: Managing to Outcomes in an Era of Scarcity**," *Venture Philanthropy Partners*, 2011: http://www.vppartners.org/leapofreason/getit Type: book Summary: *Leap of Reason*, collaboration between Venture Philanthropy Partners and its longtime strategic partner McKinsey & Company, presents a compelling case that we must rise to meet the difficult challenges of our times with management approaches that complement heart with head, passion with information. The book is anchored by a monograph written by philanthropist Mario Morino, who argues that the nation's growing fiscal crisis will force all of us in the social sector to be clearer about our aspirations, more intentional in defining our approaches, more rigorous in gauging our progress, more willing to admit mistakes, more capable of quickly adapting and improving—all with an unrelenting focus on and passion for improving lives. Morino calls on funders to empower nonprofits to manage smarter through greater use of information on performance and impact—rather than forcing them to meet myriad evaluation and reporting requirements that do little to help the organization learn and improve. He calls on nonprofits and funders to work together to "manage to outcomes" and to do so with the singular goal of helping nonprofits deliver greater benefits to those they serve. 7. "**Assessing Impact**," *Rockefeller Philanthropy Advisors*: https://www.rockpa.org/document.doc?id=156 Type: report Summary: This guide reviews various ways to assess philanthropic impact. It looks at what assessment can accomplish and what it has difficulty measuring. It sets out a series of questions donors can ask as they consider how to precede with their philanthropy. And finally, it details some of the limitations inherent in trying to understand exactly how donors' dollars are working. 8. Carlson, Neil F. "**Making Evaluation Work**," *The Edna McConnell Clark Foundation*, http://www.emcf.org/fileadmin/user/PDF/oldprog_ls2_makingevalwork.pdf Type: report Summary: This paper examines the pivotal role evaluation now plays in the foundation's work. It begins by outlining how the foundation's evolving theory led the organization to reassess the relationship between strategy, outcomes, and evaluation. Next, the paper examines the internal tools, structures, and processes that now support the foundation's work. The paper concludes with a look at how the

		foundation has helped grantees articulate or develop their own theories of change and institute the evaluation systems necessary to measure their performance, manage program quality, and monitor outcomes the young people participating in their programs achieve. 9. Guthrie, Kendall Justin Louie, and Catherine Crystal Foster. *"***The Challenge of Assessing Policy and Advocacy Activities: Part II – Moving From Theory to Practice**," *Blueprint Research + Design*, October 2006: http://www.arabellaadvisors.com/wp-content/uploads/2012/03/challenge-assessing-policy-advocacy-activities.pdf Type: report Summary: This paper is a follow-up to a report Blueprint Research + Design, Inc. created for The California Endowment in 2004 that enumerated seven principles for evaluating policy change work and proposed an evaluation framework. The Endowment and Blueprint convened a working group to assess and strengthen that framework, and this report presents themes and recommendations from the group's discussions. 10. Guthrie, Kendall Justin Louie, Tom David, and Catherine Crystal Foster. *"***The Challenge of Assessing Policy and Advocacy Activities: Strategies for a Prospective Evaluation Approach***," Blueprint* Research + Design, October 2005: http://www.arabellaadvisors.com/wp-content/uploads/2012/03/challenge-policy-advocacy-activities.pdf Type: report Summary: Foundations and nonprofits today face a growing need to measure the outcomes of their efforts to improve society. Originally prepared for The California Endowment by Blueprint Research + Design, this paper presents a recommended approach to policy change evaluation. The analysis and proposed strategies addressed here should prove useful to a variety of foundations, evaluators and policy analysts with an interest in advocacy and policy change. 11. "**Learning for Social Impact: What Foundations Can Do**," *McKinsey & Company*, April 2010: http://mckinseyonsociety.com/learning-for-social-impact-report/ Type: report Summary: Foundations are at the center of driving impact in the social sector, and can and should play an integral role in the future of assessment. We urge foundations to: define best practices for working with grantees on assessment; agree on a limited number of common metrics; and build a system to share assessment learning. A learning driven approach to assessment, based on core beliefs we have developed should be at the core of a new push for social sector effectiveness. 12. "**Learning Driven Assessment Workbook**," *McKinsey & Company*, 2012 http://lsi.mckinsey.com/Home/Designing_a_Learning_Driven_Assessment/Learning_Driven_Assessment_workbook.aspx Type: tool Summary: We've developed a workbook to help you plan a Learning Driven

		Assessment. Created for foundation program officers, social investors and others charged with determining the effectiveness of social sector programs, this workbook is designed to support discussions between program and evaluation colleagues. Using this workbook is a process which will occur over a period of weeks and months.
A strong moral and ethical compass, including a commitment to uphold legal and ethical standards and to build respectful relationships with applicants and grantees	Morals and Ethics	1. Karoff, Peter. "**The Moral Dimension of Philanthropy in an Era of Scarcity**," *The Philanthropic Initiative*, May 5, 2009: http://www.tpi.org/resources/essays_presentations/presentation_the_moral_dimension.aspx 2. Edie, John A. "**Family Foundations and the Law: What You Need to Know**," 3rd ed. *Council on Foundations*, 2002: http://www.cof.org/files/Documents/Pressroom/Presskits/ffsff99.pdf Summary: Identifies legal issues of concern for members of family foundations and provides "user-friendly" explanations. Some of the topics explained are rules about charitable deductions, excise taxes, self-dealing, minimum payouts, international grantmaking, and the 990-PF. This volume is not intended to discuss every type of legal problem a family foundation could face but rather focuses on those rules that are unique to private foundations and the process of grantmaking from the perspective of family philanthropy. 3. "**Questions on Board Practices and Governing Responsibilities. *Voyage of Discovery: A Planning Workbook for Philanthropic Families***." *The National Center for Family Philanthropy*, 2003: http://www.ncfp.org/topics/TopicsCommonPage?resourceItem=368d2742-51d5-44f8-aac7-76cc9ff34fd9 4. "**Top Ten Ways Family Foundations Get Into Trouble**." *Council on Foundations*, 2008: http://www.washingtongrantmakers.org/s_wash/images/client/TopTenTrouble.pdf 5. Karoff, Peter. "**Moral Dimensions: True Wind and Apparent Wind in Philanthropy**," *The Philanthropic Initiative*, August 18, 2010: http://www.tpi.org/resources/essays_presentations/moral_dimensions_true_wind.aspx Type: speech Summary: "When we get caught up in too much process, it is easy to lose sight of the moral questions. Whom to serve and whom not to serve? How to stand up and be counted when it is important to do so? When relevance becomes a servant to rigor, we lose our way." 6. Beggs, Sara. "**How to Avoid Self-Dealing**," *Association of Small Foundations*. http://www.smallfoundations.org/forms/store/ProductFormPublic/search?action=1&Product_productNumber=1014 Type: report

		Summary: This primer is intended to help foundation managers know the rules against self-dealing so they can safeguard themselves, their trustees, and their foundations as a whole. 7. Ross, Judith A. "**Improving the Grantee Experience at the David and Lucile Packard Foundation**," *The Center for Effective Philanthropy*, 2008: http://www.effectivephilanthropy.org/assets/pdfs/CEP_Packard.pdf Type: case study Summary: "Quality interactions" and "clear communications" are largely intangible concepts. Yet leaders at the David & Lucile Packard Foundation successfully identified the elements of quality interactions and clear communications with grantees and translated them into concrete criteria that help guide staff's daily work. By creating simple, clear rules of engagement and communicating them to staff and to grantees, Packard is strengthening its relationship with grantees in an effort to create more positive impact in the areas it funds. 8. Parker, Susan. "**Richard M. Fairbanks Foundation: Seeing Through the Eyes of its Grantees**," *The Center for Effective Philanthropy*, May 2011: http://www.effectivephilanthropy.org/assets/pdfs/CEP_RichardMFairbanks_RepeatCase.pdf Type: case study Summary: This case study provides an in-depth look at the Indiana-based Richard M. Fairbanks Foundation's use of comparative grantee feedback to improve its grantees' experience. 9. Parker, Susan. "**Endowment for Health: An Early Wake-Up Call Spurs Dramatic Improvement**," *The Center for Effective Philanthropy*, May 2011: http://www.effectivephilanthropy.org/assets/pdfs/CEP_EndowmentforHealth_RepeatCase.pdf Type: case study Summary: This case study provides an in-depth look at the New Hampshire-based Endowment for Health's use of comparative grantee feedback to improve its grantees' experience. 10. "**Working with Grantees: The Keys to Success and Five Program Officers Who Exemplify Them**," *The Center for Effective Philanthropy*, May 2010: http://www.effectivephilanthropy.org/assets/pdfs/CEP_Working_with_Grantees.pdf Type: case study Summary: In previous analyses, CEP has seen as much variation in grantee ratings *within* a foundation as across foundations. That variation is largely a function of "luck of the draw" – that is, which program officer grantees happen to be assigned – with grantees of the same foundation sometimes having radically different experiences. While it is true that foundations may have standard processes or an organization-wide culture that influence grantees' experience, it is often the program officer who makes or breaks that experience. Because of this variation, this report highlights five program officers as exemplars. They have managed to do particularly well – in the eyes of their grantees – at developing strong foundation- grantee relationships.

		11. Pfeffer, Jeffrey and Robert I. Sutton. "**Act on Facts, Not Faith**," *Stanford Social Innovation Review*, spring 2006: http://www.ssireview.org/articles/entry/act_on_facts_not_faith/ Type: article Summary: The time has come for an evidence-based *management* movement. Like evidence-based medicine, evidence-based management can help managers figure out what works and what doesn't, identify the dangerous half-truths that constitute so much of what passes for wisdom, and reject the total nonsense that too often passes for sound advice. Although much of our research is in the business sector, evidence-based management is just as applicable in the nonprofit and government sectors. Managers who adopt the approach we suggest will find it easier to sort out what advice to follow and – more importantly – what advice to ignore.
A heartfelt concern for and connection to an issue, cause, or community	Passion and Connection	1. Remmer, Ellen. "**Passion: Discovering the Meaning in Your Philanthropy**." *The Philanthropic Initiative*, January 1, 2003: http://www.tpi.org/resources/primer/passion_discovering_the_meaning.aspx 2. Ellsworth, Amy. "**Giving Together: Interests and Values Cardset**." *The Philanthropic Initiative*, August 29, 2008: http://www.tpi.org/resources/primer/giving_together_interests_values.aspx 3. "**Dwayne Steele Inspires a Hawaiian Renaissance**," *The Bridgespan Group*, http://www.givesmart.org/values/Dwayne-Steele-Hawaiian-Renaissance.aspx Type: case study Summary: A native of Kansas, Steele fell in love with a Hawaiian woman while studying at the University of Colorado, moved to Hawaii, and never left. One of his first friends in Hawaii was a blind guitarist, Johnny Almeda, who taught him to play the slack key guitar and sing traditional Hawaiian songs. That experience inspired an ongoing love of Hawaiian music and culture, and after Steele's retirement from Grace Pacific in 1989, he devoted himself to those interests full time. Steele felt compelled to help preserve the Hawaiian language and culture he cared so deeply about. 4. "**The Giving Commitment: Knowing Your Motivation**," *Rockefeller Philanthropy Advisors*: http://www.rockpa.org/document.doc?id=143 Type: report Summary: The road to effective philanthropy begins with a donor's motivation. Most of us can say what we care about. But can we explain what we want to achieve with our giving? Such knowledge can help define a philanthropic plan of action and maximize its impact. 5. Kramer, Mark. "**Donors Learn How to Be Effective by Seeing a Charity's Real Challenges**," *The Chronicle of Philanthropy*, 11/23/06: http://philanthropy.com/article/Donors-Learn-How-to-Be/54901/ Type: article

		Summary: Effective donors begin their philanthropic journeys like other benefactors: responding to those who ask them for money, unsure of how much they could afford to give, concerned about preserving their privacy, and without any direct apprehension of the difference their giving made. Then something happens. A cause or an issue comes along of great personal significance and urgency. The urgency of the cause and the magnitude of their commitment forces them to roll up their sleeves and take an active hand in solving the problems they discover. 6. "**Story Library: Passion for a Cause**." *Bolder Giving* http://www.boldergiving.org/stories.php?sort=Motivation&tag=Passion_for_a_Cause Type: case study Summary: This landing page is a compendium of dozens of short profiles of donors who are motivated by a passion for a cause. 7. "**Philanthropic lives: The unique experiences of eight UK philanthropists**," *J.P. Morgan Private Bank*, May 2011: http://www.philanthropycapital.org/download/default.aspx?id=1152 Type: case study Summary: Several themes emerged from these case studies. Most people were initially motivated to give by a specific cause but the vast majority wanted to give more—many would do so if they received more information about how their donations are spent. But all the donors interviewed emphasized the huge rewards that come from giving and the satisfaction it brings. We hope that these inspiring stories can show, through others' experiences, how rewarding charitable giving can be, and encourage more people to 'dip their toe' in and try philanthropy.
Focus on a relatively few philanthropic issues or geographical regions. Focused giving is more likely to lead to impact than spreading one's giving across a large number of disparate issues or regions.	Focused Giving	1. Harvey, Hal. "**The importance of focus in effective philanthropy,"** *New Directions for Philanthropic Fundraising*, Volume 1999, Issue 23, pages 15–26, Spring 1999: http://onlinelibrary.wiley.com/doi/10.1002/pf.2302/abstract 2. "**Becoming Strategic: The Evolution of the Flinn Foundation**," *Center for Effective Philanthropy*, March 2009: http://www.effectivephilanthropy.org/assets/pdfs/CEP_Flinn.pdf Type: case study Summary: This case study, profiling the Arizona-based Flinn Foundation, illustrates the benefits of taking a strategic approach to maximize a foundation's impact. It describes how the Flinn Foundation has narrowed its focus and assessed its performance. 3. "**Finding Your Focus in Philanthropy: What Challenges Will You Tackle, and What Do You Want to Achieve?**," *Rockefeller Philanthropy Advisors*: https://rockpa.org/document.doc?id=165 Type: report Summary: All too often, philanthropy is funding the problem. This isn't to say that philanthropy is making things worse (although some would make that case). It means that too many of us are content to direct money in response to problems, with little thought about how that money might create a solution. In fact, it's common

		to hear people say sincerely that their philanthropy "funds health care and poverty in my community." Presumably, they want to see more of the first and less of the second. Funding the solution, on the other hand, means not only having a clear focus on a challenge of appropriate size, but having a clear vision of what change you want to achieve. 4. Baumgartner, Lena and Adrian Fradd. "**A Funder Journey: Scaling up the Stone Family Foundation**," *New Philanthropy Capital*, April 2012: http://www.philanthropycapital.org/download/default.aspx?id=1188 Type: case study Summary: New funders must think about what areas to fund, what kind of grants to give, and how to structure and deliver their funding. There are no standard answers to these questions—each funder is shaped by their own situation and by external opportunities and needs. This report follows the journey of one foundation from its inception to the present day. We hope to highlight the work of an effective funder, and share lessons that can be applied to funding more widely. The Stone Family Foundation was set up in 2005, with an endowment of £50m, and asked NPC to help develop its strategy and manage its grant-giving. Since then, NPC has helped identify the areas the family want to support and how they want to fund, which has led to significant scaling-up of the foundation's funding to a target of £5m each year and a strategic focus on market-based solutions in the water and sanitation sector. While this exact journey may be specific to the Stone Family Foundation, the general process—starting out, planning, delivering, learning and then adapting—will be relevant to other funders grappling with the same questions about how to become an effective funder.
Align your goals and strategies with the financial and human resources—both individual and aggregated—you can bring to bear.	Matching Goals and Resources	1. "**The Hilton Foundation Sees a Need—and Finds a Partner**," *The Bridgespan Group*: http://www.givesmart.org/values/Hilton-Foundation-Sees-a-Need-and-Finds-a-Partner.aspx Type: case study Summary: The Perkins School for the Blind, with a sprawling 38-acre campus in Massachusetts and partner programs in 65 countries, helps people who are blind, deafblind, or visually impaired, including those with multiple disabilities. For such a nonprofit to reach its potential, it, too, needs to be empowered. And a philanthropist that shares its grantee's values and goals, understands that it takes time to achieve long-lasting results, and is willing to learn along the way, can do that. Fortunately, the school has just such a supporter: the Los Angeles-based Conrad N. Hilton Foundation. A significant Perkins funder for more than two decades, the Hilton Foundation has been a critical part of the school's ability to establish, expand, and strengthen hundreds of partner organizations in the developing world. 2. Gregory, Ann Goggins and Don Howard. "**The Nonprofit Starvation Cycle**," *Stanford Social Innovation Review*, fall 2009: http://www.ssireview.org/articles/entry/the_nonprofit_starvation_cycle/ Type: article Summary: A vicious cycle is leaving nonprofits so hungry for decent infrastructure that they can barely function as organizations—let alone serve their beneficiaries.

		The cycle starts with funders' unrealistic expectations about how much running a nonprofit costs, and results in nonprofits' misrepresenting their costs while skimping on vital systems—acts that feed funders' skewed beliefs. To break the nonprofit starvation cycle, funders must take the lead.
Whenever possible, engage other funders who may have shared goals; donors who "go it alone" often fail to achieve the long-term impact they seek.	Co-Funding	1. Duhl, Joanne. "**Donor Collaboration: Power in Numbers**." *The Philanthropic Initiative*, April 13, 2010: http://www.tpi.org/resources/primer/donor_collaboration_power_in.aspx 2. Wales, Jane. "**From Liberia—Post-Conflict Philanthropy**," *Philanthropy Central* blog, 2/26/10: http://cspcs.sanford.duke.edu/blog/wales/from_liberia_post-conflict_philanthropy Type: article Summary: In this blog entry, which Jane Wales wrote from Liberia, while traveling with 19 philanthropists committed to Liberia's success. The origins of this trip lie in a 2008 Clinton Global Initiative "commitment" undertaken by Pam Omidyar's Humanity United, the Global Philanthropy Forum (GPF), the Open Society Institute, the Daphne Foundation, the NoVo Foundation, the McCall-MacBain Foundation, TrustAfrica, and the government of Liberia. As part of the commitment, the grant-making foundations stepped forward to finance the establishment of a Philanthropy Secretariat within President Sirleaf's offices, with the mandate to coordinate their investments so as to best support Liberia's reform agenda. For our part, at the GPF, we agreed to expand the number of "new philanthropists" alert to Liberia's potential and to test and refine this extraordinary model of partnership between a post-crisis government and a consortium of private donors and investors. 3. "**Pam Omidyar and the Science of Giving**," *The Bridgespan Group*: http://www.givesmart.org/values/Pam-Omidyar-and-the-Science-of-Giving.aspx Type: case study Summary: Donor money flowed quickly into post-conflict Liberia, but the funds were poorly coordinated and, in some cases, completely untracked. Philanthropists were not achieving as much as they could. In response, philanthropist Pam Omidyar set out to bring donors together. The result? Omidyar's organization Humanity United became the first and largest supporter of a privately funded, government-run Philanthropy Secretariat in the office of the country's president, which encourages coordination between the government and philanthropists. Backed by Humanity United together with a heady group of partners—including the Liberian government, the Global Philanthropy Forum, the Open Society Institute, as well as the NoVo, Daphne, and McCall McBain Foundations—the secretariat facilitates information sharing and increases alignment of efforts focused on reducing poverty. Ultimately, the goal is to both make the most of current funding and attract even more support to Liberia. 4. "**Partnering for Results**," *The Bridgespan Group*: http://www.givesmart.org/accountable/Partnering-for-Results.aspx Type: article Summary: Don't assume you have to go it alone when investing your time, money,

		and talents to get results with your philanthropy. It's likely other donors are working on similar goals. In fact, right this minute, they may be funding similar work in neighboring places or supporting efforts that could amplify your results. This guide helps you assess the benefits and risks of working with partners, and offers an assessment to help you decide what type of collaboration—if any—might be the best fit. 5. "**An Experiment in Coordinated Investment: A Progress Report on the Edna McConnell Clark's Growth Capital Aggregation Pilot**," *The Edna McConnell Clark Foundation*, October 2008: http://www.emcf.org/fileadmin/user/PDF/gcap_progressreportOct08.pdf type: report Summary: Funding experiences convinced the foundation that its most successful grantees required more support than EMCF alone could provide if they were to help solve at sufficient scale some of the nation's most intractable social problems. High-performing grantees with proven programs encountered difficulty attracting the additional capital and investors they needed to support their plans to expand and achieve sustainability. Seeking to support such organizations more effectively, the foundation launched a pilot program in June 2007 to raise, with co-investors, $120 million in upfront growth capital for three of its most promising grantees. This progress report describes: • How the GCAP originated • How these investments are structured • What the Foundation and co-investors hope to learn • What EMCF hopes the GCAP will accomplish 6. Hanleybrown, Fay, John Kania, and Mark Kramer. "**Channeling Change: Making Collective Impact Work**," *Stanford Social Innovation Review*, 1/2612: http://www.ssireview.org/blog/entry/channeling_change_making_collective_impact_work Type: article Summary: This follow-up on the popular "Collective Impact" article provides updated, in-depth guidance. 7. Kania, John and Mark Kramer. "**Collective Impact**," *Stanford Social Innovation Review*, winter 2011: http://www.ssireview.org/articles/entry/collective_impact Type: article Summary: Large-scale social change requires broad cross-sector coordination, yet the social sector remains focused on the isolated intervention of individual organizations. 8. Scearce, Diana. "**Catalyzing Networks for Social Change: A Funder's Guide**," *Monitor Institute* and *Grantmakers for Effective Organizations*, October 2011: http://geofunders.org/storage/documents/Catalyzing_Networks_for_Social_Change_2011.pdf

		Type: report Summary: A publication from GEO and Monitor Institute explores what it takes for grantmakers to cultivate a network mindset, and offers recommendations for how funders can effectively build the capacity of networks and share what they're learning with the broader field. 9. Arrillaga-Andreessen, Laura. "**Giving 2.0: Getting Together to Give**," *Stanford Social Innovation Review*, Winter 2012: http://www.ssireview.org/articles/entry/giving_2.0_getting_together_to_give Type: article Summary: Giving circles all share the same philosophy—that by working collectively, donors can do more with less and find new ways to give more strategically and accountably, and with measurable impact. Giving circles expose members to best practices and learning through doing. They help individual givers to become proactive rather than reactive, and to practice structured rather than informal giving. And because donors base their giving on research, education, collective decisions, and—when housed at philanthropic institutions or run by professional staff—the experience of professional grantmakers, giving circles help turn intent into impact. 10. Fulton, Katherine, Gabriel Kasper, and Barbara Kibbe. "**What's Next for Philanthropy: Acting Bigger and Adapting Better in a Networked World**," *Monitor Institute*, July 2010: http://www.monitorinstitute.com/downloads/Whats_Next_for_Philanthropy.pdf Type: report Summary: This report's purpose is to re-assess and re-imagine not only what is possible but also what will be necessary in the years ahead. Whereas the cutting edge of philanthropic innovation over the last decade was mostly about improving organizational effectiveness, efficiency, and responsiveness, we believe that the work of the next 10 years will have to build on those efforts to include an additional focus on coordination and adaptation. COORDINATION—because given the scale and social complexity of the challenges they face, funders will increasingly look to other actors, both in philanthropy and across sectors, to activate sufficient resources to make sustainable progress on issues of shared concern. No private funder alone, not even Bill Gates, has the resources and reach required to move the needle on our most pressing and intractable problems. ADAPTATION—because given the pace of change today, funders will need to get smarter more quickly, incorporating the best available data and knowledge about what is working and regularly adjusting what they do to add value amidst the dynamic circumstances we all face.
When developing and refining strategies, seek the input of those who are closest to the problem you're trying to solve.	Stakeholder Input on Program Design	1. Bourns, J. Courtney. "**Do Nothing About Me Without Me: An Action Guide for Engaging Stakeholders**." *Grantmakers for Effective Organizations*, June 30, 2010: http://www.geofunders.org 2. Bonbright, David. "**Making social investment decisions - What do we need to know?**," *Alliance*, 12/1/12: http://www.alliancemagazine.org/node/272

		Type: article Summary: Keystone Accountability has found that there are user-friendly ways for organizations to embed constituency feedback into their planning, monitoring, learning and reporting. When all of an organization's constituents, especially those most affected, participate meaningfully in defining success, planning activities and evaluating results, their views on the organization and its purported results can be elicited to validate the integrity and enrich the quality of data. 3. Enright, Kathleen, and Courtney Bourns, "**The Case for Stakeholder Engagement**," *Stanford Social Innovation Review*, spring 2010: http://www.ssireview.org/articles/entry/the_case_for_stakeholder_engagement/ Type: article Summary: Grantmaking initiatives often fail when the foundation remains isolated from its grantees and the communities they both serve. To remedy this problem, grantmakers must work more closely with their grantees, community leaders, and other important stakeholders. This engagement helps everyone involved gain a deeper understanding of the problems they are tackling, create new and better solutions, and build more effective organizations.
When initiating a new program, strategy, or grant, be prepared to stick with it for a time period that is consistent with the goal. Consider the potential impact of your entrance and exit, and your role in ensuring the sustainability of your investment.	Program Duration	1. "**The Hilton Foundation Sees a Need—and Finds a Partner**," *The Bridgespan Group*: http://www.givesmart.org/values/Hilton-Foundation-Sees-a-Need-and-Finds-a-Partner.aspx Type: case study Summary: The Perkins School for the Blind, with a sprawling 38-acre campus in Massachusetts and partner programs in 65 countries, helps people who are blind, deafblind, or visually impaired, including those with multiple disabilities. For such a nonprofit to reach its potential, it, too, needs to be empowered. And a philanthropist that shares its grantee's values and goals, understands that it takes time to achieve long-lasting results, and is willing to learn along the way, can do that. Fortunately, the school has just such a supporter: the Los Angeles-based Conrad N. Hilton Foundation. A significant Perkins funder for more than two decades, the Hilton Foundation has been a critical part of the school's ability to establish, expand, and strengthen hundreds of partner organizations in the developing world. 2. "**How Do I Decide Whether or Not to Continue Funding**?," *The Bridgespan Group*: http://www.givesmart.org/grantees/How-do-I-decide-whether-or-not-to-continue-funding.aspx Type: article Summary: This document offers insights to help guide donors' decisions on whether to renew a grant, to exit (but provide some sort of transitional support), or to exit without providing support.
Gather good information about organizations before you invest (i.e., conduct due diligence).	Due Diligence	1. Culick, Liza, Kristen Godard, and Natasha Terk. "**The Due Diligence Tool for Use in Pre-Grant Assessment**." *Grantmakers for Effective Organizations*, 2004: http://www.lapiana.org/downloads/DDTool_Final.pdf 2. "**How Do I Work with Grantees?**," *The Bridgespan Group*:

		http://www.givesmart.org/grantees.aspx Type: article Summary: This document contains sections on the "Six S's of Grantmaking": sourcing, screening, structuring, selecting, supporting, and sustaining. 3. "**Guide to Interviewing the Leader of the Organization**, *The Bridgespan Group*: http://www.givesmart.org/getattachment/grantees/Getting-to-Know-You/GiveSmart-Leader-Interview-Guide.pdf.aspx Type: article Summary: This document provides specific questions that donors can ask of nonprofit leaders to get a sense for how these leaders think about challenges, how donors can support the organization, and whether there's potential to build a strong working relationship. 4. Copps, John and Belinda Vernon. "**The little blue book: NPC's guide to analysing charities, for charities and funders**," *New Philanthropy Capital*, February 2010: http://www.philanthropycapital.org/publications/improving_the_sector/charity_analysis/Little_blue_book.aspx Type: report Summary: *The little blue book* is **NPC's concise and practical guide to analysing charities**, for charities and funders. The guide contains examples of how charities and funders benefit from analysis, and explains NPC's charity analysis framework, which looks at how charities can assess their effectiveness in six areas: ▪ **Activities:** Do the charity's activities address a genuine need? ▪ **Results:** Can it demonstrate results of what it has achieved? ▪ **Leadership:** Do trustees and management provide high quality leadership? ▪ **People and resources:** Does it use staff, volunteers and resources well? ▪ **Finances:** Are the finances sound? ▪ **Ambition:** Is it ambitious to solve social problems?
Do not require more of organizations than the size of your grant warrants.	Minimizing Burdens on Grantees	1. Ross, Judith A. "**Improving the Grantee Experience at the David and Lucile Packard Foundation**." *The Center for Effective Philanthropy*, 2008: http://www.effectivephilanthropy.org/assets/pdfs/CEP_Packard.pdf 2. "**How Do I Build Strong Relationships with Grantees?**," *The Bridgespan Group*, http://givesmart.org/getattachment/edb883f9-c319-4325-a1ab-6109c202dd54/How-Do-I-Build-Strong-Relationships-with-Grantees.aspx type: article Summary: Donors impose (sometimes unwittingly) significant costs of capital on their grantees through the grant application process, program involvement, and grant renewal process. The burdensome nature of the grantee application and renewal process is widely acknowledged but persists nonetheless. When donors don't understand what their grantees need and the true cost of their requests, the stage is set for trouble. Every hour they spend filling out a form for you is an hour they are not focusing on their core mission.

Be transparent about your goals, strategies, and results.	Transparency	1. Smith, Brad. "**Glasspockets: Bringing Transparency to the World of Philanthropy**." *The Foundation Center*: http://www.youtube.com/watch?v=0McfbYv4Dvc&feature=player_embedded - at=81 2. Morino, Mario. "**Transparency: Compliance-Driven or Culturally Ingrained?**," *Venture Philanthropy Partners*, October 2010: http://www.vppartners.org/learning/chairmans-corner/transparency-compliance-driven-or-culturally-ingrained Type: article Summary: Transparency is about our value set and how we act on it—not about checking a set of boxes or posting a set of documents on a website. It is about the honesty, openness, and integrity we live by in governing and running our organizations and doing our jobs. It is far more important for an organization to be open and transparent in the way it functions and manages its internal actions—how it plans, executes, makes decisions, engages, and assesses—than for the organization to do most of the things that typically fall under the rubric of "transparency." True transparency is culturally ingrained in the DNA of the organization. It encourages constructive questioning and honest probing focused on mission and guided by core beliefs. And it demonstrates high integrity in big and little decisions and actions. 3. Morino, Mario. "**Here Comes the Sun**," *Venture Philanthropy Partners*, September 2009: http://www.vppartners.org/learning/papers-and-perspectives/chairmans-corner/here-comes-sun Type: article Summary: Based on several key trends in our society, foundations will come under increasing pressure to be more transparent. Prospective and actual grantees have always been reluctant to bite the hand that feeds them. But new tools will give them, as well as those they serve, plenty of opportunity to speak truth to power and share their views with anyone connected to the Internet. It is only a matter of time before we see sites that make it easy for grantees, prospective grantees, beneficiaries, and community stakeholders at large to rate foundations. And we will see sites that provide a wealth of anonymous insights from foundation personnel. Of course, we won't like all the feedback. Some of it will be vituperative, ill-informed, or downright silly. But on the whole, the process of opening our windows and doors will make us and our sector far more effective. 4. Fleishman, Joel. "**The Foundation: A Great American Secret**," *PublicAffairs*, 2007 Type: book Summary: Foundations are a peculiarly American institution. They have been the dynamo of social change since their invention at the beginning of the last century. Yet they are cloaked in secrecy— their decision-making and operations are inscrutable to the point of obscurity-leaving them substantially unaccountable to anyone. Joel Fleishman has been in and around foundations for almost half a century...running them, sitting on their boards, and seeking grants from them. And in this groundbreaking book he explains the history of foundations, tells the stories of

		the most successful foundation initiatives—and of those that have failed—and explains why it matters. The baby boomer generation is going to participate in the largest transfer of wealth in history when it passes on its assets to its successor generation. The third sector is about to become more powerful than ever. This book shows how foundations can provide a vital spur to the engine of the American, and the world's, economy—if they are properly established and run.
Collect feedback from grantees, beneficiaries, and other stakeholders. Select an assessment methodology that is commensurate with the size and duration of your grants.	Stakeholder Feedback on Program Execution	1. Buchanan, Phil, Kevin Bolduc, and Judy Huang. "**Turning the Table on Assessment: The Grantee Perception Report**." *The Center for Effective Philanthropy*, June 2005: http://www.effectivephilanthropy.org/assets/pdfs/CEP_GPR.pdf 2. "**Keystone's Ethical Framework for Constituency Feedback**." *Keystone*, August 2009: http://www.keystoneaccountability.org/sites/default/files/Keystone ethical framework Aug09 web.pdf 3. Birdsong, Mia and Perla Ni. "**Get Feedback**," *Stanford Social Innovation Review*, summer 2012: http://www.ssireview.org/articles/entry/get_feedback Type: article Summary: It is essential to build direct consumer feedback into funding criteria for government and nonprofit programs serving low-income people.
Invest time in assessing the potential unintended consequences of your efforts.	Unintended Consequences	1. Gottesfeld, Perry. "**Unintended Consequences of International Philanthropy**," *Alliance*, 3/1/07: http://www.alliancemagazine.org/node/966 Type: article Summary: International development projects funded by foundation and public sector money have in recent years been increasingly subject to empirical measurement and assessment tools. New rigour has entered this field and both large and small funders have taken note. Noticeably lacking, however, has been any systematic effort to evaluate the likely indirect and unintended impacts on human health and the environment, either before projects begin or after they are completed. A formal assessment during the planning stages of development projects may identify and help prevent these undesirable outcomes. 2. Silk, Roger and James Lintott, "**The Road to Hell," Managing Foundations and Charitable Trusts**," *Bloomberg Press*, 2011: http://www.amazon.com/Managing-Foundations-Charitable-Trusts-ebook/dp/B005C778BU Type: book chapter Summary: Starting with an explanation of how well-intentioned government programs (i.e. sustainable biofuels) can lead to adverse results (increased starvation of the world's poorest people) the chapter lays out how the same can happen to private charitable giving. For instance, some felt that the Bill & Melinda Gates Foundation's AIDS program in Africa had the unintended consequence of leaving gaps in the supply of services for non-AIDS medical issues. 3. Dubner, Stephen J. and Steven D. Levitt. "**Unintended Consequences: The Case of the Red-Cockaded Woodpecker**," *New York Times*, 1/20/08:

		http://www.nytimes.com/2008/01/20/magazine/20wwln-freak-t.html?_r=1&pagewanted=print Type: article Summary: The Freakonomics team looks at how well-intentioned public policies, including those backed by foundations, can go wrong. With a government that is regularly begged for relief — these days, from mortgage woes, health-care costs and tax burdens — and with every presidential hopeful making daily promises to address these woes, it might be worth encouraging the winning candidate to think twice (or even 8 or 10 times) before rushing off to do good. Because if there is any law more powerful than the ones constructed in a place like Washington, it is the law of unintended consequences.
Invest time in building a network of peers and experts who can help you problem-solve, course-correct, and get better results over time.	Building Networks	1. "**The First Year: The Complete Guide for New Family Foundation CEO**," *National Center for Family Philanthropy*, 2012: http://www.ncfp.org/bookstore/the-first-year-the-complete-guide-for-new-family-foundation-ceos-and-their-boards-of-directors Type: report Summary: A companion to the NCFP guide on hiring a CEO, this is the first how-to guide for new family foundation chief executives and the board members who hire them. Hiring a CEO is only the first step. A solid transition plan will maximize the CEO's prospects for success. The guide includes a section on finding the support of peers. 2. Bernholz, Lucy, Kendall Guthrie, and Kaitlin McGaw. "**Philanthropic Connections: Mapping the Landscape of U.S. Funder Networks**," *Blueprint R + D*, spring 2003: http://www.arabellaadvisors.com/wp-content/uploads/2012/03/philanthropic-connections.pdf Type: report Summary: This paper is an important milestone in the documentation of the philanthropic community in America. The first part of this paper reflects on the important role funder networks play in philanthropy, drawing in part on highlights from a year-long research project to inventory funder networks operating at the sub-national level. The second part of this paper describes the funder network inventory research in detail, including methods for building the initial inventory. It also presents a preliminary portrait of funder networks and an assessment of their combined coverage by state, based on an analysis of the data from the inventory. This report of a study by the Forum of Regional Associations of Grantmakers was produced by Blueprint Research + Design, Inc. as part of the Scanning the Philanthropic Community in America Project. 3. Arrillaga-Andreessen, Laura. "Giving 2.0: Getting Together to Give," Stanford Social Innovation Review, Winter 2012: http://www.ssireview.org/articles/entry/giving_2.0_getting_together_to_give Type: article Summary: Giving circles all share the same philosophy—that by working collectively, donors can do more with less and find new ways to give more strategically and accountably, and with measurable impact. Giving circles expose

		members to best practices and learning through doing. They help individual givers to become proactive rather than reactive, and to practice structured rather than informal giving. And because donors base their giving on research, education, collective decisions, and—when housed at philanthropic institutions or run by professional staff—the experience of professional grantmakers, giving circles help turn intent into impact.