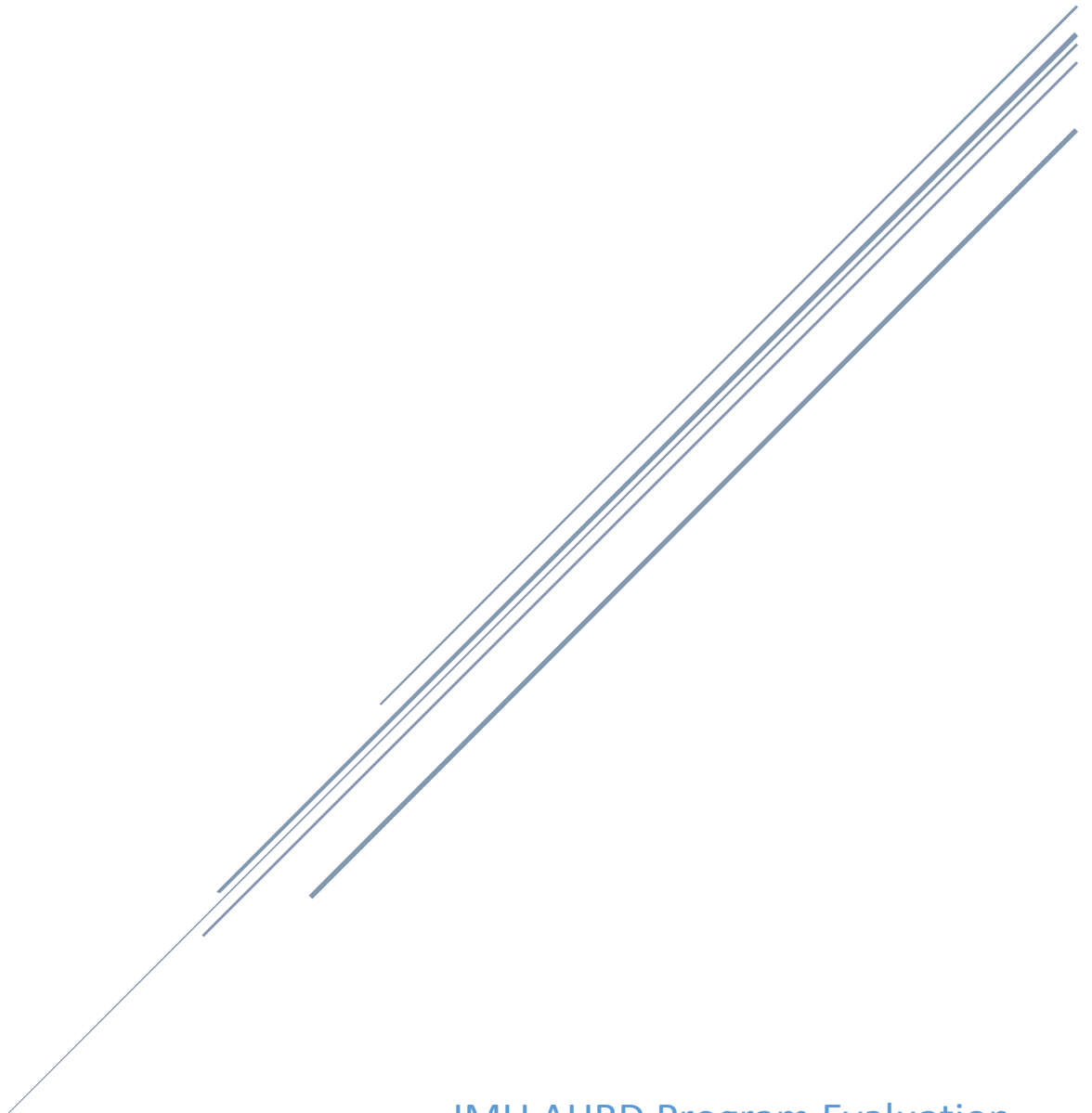


PHILANTHROPIC ORGANIZATIONS

Evaluation of three non-profits



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Philanthropic Evaluation

Three-hundred billion dollars a year is given each year in the United States to charitable organizations. With only fifteen percent coming from foundations and six percent from corporations, and overwhelming majority of funding comes from individual donations. Seventy to ninety percent of U.S. households, actually contribute to non-profits, with an average giving of two to three hundred dollars per household. This is seven times the rate of European contributors and two times that of Canadians. (Zinsmeister, 2013)

In addition to funding from a wide range of sources, the National Center for Charitable Statistics (NCCS) numbers non-profit organizations in the U.S. at 1.5 million (U.S. non-profit sector, 2015). Selecting the best organization for investing money can be overwhelming with these numbers. How does an individual choose? Together over the course of a month, our program evaluation class chose seven criteria by which to judge philanthropic organizations. Within our team of three, we picked three according to this criteria, and each evaluated one of our top picks that we were most passionate about, leaving our final selection of the top organization to our final analysis. Our information is presented, with three sections for each organization, followed by analysis of our pick for the top philanthropic organization. Final financial comparisons were based on reports from the Better Business Bureau (BBB). Due to inconsistencies of statistics found on Navigator, compared to self-reporting on GuideStar and BBB reports, and a lack of a Navigator rating for one of our international programs, Pencils of Promise, reports from this organization were not used for comparative analysis.

All reported statistics in this report are from each of the organization's websites or their self-reporting through GuideStar, unless otherwise cited. GuideStar began as a non-profit in 1994 with the mission "to revolutionize philanthropy by providing information that advances transparency, enables users to make better decisions, and encourages charitable giving." (About

us, 2015) Since that time GuideStar has worked with other organization to improve transparency, accountability and reporting, receiving awards for its efforts. Rating is based on an organization's maintenance of an up to date profile with legitimate IRS information, annual revenue and expense reports, a clear mission statement and impact summary.

World Pediatric Project

History, Vision and Scope

The World Pediatric Project (WPP) operates with the vision that “every child, regardless of geography, will have access to quality, critical care in order to live a full and productive life.” (About us, 2015, para. 2) WPP has been thriving since its inception in 2001 as the International Hospital for Children. Founded by Dr. Julian Metts, in conjunction with the South Richmond Rotary Club, the hospital merged with a nonprofit organization in St. Louis in 2011 to become the World Pediatric Project. WPP currently serves children living in the Caribbean and Central America, where healthcare is limited and pediatric care is mostly non-existent. Partnerships have been developed in Belize, Dominican Republic, Guatemala, Honduras, St. Vincent and the Grenadines, Panama, and East Caribbean Initiative to date.

Core values established by the organization seem to be reflected in outcomes and relationships built. Reviews from interns and staff in GuideStar evaluation records strongly support the success of these lived values, as do the numbers of relationships built on long-term commitment to programs. The core values of WPP are:

- compassion towards patient and families,
- mutually beneficial and respectful relationships with partners and stakeholders,
- integrity built by accountability of matching behaviors to words,
- empowerment of self and others, and

- sustainability for long-term reliability, repeatability and distribution of impact. (WPP about us, 2015)

Financial Reports, Transparency, Return on Investment, and Ratings

Return On Investment (ROI) is excellent for this non-profit organization, as three dollars of medical supplies and services are donated for with every dollar invested, giving a 4:1 value in funds invested. A Four Star Charity Navigator rating shows that WPP exceeds industry standards and performs in the upper third of charities for its cause. WPP’s GuideStar Exchange Gold rating demonstrates commitment to transparency and accountability. In addition, management continues to improve evaluative measures with clear plans for future development utilizing projected needs. While the BBB show the WPP to have a 92% program expense, with only 6% for fundraising, and 2% administrative cost, actual reported financial data shows a drop in this highly efficient rate for 2014. Table 1 shows revenue and expenses since the merger in 2011, with expenses divided and percentages of expenditures in programing, fundraising, and administrative cost given.

Table 1: WPP financial reporting

<u>Fiscal Year</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>
Total Revenue	\$11,439,314	\$17,011,402	\$13,424,398
Total Expenses	\$10,744,798	\$16,838,163	\$13,208,348
Programs	\$ 9,402,000	\$15,487,000	\$ 12,011,000
Percentage	.87	.92	.91
Fundraising	\$ 944,000	\$ 949,000	\$ 919,000
Percentage	.09	.06	.07
Administrative Percentage	\$ 400,000	\$ 402,000	\$ 278,000
Percentage	.04	.02	.02

Programs and Mission Alignment

Services provided are separated into three main programs: international teams, referral program, and capacity building. The international teams division sends 45-50 surgical teams a year for one week at a time to conduct diagnostic clinics and perform surgeries in a broad range of surgical sub-specialties. Escribe volunteers do all medical documentation, allowing the medical professionals to focus on their specialty, increasing efficiency to 25-120 patients a week. Professional documentation improves communication and research efforts, as well.

The referral program brings 75-100 children to the United States each year for life-saving surgery that cannot be performed in their own facilities. Partnerships have been formed for care and sponsorship. The web site blog has stories of school children sponsoring children, communities providing resources and care to families. Numerous stories of lives saved are shared on the home page as well. Both Richmond and St. Louis offices have formed many working community relationships.

The capacity building program “organizes and conducts training in country for nurses and surgeons to enhance their skills and capacity to serve their indigenous pediatric populations.” In July 2012 David Ortiz of the Boston Red Socks funded a seven-month hospital-wide training for 385 nurses in infection control, wound care, and information sharing between shifts. This first of its kind hospital-wide training improves services provided to 14,000 children a year.

A second capacity building effort was a live-in neonatal nursing consultancy was provided by WPP volunteer Katy Frankel at St. Vincent NICU, from September 2013 until April 2014. Katy’s daily presence “gave WPP the nuanced insight necessary to contribute to developing sustainable and contextually relevant solutions to challenges the St. Vincent unit faces particularly with neonatal jaundice, resuscitation, and nutrition.” The consultancy was

funded largely by the United Children of the World Charitable Trust and the Mary A. Tidlund Charitable Foundation.

A third major capacity building program is WPP's effort to eradicate clubfoot in Belize. WPP partnered closely with Ponseti International Association, CARE Belize, the Ministry of Health of Belize, CURE International, and the administration and staff of Karl Heusner Memorial Hospital, Belize's main referral medical center, sharing the administration of the program. The groups trained four Belizean medical practitioners in the technical casting method, along with devising and launching a sustainable plan for casting children in Belize with clubfoot.

According to Dr. Jose Morcuende, the world's leading expert in clubfoot, clubfoot is no longer a long term concern in Belize thanks to this collaborative effort. In addition WPP sends pediatric orthopedic surgery mission teams to Belize on an annual basis to collaborate with the Karl Heusner Memorial Hospital staff in addressing other orthopedic conditions. WPP's partnerships with Rotary-based Belize Children's Program and bracing partner Project Hope widen the scope of children able to receive timely care.

Pencils of Promise

History, Vision and Scope

Pencils of Promise (PoP) is a non-profit organization that believes every child should have access to quality education. In alignment with their mission, PoP creates schools, programs, and global communities around the common goal of education for all. With the vision to provide quality education to children in some of the most underserved countries around the world, PoP currently serves Laos, Nicaragua, Guatemala and Ghana. As a for-purpose organization, PoP builds schools, trains teachers and funds scholarships. The charity also supports projects through WASH; a water, sanitation, and hygiene program. Founded in 2008, the organization has served

over 31,000 students, built 266 schools, trained 229 teachers, distributed almost two thousand scholarships, providing 24.3 million education hours with over 317,000 lives impacted.

Financial Reports, Transparency, ROI, and Ratings

Pencils of Promise was also given a gold star rating by GuideStar, demonstrating transparency with easily accessed reports. Return on investment is at a high level for individual contributors, with one-hundred percent of every on-line donation going directly towards educating children. Financial reports demonstrate thriving growth since 2011. Revenue and expense records are given with a graph showing organization growth taken from the PoP website.

Fiscal Year	2014	2013	2012
Revenue	\$7,655,263	\$5,288,703	\$5,389,753
Expenses	\$5,893,700	\$5,071,020	\$3,208,562

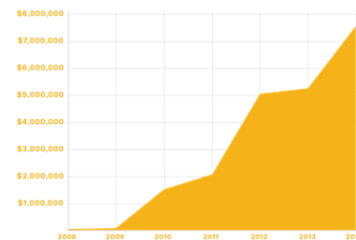


Figure 1: PoP financial growth (PoP financials, 2015)

Programs and Mission Alignment

250 million children of primary school age lack basic reading, writing, and math skills.

PoP seeks to bring an education to every child that needs one, and aligns with its mission by:

- building schools in areas of need,
- supporting teachers,
- educating children about water, sanitation and hygiene to keep them healthy for learning, and
- providing secondary school scholarships to equip students with the resources they need to attend a full year of school.

PoP uses innovations in technology, such as e-readers, monosign, a literacy kit and sole, to reach students easily and to keep track of their success. With most classrooms containing few

to no engaging books, one e-reader can provide a student with hundreds of books in both English and the local language. Their mobile learning kit contains books, phonic games and creative educational tools for teachers. Every project undertaken is monitored and evaluated. A board policy of assessment of no less than every two years ensures performance and effectiveness in determining future actions required to achieve the program's mission.

PoP's blog, linked through the website contains shared stories of team members with photos from their missions to inform and connect to followers. Three fundraising campaigns are hosted each year to unite supporters and with those taking action in the common goal of education for all. Campaigns are tied directly to PoP programming, helping the team to reach their goals. Leadership Councils were created to further promote community connections. The councils advocate for PoP and raise funds by hosting events in New York City, Dallas, Washington D.C., Austin and Chicago.

Another community engagement opportunity was created through universities and schools; PoP Club creates a voice on campuses to encourage their school communities to share the same opportunity of education as they have been given. PoP Clubs in schools promote a shared mission to unlock the promise of children in the developing world through quality education by planning events and campaigns to create tangible good within partner communities. PoP is doing an excellent job at branding and promotion.

Charlottesville-Albemarle SPCA

History, Vision and Scope

The Charlottesville-Albemarle SPCA was chosen because a group member, Amanda Leech, worked there previously and knew that it to be an organization with a large impact on the community, as well as with other organizations. Established in 1914, this organization serves the Charlottesville-Albemarle area as for local pet rescue and shelter. Their scope is large within the

Charlottesville community, and according to their 2014 Animal Statistics Report based on a nationally recognized standard, Asilomar Accords, they had a total intake of 3,285 cats and dogs in the 2014 year. This does not include other kinds of animals, such as hamsters, guinea pigs, and other wildlife who are often transferred to the Wildlife Center in Waynesboro, VA. Adoption rate in 2014 was 2,615 animals, with a return to owner of 601. Due to their No-Kill status, animals are only euthanized for health and safety reasons, rather than for a lack of space as in many other shelters. According to their 2014 statistics, the save rate is 95%. The most recent overall Virginia save rate that could be located was 61% in 2011 (Can VA be a no kill state, 2011).

Financial Reports, Transparency, ROI, and Ratings

The Charlottesville-Albemarle SPCA received an 89.32 overall from Charity Navigator and an 89.0 in regards to accountability and transparency citing multiple listings that have not been released to the public such as CEO salary, donor privacy policy and audited financials (Albemarle Society for the Prevention of Cruelty to Animals, n.d.). On the flip side, they do include many other financial documents that outline where their funding comes from, as well as where it is distributed across the organization. 85.8% of their funding goes directly to programs, showing a good return on investment is maintained over time.

Programs and Mission Alignment

Their mission according to their website is to “advance the compassionate treatment of animals by providing sheltering, medical care, and behavioral services for dogs and cats; promoting permanent, caring homes; and furthering education and outreach.” (CASPCA about us, 2015) Each piece of information addressed within this statement is being met by the organization’s programs. They provide shelter, medical and behavioral services, such as training

classes. They promote permanent care by listing resources for keeping pets, and have humane education programs for young children to learn more about the cause.

The Charlottesville-Albemarle SPCA does a fantastic job with their marketing and promotions for branding and outreach, operating differently than many of their counterparts. Rather than typical SPCA marketing seen with sad animals and depressing music, the Charlottesville-Albemarle SPCA focuses on a positive message. A slogan “love somebody at the Charlottesville-Albemarle SPCA” is accompanied by pictures of happy people with their loving pets at the top of each webpage. Their website is well organized and easy to maneuver for information gathering. They are engaged with the local community through many events at local restaurants and businesses and are often the recipients of local fundraising initiatives. Additionally, their foster care program is made up of local community members who volunteer their time to care for animals in need, with over 20,000 hours of volunteer time annually.

Finally, the Charlottesville-Albemarle SPCA continues to focus on the root of the program of too many lost or stray pets by offering free or low-cost spay neuter services to the community, as well as a proactive Trap-Neuter-Release campaign for cats in their area. All pets that are adopted are spayed or neutered by a dedicated staff that completes all surgeries. Additionally, the organization maintains a commitment to early education for children in the community, to empowering local community members to rehome their own pets, and to returning pets to their own homes when they arrive through the pound service provided to the community.

Conclusion

While each team member was passionate about her belief in her chosen organization, substantial differences in efficiency and effectiveness became obvious as we compared data. In selecting our top organization, we first eliminated the Charlottesville-Albemarle SPCA due to

less transparency in financial reporting and a lack of direct improvement to the human condition as strongly provide by the other two organizations. As the BBB data was consistent with the WPP calculated percentages from annual reports in GuideStar, the BBB reporting of percentages was used in the final analysis to compare our three organizations, as shown in the following graphic.

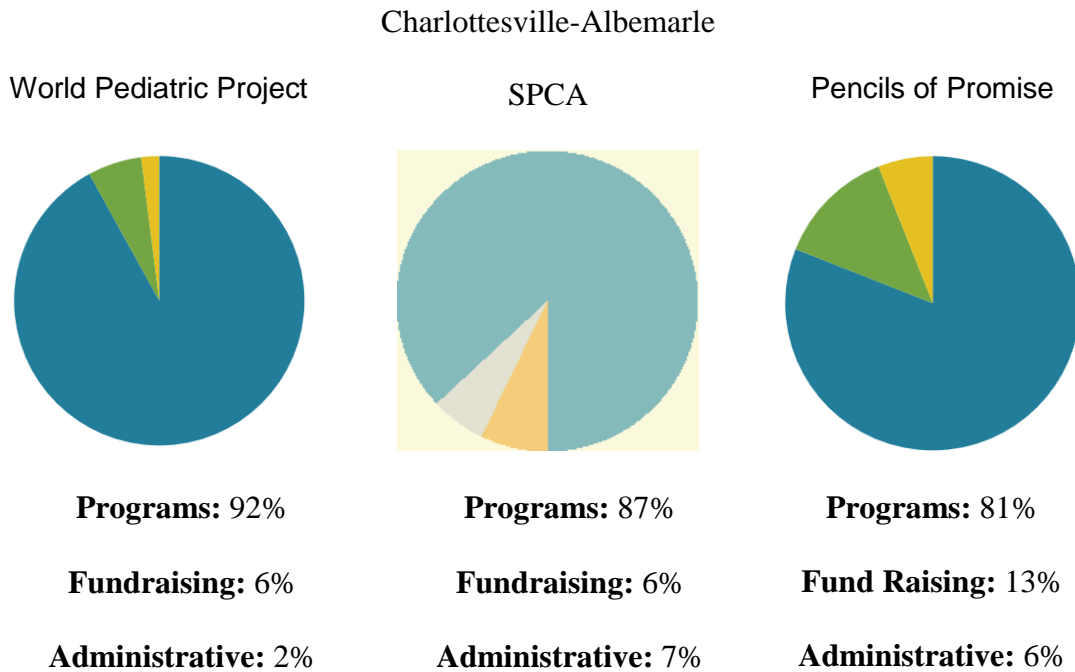


Figure 2: Expense percentage comparison

Since higher percentages in program expense and lower percentages in fundraising and administrative expenditures are desired for maximum efficiency of operations, WPP was clearly more efficient statistically. Clarity of vision and mission, lived core values with on-going evaluative measures, thriving development, strong ROI, along with effective and efficient administration have yielded impressive results in the WPP’s brief history. While we believe all three organizations are effectively serving their worthwhile missions, we support the World Pediatric Project as the most efficient in operations; therefore, we chose it as our top philanthropic organization.

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