

# **STRATEGIC FUNDRAISING FOR SOCIAL IMPACT: ANALYSIS OF PROSPECTIVE DONORS AND RECOMMENDATIONS**



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## Abstract

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The BOMA Project is a nonprofit organization that provides poverty graduation programs to ultra-poor pastoralist women in the arid lands of Africa. Following a \$10 million grant from philanthropist MacKenzie Scott, the BOMA Project seeks to shift their fundraising efforts to target corporate and high-net-worth individuals (HNWI). Using a mixed-methods approach, we conducted research on ways to target corporate foundations and HNWI based on sectors specific to BOMA's work (women's empowerment, climate change, pastoral/agriculture, entrepreneurship). Additionally, utilizing Candid's Foundation Directory Online tool, we identified substantial foundations and corporations for each sector that will allow BOMA to engage in these donor regions. Based on our research and analysis, our recommendations are four-fold: focus efforts on corporate foundations; hire an internal prospect research staff member; explore alternative platforms for donor engagement; and facilitate deeper prospect research.

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# Executive Summary

## Project Overview

The BOMA Project is a registered 501(c) nonprofit organization that provides poverty graduation programs to ultra-poor pastoralist women in the arid lands of Africa. The BOMA Project's Rural Entrepreneur Access Project (REAP) is a program of sequenced interventions to help participants "graduate" from extreme poverty by securing food security, sustainable livelihoods, shock preparedness due to climate change and COVID-19, and human capital investment. The purpose of this report is to develop a tailored strategy to meet BOMA's overall goal of graduating three million women out of extreme poverty in Africa's drylands by 2027. The Evans Team will analyze BOMA's current data through impact reports and fiscal year strategic plans, establish a target audience list, research prospective donors, create an effective dashboard for the target audience, and recommend strategies to improve upon BOMA's fundraising activities. Through our research, **we seek to answer the following questions:**

What motivates corporations and high net worth individuals to fund social impact projects?

- How can BOMA effectively source potential fundraising targets?
- How can BOMA best communicate and cultivate relationships with donors?

Answering these questions required a mixed methods approach that combines qualitative and quantitative research components. The qualitative approach allowed flexibility to gather insight from BOMA staff and unstructured information about prospective donors. Based on discussion and research heavily reliant on the Foundation Directory tool, we identified categories and fundraising outcomes to collect relevant quantitative data. The mixed methods approach was most appropriate because it allowed exploration of the fundraising landscape and understanding of the context within which we are answering the research question.

Below is an overview of the data and data sources:

	Data	Source
Qualitative Approach	Unstructured Interviews	BOMA Staff
	Background research on donors (sector, region, motivation, funders of similar organizations)	Foundation Direct Online Tool. LinkedIn, Google, scientific journals.
Quantitative Approach	Historical Funding data for similar organizations	Foundation Direct Online Tool
	Historical Funding data for BOMA including pitch deck, recent donations, connections, dashboards used by BOMA	BOMA Staff
	Fundraising outcomes	BOMA Staff

## Key Findings:

### *Developing Prospective Donor List*

- Sector Prospect List: 84 prospects focusing on Sub-Saharan Africa with a focus on Women's Empowerment, Climate Change, Pastoralist/ Agriculture
- Women Powered Wednesday List: 30 women entrepreneurs in BOMA focus areas List developed for BOMA to reach out to for their Women Powered Wednesday funding strategy
- Climate Focus List: 15 individuals and their LinkedIn information to be contacted for a climate change roundtable event. To be used as networking and area knowledge growth in Climate philanthropy sector.
- S&P 500 List: Target the world's largest companies' foundations and identify alignment with BOMA focus areas

### *Corporate Giving vs. Foundation Giving*

Based upon analyzing the donor landscape and fund flows by utilizing the Foundation Direct tool through Candid, we discovered that:

- A substantial portion of corporate donors were located outside of the United State, particularly in India and South Africa. Many of the companies were in the technology, infrastructure, and resource extraction industries.
- Much of the funds are directed towards “health,” which is particularly broad. Many of the largest donations were also within the health sector from corporate donors.
- Most grants and the total amount donated were from the technology sector. This was a broad descriptor for companies developing software, computer hardware, or anything tangentially related to computing. 64% of the total dollar amount funded and 57% of the total grants came from companies within the technology sector. The Energy sector (made up mostly by oil and gas companies), came in at the second most in terms of overall amount funded at \$32M.

### *Interviews with BOMA staff members*

- Scalability: The framework of poverty graduation, in and of itself, is a sustainable, scalable model – empowering women to build and expand economic opportunities within their specific communities. However, without appropriate and necessary funding, this model may remain stagnant in its efforts and not reach the goal set out in the FY22-24 Strategic Plan. It is imperative that BOMA focuses their fundraising efforts on scalability to scale their impact successfully and effectively.
- Untapped Markets : Currently, BOMA receives 70% of their total funding from foundation-based organizations. After the \$10 million donation received from MacKenzie Scott, BOMA’s FY 2022-2024 Strategic Plan (BOMA, 2022) entails a shift to 50% public funding. The shift in prospect research – from public to private funding – will allow BOMA to engage in untapped donor markets, altering their current fundraising focus to a more sustainable, impactful method.

- Aligning Interests: Shifting the fundraising scope towards HNWI and corporate funders entails targeting donors with similar interests in funding targets and/or fundraising sectors.

### Recommendations:

Based on our analysis and findings, we recommend the following in order of high to low priority. This prioritization is based on how directly it relates to the research questions (effectively sourcing fundraising targets and cultivating a relationship with donors), amount of time and effort required, and its potential to help reach BOMA's fundraising goals. We first recommend reaching out to identified corporate foundations given it is important for all three criteria: this directly relates to the research question, is a relatively low effort activity, and has the potential to help reach BOMA's fundraising goals. The rest are longer-term recommendations that require large effort. Hiring a full-time prospect research staff member is a prerequisite recommendations 3 & 4 that require dedicated and specialized staff:

1. Reach out to identified corporate foundations in South Africa, India, and the US
2. Consider Hiring of Full-Time Prospect Research Staff Member
3. Research to identify prospective reputational risk
4. Explore other platforms to reach broader audiences

# Chapter 1: Introduction

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## 1.1 The BOMA Project

The BOMA Project is a registered 501(c) nonprofit organization that provides poverty graduation programs to ultra-poor pastoralist<sup>1</sup> women in the arid lands of Africa. It was founded by Kathleen Colson and Kura Omar after travelling throughout Northern Kenya, meeting with hundreds of women in the target population who expressed the want for social and economic empowerment. The BOMA Project's Rural Entrepreneur Access Project (REAP) is a program of sequenced interventions to help participants "graduate" from extreme poverty by securing food security, sustainable livelihoods, shock preparedness due to climate change and COVID-19, and human capital investment.

The "BOMA Difference" encompasses several key points of difference that, when combined, establish an innovative, unique adaptation of the poverty graduation approach. First, BOMA is one of the few organizations that operate in one of the poorest places on the planet: the arid lands of Africa. This distinct geographic location covers 40% of the continent and is lacking in resources, jobs, access to financial institutions, healthcare and services. Second, BOMA is gender-focused, as women and girls disproportionately experience extreme poverty and need to be economically empowered to effectively break the cycle of poverty and build resilient households. Third, BOMA gives grants, not loans; grants are a less expensive way to help small enterprises acquire start-up capital and avoid risks associated with microloans. The grants are given with training and mentoring support systems that help businesses succeed. Finally, BOMA uses data and technology for the success of their program. BOMA has an ongoing commitment to rigorous monitoring and evaluation to track their outcomes and improve and uses of technologies for data-driven decision making.

Since 2008, BOMA has impacted hundreds of thousands of women and children – graduating over 350,000 people from extreme poverty and empowering over 59,000 entrepreneurs - and established a strong record of low-cost, high-impact programming. Over the next 5 years, BOMA plans to empower women to lift up three million people from starvation level poverty in nine countries in Africa. Currently, funding comes from individuals, USAID, Gates Foundation, and many other foundations.

The purpose and vision of BOMA's strategic plan (FY 2022-2027) is to catalyze current and future investments to help five million people escape extreme poverty and build resiliency against climate, conflict, and health shocks in Africa's drylands. The COVID-19 pandemic has plunged an additional 70 to 100 million people into extreme poverty and climate change threatens more<sup>1</sup>. The drylands of Africa are at the nexus of this crisis, facing the compounding impacts of youth unemployment, refugee migration, gender inequality, and climate change.

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<sup>1</sup> Pastoralism is defined as "a subsistence livelihood with nomadic societies grazing herbivorous livestock on poor range land" (Scanes, 2017).

BOMA is responding to this challenge by investing in building capacity, expanding geographically, and collaborating with multiple partners to adapt the REAP model to new populations. During the next 5 years BOMA will need to raise \$90M and move its funding profile from majority foundation funding (70%) to 50% public funding to effect real change and meet the needs of this targeted, highly vulnerable population. (Keeney, 2022).

## 1.2 BOMA's Poverty Graduation Program

The Rural Entrepreneur Access Project (REAP) of the BOMA Project is a gender-focused program based on an internationally proven proof of concept. REAP assists pastoral families by first identifying the hurdles to escaping extreme poverty and then conducting a set of sequential interventions. This model also provides us with guidance when analyzing similar poverty graduation frameworks. Figure 1.1 displays the six steps of REAP Model's sequencing interventions.

*Figure 1.1: Six steps of BOMA's REAP Model Sequencing Interventions.*



*Source: BOMA Project*

REAP adapts the proven models initially developed by BRAC in South Asia for application to the women of Northern Kenya. Key features include a focus on women, three-person business units, savings circles, an emphasis on mentoring, and graduation. BOMA is currently in the midst of a multi-year randomized control test (RCT). The preliminary results have substantiated that REAP has a meaningful statistically valid impact on increasing food security at the household level. 2021 was BOMA's most impactful year yet. Together, they enrolled 21,432 new entrepreneurs, lifted 128,592 people out of extreme poverty, and achieved an astounding 36 percent of their cumulative impact since 2009. BOMA has empowered more than 350,000 to escape extreme poverty since 2009. Figure 1.2 provides insights into the key benefits that REAP program participants have experienced over the past few years. The REAP model has piqued the interest of many people due to its low cost and the data being collected about proof of impact (Boyle, 2020).

Figure 1.2: Key benefits of REAP Program



Source: BOMA Project

### 1.3 Project overview

The purpose of this project is to develop a tailored strategy to meet BOMA's overall goal of graduating three million women out of extreme poverty in Africa's drylands by 2027. The consultants will analyze BOMA's current data through impact reports and fiscal year strategic plans, establish a target audience list, research prospective donors, create an effective dashboard for the target audience, and recommend strategies to improve upon BOMA's fundraising activities. During the next 5 years, BOMA will need to raise \$90M to effect real change and meet the needs of the target population. The target audience for fundraising activities will consist of high network individuals and corporate funders.

To scale the BOMA project, BOMA must focus on moving its funding profile from majority foundation funding (70%) to 50% public funding and a wider net of private funders. In FY Q2, 2022, BOMA Director of Philanthropy Wendy Scott Keeney and Chair Perry Boyle will work with a group of University of Washington MPA graduate studies to have new insights for analyzing and improving BOMA's fundraising agenda.

#### **Deliverables**

In addition to meeting the academic requirements for the project, Evans Consultants will complete the following client-specific deliverables:

- Research prospective donors for BOMA-specific sectors (women's empowerment, climate change, Sub-Saharan Africa, pastoral/agriculture)
- Create target list of potential corporate funders
- Construct dashboard to emphasize current and forecast future social impact

- Work with Chair of Board Perry Boyle and Director of Philanthropy Wendy Scott Keeney to establish long-term business plan

## Section 1.3: Background Information

### *1.3a: Background on Poverty Reduction Strategies and Indicators in Sub-Saharan Africa*

Economic Development as a discipline has been around for well over a century. While the discipline evolves and strategies and indicators shift, one of the primary goals of economic development has typically been the reduction of poverty within low income developing countries (LIDCs).

At the turn of the millennia, the UN developed the “Millennium Development Goals” (MDGs) as a framework to guide international development. The MDGs had eight goals that were measured by 21 targets. These goals are listed below:

1. To eradicate extreme poverty and hunger
2. To achieve universal primary education
3. To promote gender equality and empower women
4. To reduce child mortality
5. To improve maternal health
6. To combat HIV/AIDs, malaria, and other diseases
7. To endure environmental sustainability
8. To develop a global partnership for development



*Source: Gavi (2020)*

The main indicators for poverty reduction were focused on the poverty gap ratio, share of the poorest quintile in national consumption, GDP growth per employed person, employment rate, proportion of employed population below \$1.25 per day (global poverty rate), and the proportion of family-based workers in employed population.

The target date for these goals was 2015; when this period passed, the UN developed the 17 Sustainable Development Goals (SDGs) as a more comprehensive list of strategies and indicators for development and are meant to be reached by 2030. These goals are listed below:

1. No Poverty
2. Zero Hunger
3. Good Health and Well-being
4. Quality Education
5. Gender Equality
6. Clean Water and Sanitation
7. Affordable and Clean Energy
8. Decent Work and Economic Growth
9. Industry, Innovation, and Infrastructure
10. Reduced Inequality
11. Sustainable Cities and Communities
12. Responsible Consumption and Production
13. Climate Action
14. Life Below Water
15. Life On Land
16. Peace, Justice, and Strong Institutions
17. Partnerships for the Goals



*Source: Millennium Challenge Corporation (2021)*

The “No Poverty” Goal has seven targets and 14 indicators. These targets and indicators are listed below:

GOAL 1: NO POVERTY	TARGET	INDICATOR
1.1	By 2030, eradicate extreme poverty for all people everywhere	1.1.1 Proportion of population below the international poverty line
1.2	By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty	1.2.1 Proportion of population living below the national poverty line 1.2.2 Proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions
1.3	By 2030, achieve substantial social protection coverage of the poor and the vulnerable	1.3.1 Proportion of population covered by social protection floors/systems
1.4	By 2030, ensure that all men and women have equal rights to economic resources, basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance	1.4.1 Proportion of population living in households with access to basic services 1.4.2 Proportion of total adult population with secure tenure rights to land
1.5	By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters	1.5.1 Number of deaths, missing persons and persons affected by disaster per 100,000 people 1.5.2 Direct disaster economic loss in relation to global Gross Domestic Product 1.5.3 Number of countries with national and local disaster risk reduction strategies
1.a	Ensure significant mobilization of resources from a variety of sources to implement programs and policies to end poverty in all its dimensions	1.a.1 Proportion of resources allocated by the government directly to poverty reduction programs 1.a.2 Proportion of total government spending on essential services (education, health and social protection)
1.b	Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies	1.b.1 Proportion of government recurrent and capital spending to sectors that disproportionately benefit women, the poor and vulnerable groups

*Source: International Journal of Government Auditing (2017)*

All the goals are meant to work in tandem with one another to create more economic and social opportunities for individuals within LIDCs; Food security and gender equality play a pivotal role in eradicating extreme poverty. It would not be feasible or effective for an NGO to try and undertake a project that is focused on all 17 of the SDGs, so focus is placed on several goals that are within the scope of the project or organization expertise. The strategies that NGOs take to reach these goals and hit these indicators vary widely, but there are several disciplines: Unrestricted Cash Transfers, Livelihood Improvement Programs, and Poverty Graduation.

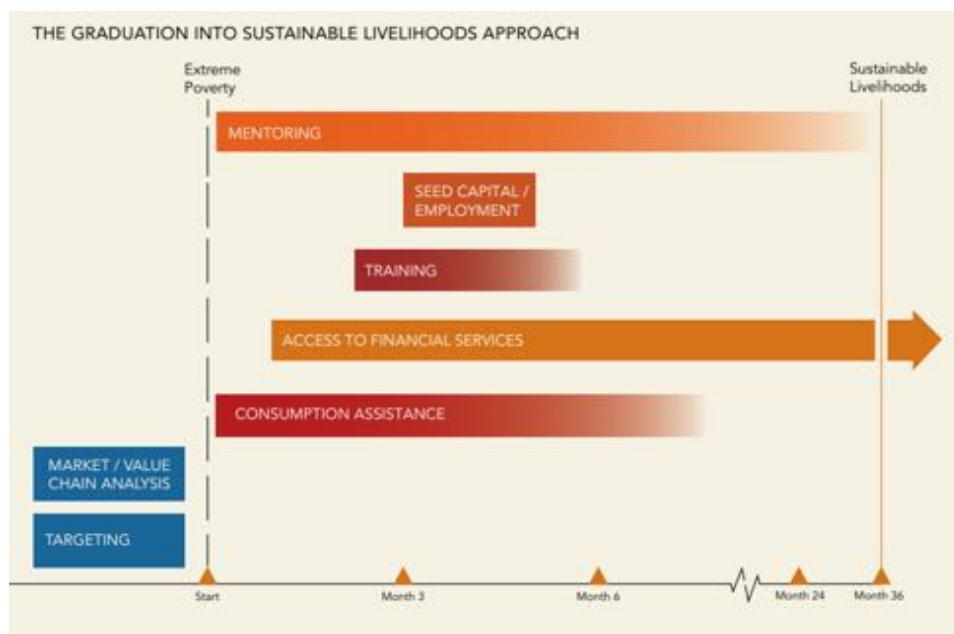
**Livelihood improvement programs** are typically what are thought of when one mentions “aid.” They include “a wide range of approaches to help poor people acquire productive assets and build the skills to use them (e.g., promotion of new farming technologies, farmer group organization).” (Sulaiman et al., 2016)

**Lump-Sum Cash Transfer Programs** include a large lump-sum cash transfer that is used to help poor individuals invest in income-generating assets. 1.3b: Background on Poverty Graduation

**Poverty Graduation** was developed by BRAC<sup>2</sup> and initially implemented in Bangladesh in 2002. According to UNHCR, an evaluative partner in graduation with BRAC, the components of the graduation approach include<sup>3</sup>:

1. Identify the most vulnerable households within a community;
2. Provide a regular and time-bound cash transfer to enable them to meet basic needs;
3. Help families plan their livelihoods and transfer their productive assets;
4. Develop their ability to save money as a tool to build resilience;
5. Enhance their technical and entrepreneurial skills through livelihood training;
6. Ensure the close mentorship of participants throughout the process in a way that develops their self-confidence

The following visual displays the timeline of the Graduation approach:



*Source: CGAP (2016)*

The extremely poor are typically geographically, socially, and economically isolated from systems of savings and wealth generation. The graduation approach seeks to target these communities to simultaneously tackle underlying causes of extreme poverty by introducing new savings systems, intensive mentoring, technical skills training, and an introduction of seed capital to develop sustainable businesses (UNHCR, 2022).

<sup>2</sup> BRAC (2022). Ultra-Poor Graduation Initiative.

<sup>3</sup> UNHCR (2022). *The Graduation Approach*.

### ***1.3b: Background on BOMA Project***

The BOMA Project was founded in 2008 by Kathleen Colson with the purpose to end extreme poverty in Africa's drylands by "empower[ing] women in the drylands of Africa to establish sustainable livelihoods, build resilient families, graduate from extreme poverty, and catalyze change in their rural communities."

Climate change disproportionately affects pastoral communities by making the land less hospitable for grazing livestock. These conditions lead men in these communities to travel up to six months to find suitable grazing conditions leaving women to rely on aid and informal credit to survive (Leeuw et al., 2001). Livestock is dependent on permanent water sources, which can vary in reliability season to season, year to year. Climactic effects of increased drought intensity and duration can change the viability of permanent water sources. As sources become scarcer, livestock herders must travel further and further from their homes, and for a longer duration (Scanes & Toukhsati, 2017).

The Founding Principles of the BOMA Project:

1. Ending poverty must start with improving the economic potential of women.
2. Any long-term solution must be embraced and led by locals in order to succeed.

The BOMA Project utilizes the REAP model (Rural Entrepreneur Access Project), which "helps pastoral families by mapping the barriers to overcoming extreme poverty and then implementing a series of sequenced interventions with a defined exit strategy."

The BOMA Project's REAP model is a tailored graduation approach that follows these steps:

1. Community Entry and Targeting
2. Conditional Cash Transfer
3. Financial, Gender-Focused Life Skills and Human Rights Training
4. 2 Years of Hands-On Mentoring and Coaching
5. Savings and Access to Credit
6. Financial Inclusion and Market Linkages

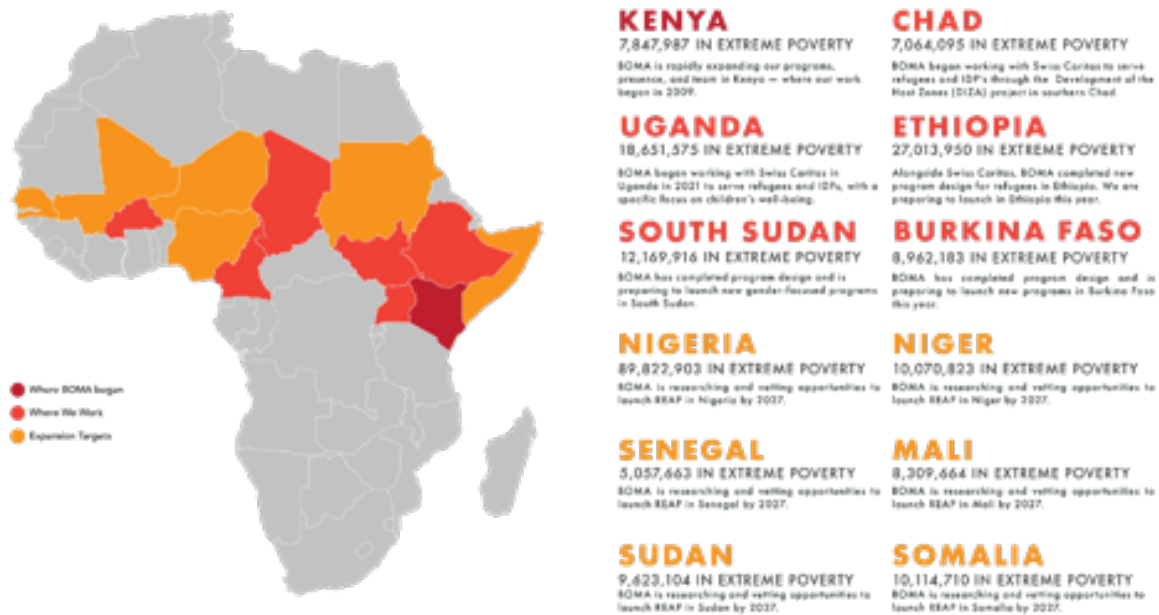
The "Graduation" Categories and Criteria are as follows:

1. Food Security:
  - a. No child going to bed hungry in the last month
  - b. Household members eat two meals a day in the past week
2. Sustainable livelihoods:
  - a. Value of business is 25% higher than total conditional cash transfer
  - b. Participant can access more than one source of income
3. Shock Preparedness:
  - a. Participant is a member of a savings group (with formal constitution and savings and loan protocols), has access to credit, and has a minimum of KES 8000 in savings

4. Human Capital Investment:
  - a. All eligible girl children are attending primary school

These goals and criteria are highly aligned with several of the SDGs discussed in section 1.3a, particularly: 1. No Poverty, 2. Zero Hunger, 4. Education, 5. Gender Equity, 13. Climate Action, and 17. Partnership.

The BOMA Project currently operates in Kenya, Chad, Uganda, Ethiopia, South Sudan, and Burkina Faso with plans to expand into Nigeria, Niger, Senegal, Mali, Sudan, and Somalia.



Source: BOMA Project (2022)

## Chapter 2: Literature Review

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### **Literature Review: Analysis of Non-profit Fundraising in the Corporate Sector**

This chapter includes a review of poverty graduation programs similar to BOMA's REAP framework, as well as nonprofit fundraising strategies with corporate and high-net-worth individuals (HNWI). Our literature review was conducted based on the following research questions:

*What motivates corporations and high net worth individuals to fund social impact projects?*

- How can BOMA effectively source potential fundraising targets?
- How can BOMA best communicate and cultivate relationships with donors?

### 2.1: Graduation Programs

The BOMA Project implemented a two-year poverty graduation program for disadvantaged women in remote areas throughout Northern Kenya. The local traditional cattle sector has been destroyed by climate change. Women and children are often left in communities without food or income while the men travel in search of grazing land. BOMA helps disadvantaged marginalized women build businesses by providing them with the necessary skills and resources. Mentor groups help build the BOMA savings organization when the company is profitable. Therefore, diversifying their income enables them to pay for food, education, family assets, and medical care, while saving enables them to adapt to climate change shocks. It also allows women to own productive assets that provide income and not depend on the drought-prone cattle business. This two-pronged strategy targets the underlying causes of extreme poverty in Northern Kenya while also preparing the path for a generation of transformation (The BOMA Project | Kenya, 2022).

#### **2.1a: Safaricom Foundation**

Safaricom, a publicly traded Kenyan mobile network operator, is the country's leading telecommunications provider and one of the most lucrative corporations in East and Central Africa. It is most known for being the birthplace of MPESA, a mobile banking SMS-based service. Safaricom Foundation is one of Kenya's major business foundations, with a mission to Build Communities and Transform Lives. They have collaborated with communities in all 47 Kenyan counties to ensure that Kenyans have access to excellent healthcare, education, skills, and long-term employment by offering resources, opportunity, hope, and dignity. Their vision is designed to allow Safaricom and its partners to develop partnership models that include charity, strategic investment, shared values, and issue-based advocacy (Newsroom, 2020).

### **POSSIBLE AREAS OF INTEREST IN BOMA:**

For the 2018-2021 strategy period, Safaricom focuses on three thematic areas - Health, Education and Economic Empowerment, which aim to end poverty, protect the planet and ensure prosperity for all.

- Their aim on health is to increase the quality and accessibility of maternity, infant, and child health care, as well as to reduce the effect of type one diabetes among Kenyan children.
- Through their Economic Empowerment pillar, they hope to address the issue of youth unemployment in Kenya by collaborating with organizations to provide young people with opportunities in entrepreneurship, value-added and innovative agriculture, as well as viable and dignified digital and entry-level jobs.
- They have two goals in education: The first is to enhance literacy and numeracy among children aged 6 to 16, as well as to offer appropriate learning materials and to improve learning environments for children. The second goal is to increase young people's access to technical and vocational education by collaborating with the best skill providers, employers, development partners, government agencies, and accreditation providers to implement a comprehensive technical and vocational education and training (TVET) program (Safaricom, 2018).

### ***2.1b: M-PESA Foundation***

M-Pesa is a mobile money service that officially launched in March 2007 by Safaricom, the leading mobile phone operator in Kenya. Safaricom is a subsidiary of the Vodafone Group, which controls 40% of the firm. Safaricom presently has 42 million clients on its network, with about 29 million utilizing M-PESA. The M-PESA Foundation was established in 2010 as an independent charity trust. Since its establishment, the M-PESA Foundation has sought to collaborate with Kenyans on large-scale, long-term, high-impact social initiatives. Its mission is to promote health, education, and environmental conservation for the social and economic benefit of Kenyans (Mobile currency in Kenya, 2022).

### **POSSIBLE AREAS OF INTEREST IN BOMA:**

The mission of M-PSEA is to make a long-term contribution to society by focusing on four main sustainable initiatives: health, education, environmental conservation, and integrated livelihood. Within each of these pillars, the foundation has invested in specific programs to improve the quality of life for all Kenyans.

- They include Uzazi Salama, a maternity and newborn health initiative, and LEAP, a program that trains community health volunteers, under their health pillar.
- In education, they help brilliant children from low-income families through the M-PESA Foundation Academy and the Starehe Girls Centre.
- In terms of environmental protection, they have invested in a Mau Eburu Forest fencing project to reduce repeated human-wildlife conflict, as well as a Nairobi Greenline initiative in collaboration with the Kenya Association of Manufacturers (KAM) to conserve the Nairobi National Park.

- Under Integrated livelihoods, they collaborated with the Kenya Red Cross Society to restore Nyalani dam in Kwale County to improve food security and livelihoods for Kinango residents (M-Pesa foundation, 2022).

## 2.2 Fundraising with Corporate Donors

For a majority of nonprofit organizations, they tend to utilize a select few avenues for fundraising and revenue streams: individual donations, grants, in-kind donations, and corporate sponsorships (Ibrisevic, 2020). While individual donations have accounted for 70% of all giving to nonprofits (Charity Navigator, 2018), the concept of corporate social responsibility (CSR) has given rise to non-profit organizations shifting a portion of their fundraising efforts towards corporate and high-net-worth individuals. As evident in Figure 2.1 below, nonprofit organizations can utilize any number of the core characteristics of CSR's (Crane et al., 2013) to expand upon their fundraising practices.

*Figure 2.1: Core characteristics of CSR*



*Source: Crane et al. (2013)*

Keeping this in mind, nonprofit organizations can pitch donations from corporations as a mutually beneficial relationship: corporations can increase their revenue stream through their

CSR image with nonprofits, while nonprofits can increase external donations through the corporation's customers (Lichtenstein et al., 2004).

### **2.2a: Future of Philanthropy**

Social, political, economic, and demographic characteristics can influence to whom and how much philanthropic organizations and individual donors dictate their donations. Additionally, transforming philanthropy into a form of public relations or advertising, seen as strategic philanthropy or cause-related marketing, has seen a steady increase in corporate spending since the 1990s (Porter & Kramer, 2002). Though different than the typical social sector fundraising strategies, nonprofits can implement this philanthropic strategy into their approach to fundraising with corporations and philanthropic organizations.

The future of philanthropic fundraising lies in engagement with philanthropists across demographics, interests, backgrounds, and generations (Wagner & Labetti, 2021). Understanding the differences in generations is a key tool in increasing your donor base and shifting your focus if your current strategies are not proving effective. Figures 2.2 and 2.3 provide insight into the areas of interest different generations most frequently donate to, insight that nonprofits can use to potential gaps in their donor demographics.

*Figure 2.2: Generation Z Giving*



*Source: Blackbaud Institute (2018)*

*Figure 2.3: Millennial Giving*



*Source: Blackbaud Institute (2018)*

A State of Charitable Giving and Donor Engagement survey by FrontStream (2020) revealed insights into ways in which nonprofits can maximize their fundraising strategies, with a few key findings important for nonprofit organizations:

- 87% of respondents plan to continue donating to charitable organizations in 2021, with 1 in 5 respondents planning to donate more money in the upcoming year.
- The Millennial generation was found to be most generous in their plans to donate (55%), with Gen X (44%) and Gen Z (33%) to follow suit.
- A multitude of donation options and personalized engagement opportunities help increase nonprofit donations.

The findings from this survey can impact ways in which nonprofit organizations approach fundraising relationships with corporations, philanthropies, and high-net-worth individuals.

### ***2.2b: High-Net-Worth Donors***

As of 2020, there were approximately seven million high-net-worth individuals (HNWI) in North America, wherein high-net-worth accounts for financial assets of a minimum of one million U.S. dollars (Statistica Research Department, 2022). This number is steadily increasing and is a particular demographic that nonprofit organizations can tailor their fundraising strategies towards to improve their donor relations and increase their donation levels. Understanding why people give is critical for nonprofits, as giving is a \$350 billion industry in the United States (Giving USA Foundation, 2008). One way of tailoring an organization's fundraising strategies towards this particular demographic is by drawing from the identity-based motivation (IBM) model (Oyserman, 2009), which argues that individual identities are malleable and context dependent, identities influence the type of actions one takes, and identities can aid in making sense of the world. For HNWI, identity-based giving can allow nonprofits to tailor their fundraising strategies to best target this group, focusing on one or a few significant aspects of HNWI's identity that could increase the likelihood of donations.

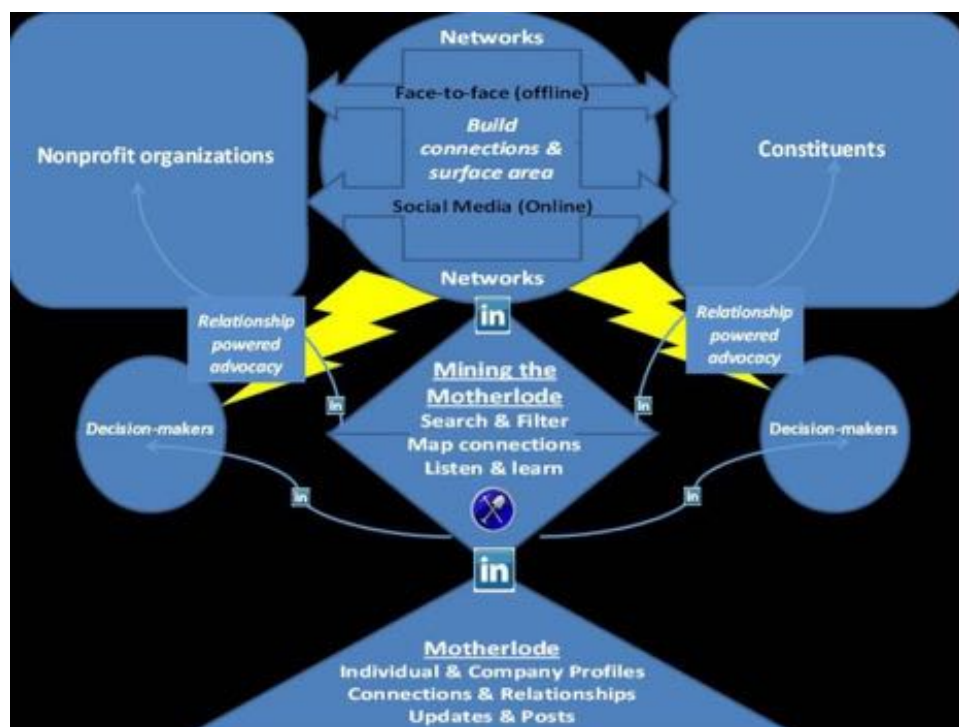
BOMA's identity encompasses four key aspects - extreme poverty; women, youth and refugees; Africa; and entrepreneurship – and has the opportunity to tailor their fundraising strategies to

target philanthropic organizations and HNWI who have experience or interest in one or many of these fundraising sectors.

### **2.2c: LinkedIn Strategies for Fundraising**

As a powerful tool to expand upon business networks and career development, LinkedIn has the ability to provide nonprofit organizations with the tools to broaden their advocacy and fundraising efforts, maneuvering their efforts into corporate and philanthropic sectors. As a flourishing social media platform with over 810 million members in over 200 countries (LinkedIn, 2022), LinkedIn allows nonprofit organizations to map out their strategic relationships with potential corporate donors and HNWI. Nonprofit and advocacy organizations can align their mission, vision, goals, and overall organizational culture within the context of LinkedIn [donor and fundraising] capabilities to increase their network and donor relationships (Calkins, 2013). Figure 2.2 presents a visualization of how nonprofit organizations can utilize LinkedIn for advocacy and networking opportunities and practices.

*Figure 2.2: LinkedIn for Advocacy and Networking*



*Source: Calkins (2013)*

The possibilities for advocacy and fundraising through LinkedIn are endless, with a few key data mining and prospecting tools available to assist nonprofits in their donor searches (Calkins):

- Searching and sorting data that may be instrumental in organizations search for specific individuals, companies, groups, etc.
- Mapping out connections and relationships between LinkedIn members can increase your donor base.

- Analyzing the environment for pertinent information to your organizational mission, vision, goals, and culture.

BOMA's Board of Directors, with an expansive background in expertise ranging from investment banking to industry analysis, provides them with the necessary resources to utilize LinkedIn tools and connections to increase their corporate and HNWI donor base.

### **2.2d: Prospect Research**

As any nonprofit and social sector organization understands, fundraising and donor relations can heavily influence the work one's organization can accomplish. For development and fundraising teams, the technique of prospect research can be influential for nonprofit organizations to identify new donor prospects, evaluate whether these prospects have potential as funding partners, and establish a working relationship (Filla & Brown, 2013). Figure 2.3 presents six types of foundational data essential for generating return-on-investment for a nonprofit organization's fundraising research efforts.

Figure 2.3: Prospect Research Data



*Source: Donorly (2020)*

Prospect research is important for nonprofit organizations to conduct as it allows staff to focus their fundraising efforts on those with the highest likelihood of donating, identifying a variety of prospects for (Donorly, 2020):

- Major gifts
- Annual gifts
- Planned gifts
- Corporate giving
- Alumni giving

Additionally, the three-main strategies for conducting prospect research include: internal organization research, consultant research, and wealth-screening focused research. In Chapter 4 and 5 of our capstone project, we discuss ways in which BOMA currently engages in prospect research via consulting firm, and why we recommend BOMA shift towards an internal organization prospect research focus.

## Chapter 3: Research Methods

### 3.1 Research Questions and Approach:

BOMA's poverty graduation model is one of the most successful, sustainable, and cost-effective poverty graduation approaches in the world. According to the revenues & financials published on The BOMA Project website, a high percentage of all revenue goes directly towards the program; 82% of revenue went to the REAP programs in 2018 while 3% went to education and advocacy (BOMA, 2022). It is clear from financial documents and impact evaluations that the money donated to BOMA is making a significant difference in the lives of the most under-resourced women in the world. BOMA's commitment to financial transparency and continuous monitoring and evaluations ensure that future funding will continue to be effectively used. The next step is to communicate BOMA's impact to prospective donors and to strengthen BOMA's funding such that they can continue to graduate families out of poverty.

Our project seeks to answer the research questions first presented in Chapter 2:

*What motivates corporations and high net worth individuals to fund social impact projects?*

- How can BOMA effectively source potential fundraising targets?
- How can BOMA best communicate and cultivate relationships with donors?

To answer these questions, our team used a mixed methods approach that combines qualitative and quantitative research components. This approach was most appropriate because it allowed exploration of the fundraising landscape and understanding of the context within which we are answering the research question.

Below is an overview of the data and data sources:

	Data	Source
Qualitative Approach	Unstructured Interviews	BOMA Staff
	Background research on donors (sector, region, motivation, funders of similar organizations)	Foundation Direct Online Tool. LinkedIn, Google, scientific journals.
Quantitative Approach	Historical Funding data for similar organizations	Foundation Direct Online Tool
	Historical Funding data for BOMA including pitch deck, recent donations, connections, dashboards used by BOMA	BOMA Staff
	Fundraising outcomes	BOMA Staff

## 3.2 Data Sources

### *3.2a BOMA Staff*

The BOMA Staff were key internal stakeholders that provided pertinent information in weekly or biweekly meetings. We collaborated with the following members:

- BOMA Director of Philanthropy Wendy Scott Keeney
- BOMA Board Chair Perry Boyle
- BOMA Vice President and Chief Impact Officer Jaya Tiwari (replacement for Wendy Scott Keeney starting May 2022).

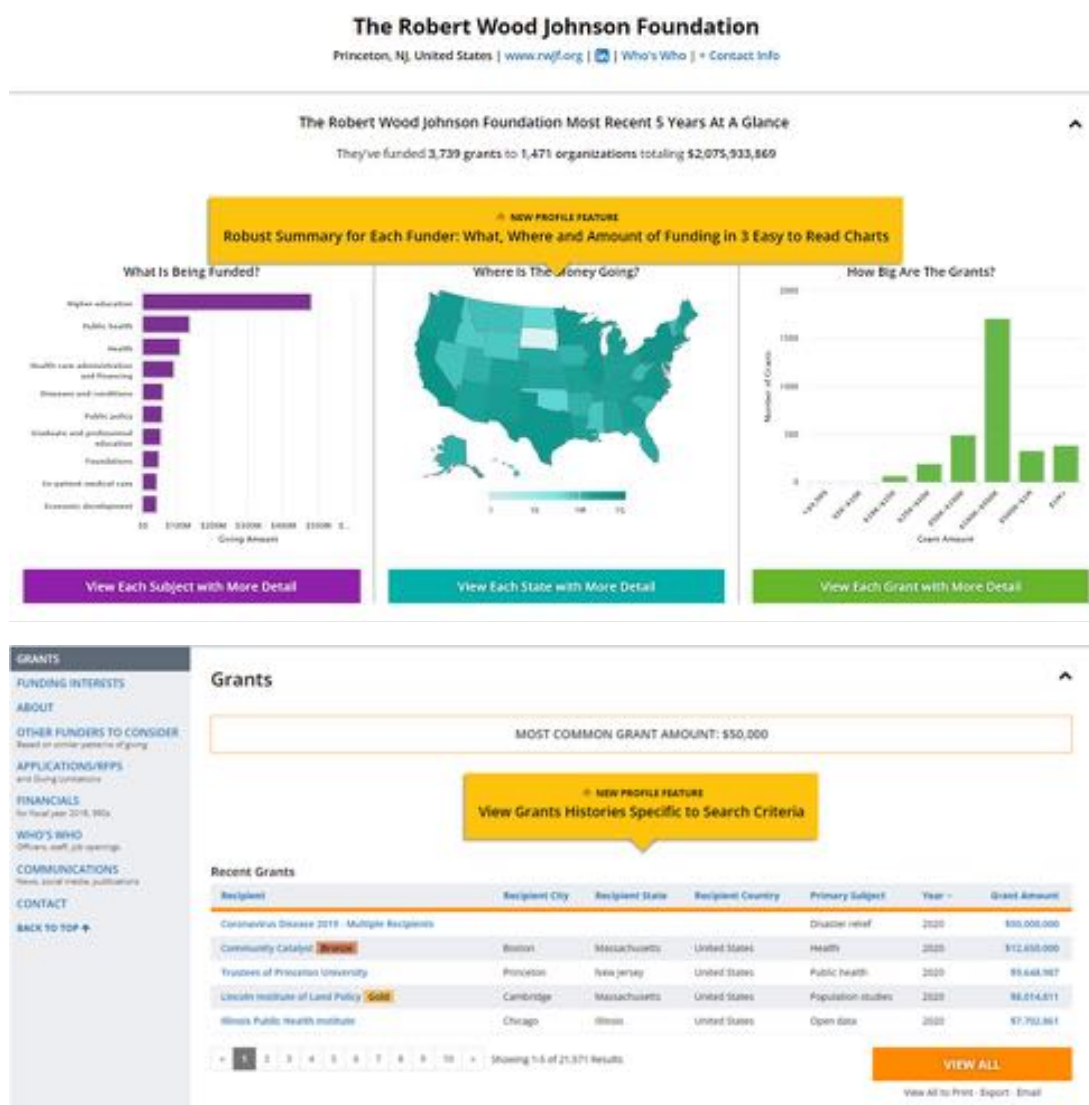
One major challenge was to represent a wide range of opinions and eliminate bias for our research question given we mainly spoke with two BOMA staff, Wendy Keeney and Perry Boyle. They were the main points of contact for BOMA fundraising efforts and other staff members did not have experience with fundraising aspects or were not available to be interviewed. Furthermore, we could not speak with past, current, or prospective donors about the reasons they decided to donate (or not) to BOMA given it could impact any working relationships even though they would have crucial information to answer our research questions.

### *3.3b Foundation Directory Online*

The team worked in conjunction with one of BOMA's partners, Smarter Good, to utilize the tool "Foundation Directory Online," by Candid. This database stores prospective donors and grants, similar organizations and their funding history, and more. The Foundation Directory Data should be current and accurate, according to Candid:

"The data in Foundation Directory Online is compiled from IRS Forms 990 and 990-PF, grant maker websites, annual reports, printed application guidelines, the philanthropic press, and various other sources. In all, Candid's data and editorial staff continually monitor countless sources to verify that our databases are up to date."

A prominent feature was the ability to visualize, filter, and sort the data that can provide insights into fundraising trends and potential networking connections. This is an example of the Foundation Directory Online dashboard of sample foundation of interest:



Source: Foundation Directory Online (2020)

These tools were integrated into the team's research methods to provide quick, succinct, and efficient means of distilling the most important funder information for BOMA. The Foundation Directory tool also allows a user to download a dataset of donor information which includes total amount funded, location of donor, region of interest, and other pertinent donor information. This can be arranged into an excel spreadsheet which can be imported for data visualization dashboards in Microsoft Power BI.

The filter criteria for selecting funders for the spreadsheet and dashboards included: funding programs focused on Sub Saharan Africa; total giving over \$100,000; individual searches for program interests in "Agriculture," "Women Empowerment," "Climate Change," and "Corporate Donors."

*An example of the output spreadsheet:*

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	Grantmake Contact	Care Of	Street Addr	Street Addr	City	State	ZIP Code	Country	Telephone	Fax	E-mail	URL	Total Asset	Total Given	Amount Fu	Grant Cour	RFPs	
2	Bill & Melinda Gates Foundation		500 Fifth Avenue North		Seattle	WA	98109	United Stat	20670993100	(206) 709-1	info@gates	http://www	5.1E+10	4.71E+09	1.28E+09	328	0	
3	Ford Found Secy.		320 East 43rd St.		New York	C NY	10017	United Stat	2125735000	(212) 351-1	secretary@	http://www	1.42E+10	5.2E+08	58055486	253	0	
4	The Rockefeller Office of Grants Manag		420 Fifth Avenue		New York	C NY	10108	United Stat	2128528361			http://www	4.93E+09	1.46E+08	88658078	188	0	
5	McKnight Foundation		710 S 2nd St Ste 400		Minneapolis	MN	55408	United Stat	(612) 333-422	(612) 332-1	info@mcckr	https://www	2.55E+09	89559017	42600290	151	0	
6	Howard G. Buffett Foundation		145 N. Merchant St.		Decatur	IL	62523-144	United Stat	2174239286			http://www	4.57E+08	1.4E+08	3.04E+08	141	0	
7	W. K. Kellogg Foundation		One Michigan Ave East		Battle Creek	MI	49017	United Stat	2699681611			https://www	3.86E+08	2.95E+08	71253272	115	0	
8	Masticard Foundation		250 Yonge / Ste. 2400		Toronto			Canada	(416) 214-2857		info@mastc	http://www	2.76E+10	3.02E+08	2.11E+08	79	0	
9	Comic Relief		89 Albert Embankment		London			United King	020 7820 200	020 7820 2222		http://www	1.35E+08	1.54E+08	63774567	71	0	
10	Charles Stewart Mott Foundation		503 S Sagin St		Flint	MI	48502	United Stat	8102385651	(810) 766-5753		https://www	3.2E+09	1.3E+08	12353353	63	0	
11	The David A. Communications Dept		343 Second Street		Los Altos	CA	94040	United Stat	6509487658		communic	http://www	7.97E+09	3.71E+08	29938229	54	0	
12	United States Agency for Internatio		1300 Pennsylvania Ave		Washington	DC	20523	United Stat	(202) 712-481	(202) 216-1	inquiries@	http://www.usaid.gov	4.11E+09	1.13E+08		52	0	
13	Segal Famil Katherine Anderson, Di		67 Mounta Suite 201		Warren Twp	NJ	7059	United Stat	9082797881		info@segal	http://www	1.68E+08	11816304	9764517	51	0	
14	Condaid		Lutherse Burgwal 10		The Hague			Netherlands	70 3136 300	70 3136 300	3136 300	http://www	0	12044104		46	0	
15	A Glimmer of Hope Foundation		3600 N Cap of Tx Hwy E		Austin	TX	78746	United Stat	5123289944	(512) 328-4	inquiries@	http://www	71099087	9912569	68216198	40	0	
16	Silicon Vall Federica Hughes, Exec.		2440 West Suite 300		Mountain V	CA	94040	United Stat	(650) 450-540	(650) 450-7	info@silic	http://www	9.26E+09	1.4E+09	9363881	32	0	
17	The Christie An Email Should Be Del		487 Bryant Street, Suite		San Francis	CA	94107	United Stat	4156441620		grants@ch	http://www	3.24E+08	9626458	7713952	28	0	
18	The Tudor Trust		7 Leabroke Grove		London			England	020 7727 852	020 7221 8522		http://www	3.08E+08	0	8825681	27	0	
19	Hivos		Raamweg 16		The Hague			Netherlands	(0)70 376 55 C	(0)70 362 4	info@hivos.nl			6509168		26	0	
20	Margaret A. Cargill Foundation		6889 Rowland Rd.		Eden Prairie	MN	55344-338	United Stat	(952) 540-405	(952) 540-4	info@macf	https://www	3.16E+09	1.1E+08	17614000	21	0	
21	Mulago Foundation		1370 Avenue of the Am		New York	C NY	10019	United Stat	2126513711		info@mulag	http://www	3.76E+08	19390288	5750000	21	0	
22	King Baudouin Foundation		Rue Brederode 21		Brussels			Belgium	2 511.1840	2 511.522	info@kbf	http://www	6.68E+08	33904257	3727253	21	0	
23	Tides Foundation		1012 Tenny Avenue		San Francis	CA	94129	United Stat	(415) 561-640	(415) 561-4	info@tides	http://www	5.31E+08	4.57E+08	3445904	21	0	
24	John D. and Richard E. Kaplan, Asso		340 S. Dearborn St., Ste		Chicago	IL	60603-528	United Stat	3127268000	(312) 920-4	answ@jdc	http://www	6.51E+09	3.08E+08	21370000	19	0	
25	Alliance for a Green Revolution in A		West End Tr Kanjara Rd.		Westlands			Kenya	2543675000	20 3675 4C	info@agra-alliance.org	77404312		7781950		19	0	
26	Fund for W Ana Maria / UNWomer		220 East 42nd street, 2		New York	C NY	10017-342	United Stat	646 781 4807		fund_genderequality@unwomer.org			5557671		19	0	
27	Bayer Fund		800 North Lindbergh B		St. Louis	MO	63167	United Stat	(314) 694-439	(314) 694-1	monson@	http://www	37380901	16992133	4484130	19	0	
28	Banyan Tree Foundation		1775 Pennsylvania Ave		Washington	DC	20006-467	United States			62839	1906379		3185994		18	0	
29	Michael & L Madlong		4417 westlake Drive		Austin	TX	78746	United Stat	5126005500	(512) 600-1	info@madf	https://www	1.82E+09	1.04E+08	6000885	17	0	
30	The Skell Foundation		250 Univer		Palo Alto	CA	94301	United Stat	(650) 331-103	(650) 331-1	info@skell	http://www	6.56E+08	20129136	11785000	15	0	
31	United States Department of Health		200 Independence Ave		Washington	DC	20201-000	United Stat	(877) 696-6776			http://www.hhs.gov/	12100000	8625525		14	0	
32	Barr Foundation		Two Atlantic Ave.		Boston	MA	2110	United Stat	(617) 854-350	(617) 854-1	info@barrf	http://www	1.81E+09	81909301	5545000	14	0	
33	New Field Foundation		PO Box 151350		San Rafael	CA	94915	United Stat	4155613417	(415) 561-1	info@newf	http://www	2303830	0	2230882	14	0	
34	Omidyar Network Fund, Inc.		1991 Brook		Redwood C	CA	94063	United Stat	6504822500		info@omidyar.net		4.91E+08	1.04E+08	8734857	13	0	
35	Wellcome Trust		Gibbs Bldg, 215 Euston		London			England	020 7611 888	(0)20 7611 8545		http://www	3.76E+10		15584599	12	0	
36	University of California Foundation		575 Bush Ave. Ste. 300		San Francisco	CA	94107	United Stat	4157550000		sanfr@ucsf.edu		2.55E+08	10810000	5000000	12	0	
4	Corporate	Climate	Women's Empowerment	Agriculture														

## 3.3 Qualitative Approach

### 3.3a Unstructured Interviews of BOMA staff

BOMA has a history of successful fundraising and experienced staff with a wealth of knowledge relevant to our research question. The interview with BOMA staff was conducted in a series of open-ended questions which allowed researchers to explore statements and ask follow-up questions. This allowed researchers to uncover relevant BOMA material (2-year fundraising strategy) and learn aspects of philanthropic fundraising based on the BOMA staff's experience such as the fundraising cycle and recent significant donations (e.g., MacKenzie Scott's \$10 million dollar donation in 2021). For a sample meeting agenda template, please refer to Appendix A.

During the interviews with Wendy Scott and Perry Boyle of BOMA, they identified several key common characteristics of donors:

- Organization or individual's connection to Africa
- Whether they were on the leadership team of foundation or corporate foundation
- Whether their mission aligned with BOMA's
- Whether they have funded similar programs or organizations in the past
- Personal relationship to someone at BOMA (e.g., first or second order connection on LinkedIn)

### 3.3b Background Research on Donors

Based on a discussion with BOMA staff, the capstone team created a list of prospective donors on LinkedIn, Google, and large philanthropy-oriented databases and relevant characteristics. This included S&P 500 companies and their corporate foundations, organization with first or second order connection to BOMA staff on LinkedIn, and the funders of similar giving programs. The capstone collected relevant qualitative data such as the organization's impact reports, mission and vision statements. We analyzed a few organizations from the S&P 500 companies such as Mastercard to fine tune the template for the prospective donor list.

### 3.4 Quantitative Approach

For the quantitative approach, we categorized key factors that could correlate with the amount of funding from donors. Creating the categorizations allows us to quantitatively analyze which of these key factors are most important indicators of fundraising commitments and inform future fundraising strategy. The donor profile is an excel spreadsheet populated with data collected from the Foundation Direct tool. The information collected on each donor included:

- Grantmaker name
- Grantmaker address (Street address, zip code, city, state, country)
- Total Assets
- Total Giving
- Amount Funded
- Grant Count

Grant maker address can be categorized in several ways, such as by country, state, or urban/rural based on zip code. The other information (total assets, total giving, amount funded, grant count) are numerical values that measure the fundraising outcome. Based on further discussion with BOMA and Smarter good and independent research, we expanded on this template to identify categories of interest:

- Sector
  - Climate Change:
  - Women's Empowerment:
  - Africa:
  - Pastoral and Livestock:
- Corporate Giving vs. Foundation Giving
- Region
- Donor Sector

We also categorize the fundraising outcome factor to:

- \$100,000 and above

The mixed methods approach was most suitable for our purpose of researching the open-ended question of “What motivates corporations and high net worth individuals to fund social impact projects and providing data-driven and actionable insights for BOMA’s fundraising strategy?”.

The qualitative approach allowed flexibility to gather insight from BOMA staff and unstructured information about prospective donors. Based on discussion and research heavily reliant on the Foundation Directory tool, we identified categories and fundraising outcomes to collect relevant quantitative data. We analyzed prospective donor lists based on these categories to understand how we can effectively find donors to meet BOMA's fundraising targets in the following chapter.

## Chapter 4: Analysis and Findings

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### 4.1: Findings from Foundation Directory

#### *4.1a: Building a Strong Prospect List*

The purpose of BOMA's new breakthrough strategic plan is to catalyze current and future investments to meet the needs of the targeted, highly vulnerable population. During the next five years, they plan to raise \$90M to effect real change and work with multiple partners to expand their target audience. To accomplish its fundraising goals, BOMA needs to effectively find potential funders and cultivate partnerships. Utilizing the tool "Foundation Directory Online" by The Candid platform, we compile a potential donor information sheet and categorize the donors into the four sectors. We collect data on the characteristics of the potential donors, including their average grant size, similar funding and the areas of the social impact project in which they are interested. Beyond that, we do more research on these possible donors' funding interests, figuring out their funding subjects, geographic focus, target population groups, support strategies, transaction types, and their organization types. After having the data with enough information, we rank the prospects and sift out the candidates who would be most likely to contribute the most. This analysis process provides a method to determine precisely whom BOMA can target for cultivation and solicitation in the future.

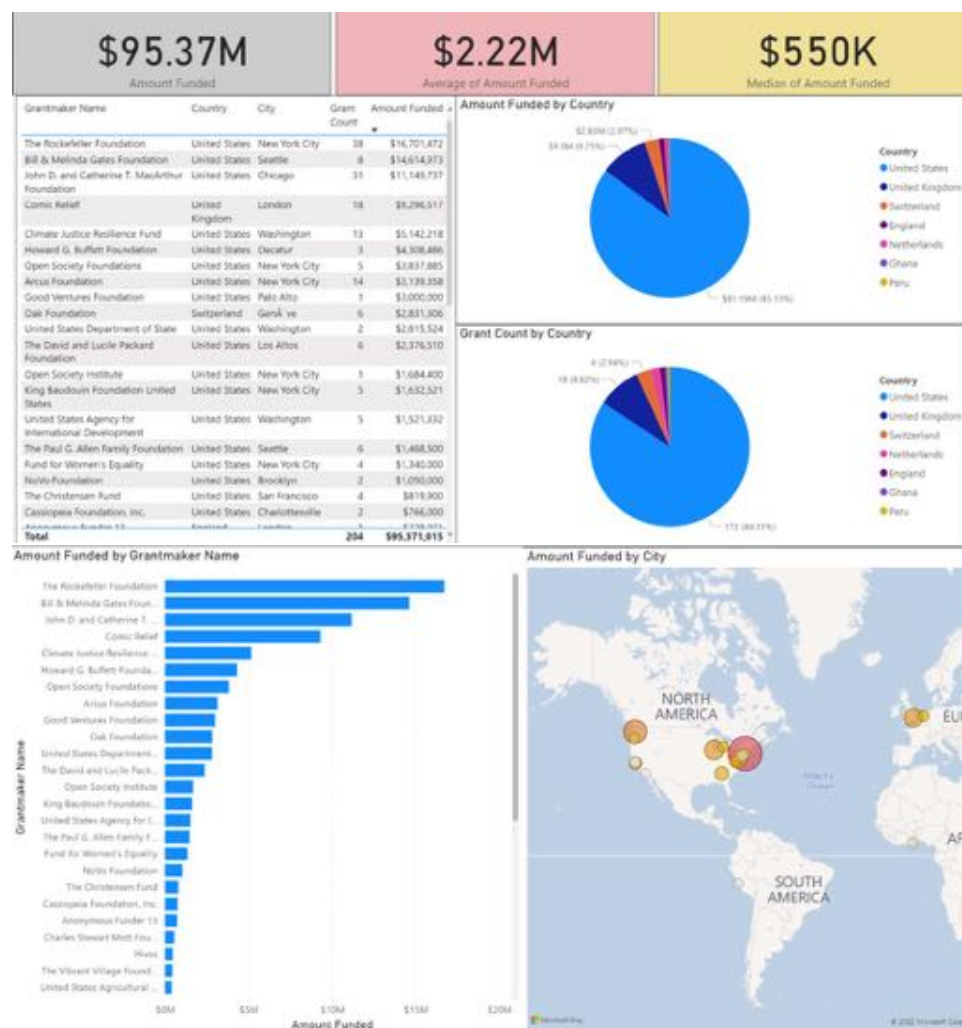
#### *4.1b: BOMA Program Focuses by Sector*

In our prospect research, we expand our reach into four sectors, including Climate change, Women's empowerment, Africa, and Pastoral and Livestock. These sectors also cover the main focus areas of the BOMA Poverty Graduation Program. To meet BOMA's fundraising target, we screen out the potential HNWI and corporates who are interested in these sectors. Because we try to find donors who might be touched by the BOMA's mission and value its future vision. The more affinity an individual or organization has with the mission of BOMA, the more likely they are to give.

**Climate Change:** The BOMA Project focuses on disadvantaged women in rural areas around Northern Kenya, where climate change has decimated the traditional livestock industry. Environmental threats are also one of the most pressing social issues of our time. In the 2030 Agenda for Sustainable Development, Member States announced their commitment to protect the world from degradation, to take prompt action on climate change, and to develop measures to enhance the capacity of least developed countries to plan and manage effective climate change. Member States have urged all nations to work together and participate fully in an effective and acceptable international response to climate change (Iberdrola, 2022). Africa's poor and developing countries would be among the most impacted, particularly in rural regions, with the least capacity to deal with the projected shocks to their social, economic, and environmental systems.

Using the Foundation Direct tool, and utilizing search specific search criteria (Region: Sub-Saharan Africa, Program Focus: Climate Change, Grant Size >\$100,000), the following information was collected:

- Total of 43 organizations identified that match search criteria
- Of all organizations, corporate giving and foundations, a total of \$95M was funded for Climate focus in SSA
- Average amount funded per organization: \$2.2M\*
- Median amount funded per organization: \$550K\*
- Average amount funded per grant: \$462K
- Median amount funded per grant: \$259K
- Organizations within the US accounted for 85% of amount funded and 84% of total grants awarded
- The UK was second in total amount and grants at 9.6% and 8.8% respectively

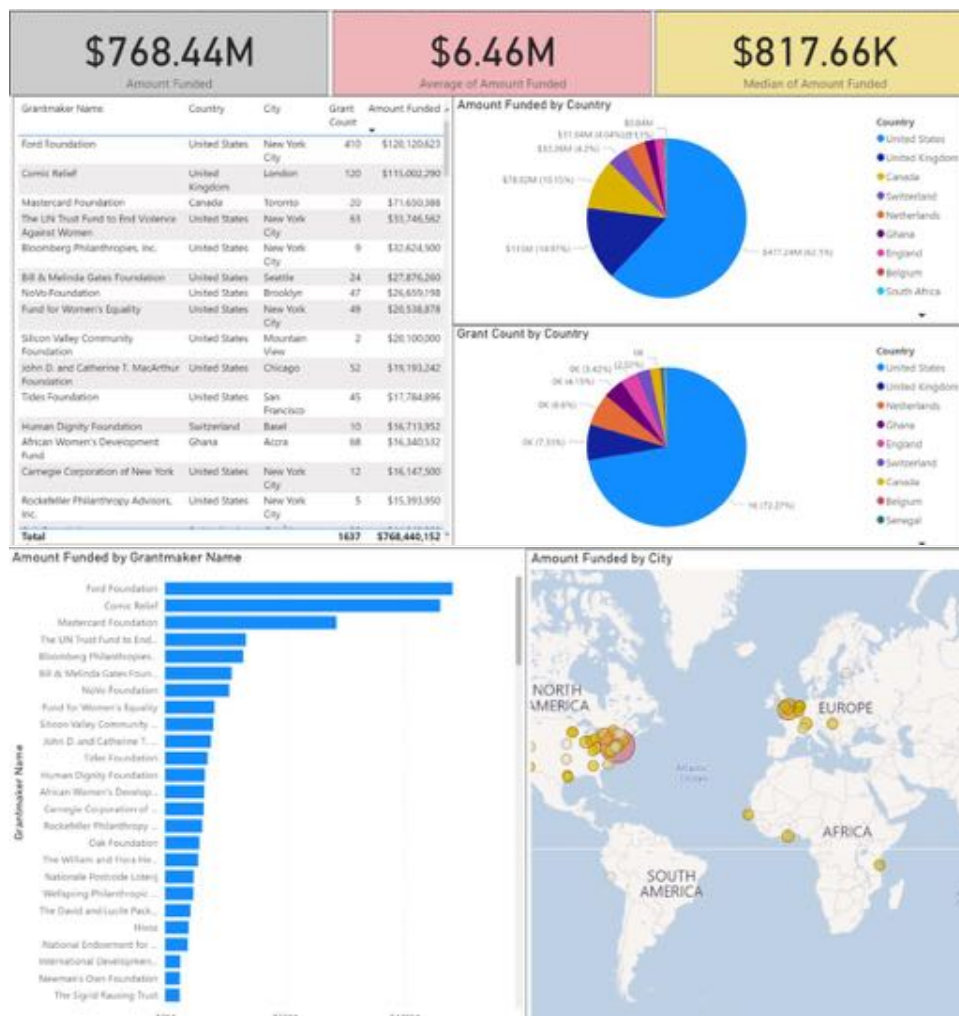


Source: Foundation Directory Online (2022)

**Women's Empowerment:** Women deserve equal rights with men, especially on issues such as education, poverty and gender discrimination in the workplace. Women's empowerment charities and corporations attempt to empower underprivileged women via a range of activities. Some of them, such as The African Women's Development Fund, manage to empower women through local initiatives and advocate women's rights on gender-specific topics (AWDF). Much of their work is carried out through localized action plans and campaigns that address gender-specific challenges while also developing the leadership abilities of rural girls and young women (The African Women's Development Fund, 2015). While other global organizations aim to make a change on a global scale. The Global Fund for Women, Inc., for example, funds gender justice movements and offer gender-sensitive crisis response and flexible funding for grassroots organizations (Global Fund for Women, 2022). Although the groups approach their work differently, their aims remain the same: to empower women by giving the necessary skills, resources, and support to encourage their education, allowing them to flourish and positively influence their communities.

Using the Foundation Direct tool, and utilizing search specific search criteria (Region: Sub-Saharan Africa, Program Focus: Women's Empowerment, Grant Size >\$100,000), the following information was collected:

- Total of 119 organizations identified that match search criteria
- Of all organizations, corporate giving and foundations, a total of \$2.7B was funded for Agriculture focus in SSA
- Average amount funded per organization: \$18.67M\*
- Median amount funded per organization: \$1.22M\*
- Average amount funded per grant: \$541K
- Median amount funded per grant: \$240K
- Organizations within the US accounted for 86% of amount funded and 83% of total grants awarded
- Canada was second in total amount and grants at 7.9% and 3.9% respectively



Source: Foundation Directory Online (2022)

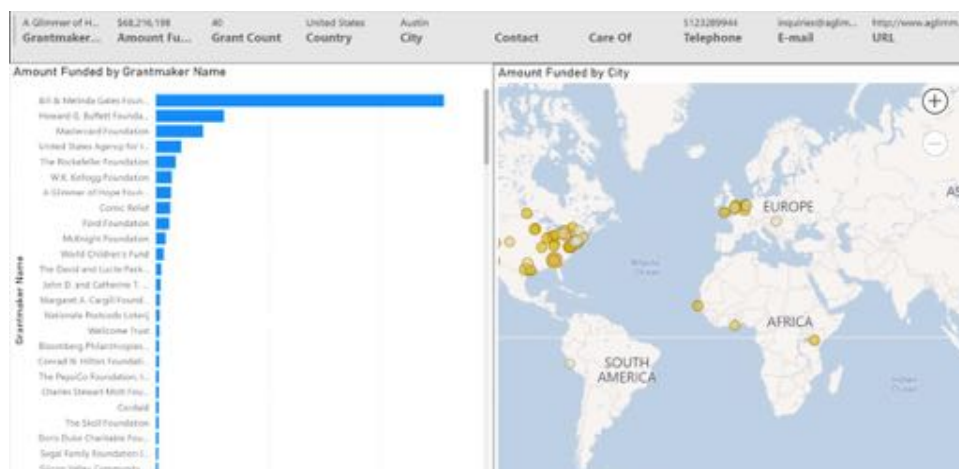
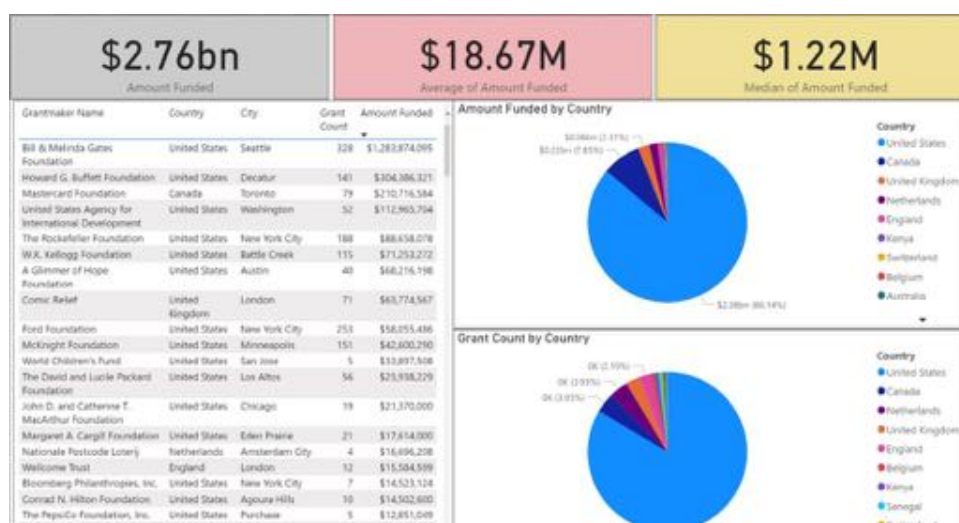
**Africa:** Africa is among the places frequently cited in discussions of Sustainable Development Goals. Africa continues to be subjected to trade imbalances, as well as the effect of current Covid-19, food and energy crisis, climate change and environmental degradation. Developed countries and the international community have been expanding their financial commitment to sustainable development in Africa. Along with the BOMA Project, many foundations and businesses within and outside Africa have long been committed to supporting positive change in Africa in areas such as agriculture, education, civil society, health, and women's empowerment.

**Pastoral and Livestock:** Livestock supports the livelihoods of Indigenous people. The BOMA Project operates in Northern Kenya, a community that has traditionally relied on pastoralism as its major source of income. According to a survey conducted by the Government of Kenya, livestock accounts for 90% of employment and 95% of family income in Northern Kenya's Arid and Semi-Arid Lands (Tkach & Rhoads et al., 2014). According to the representatives of the Samburu Local Livestock Keepers in Kenya, "We are keepers of indigenous and exotic breeds of livestock and our lives are interlinked and dependent on animals. Our way of life also allows us to live alongside wildlife, promoting the conservation of our breeds and other living resources in

our environment.” [5] Many organizations and businesses support the sustainable management of livestock, protect native breeds, provide more sustainable meat, and use livestock to improve the livelihoods of communities.

Using the Foundation Direct tool, and utilizing search specific search criteria (Region: Sub-Saharan Africa, Program Focus: Agriculture, Grant Size >\$100,000), the following information was collected:

- A total of 167 organizations identified that match search criteria
- Of all organizations, corporate giving and foundations, a total of \$2.7B was funded for Agriculture focus in SSA
- Average amount funded per organization: \$18.67M\*
- Median amount funded per organization: \$1.22M\*
- Average amount funded per grant: \$719K
- Median amount funded per grant: \$295K
- Organizations within the US accounted for 86% of the amount funded and 83% of total grants awarded
- Canada was second in total amount and grants at 7.9% and 3.9% respectively



*Source: Foundation Directory Online (2022)*

## 4.2: Corporate Giving vs. Foundation Giving

One of BOMA's primary concerns was to learn how to navigate the giving landscape. Their successes in fundraising came largely from foundation giving. There is a potentially untapped wealth of resources that can come in the form of direct corporate giving – that is – giving directed through a corporate entity and not their associated foundation. For example, Bayer has several arms of charitable giving: Bayer, Inc., Bayer Foundation, Bayer India, etc., and each arm can make independent decisions in where, how, and to whom to give.

The analysis to understand the donor landscape consisted of navigating the Foundation Direct tool through Candid and using filters to understand where funding was being directed. The filters used were “Region – Sub Saharan Africa” and “Organization Type – Corporate Giving Programs (Grantmaker).” The search was intentionally broadened to give a comprehensive look at what sectors funds are being directed towards.

Details on funding data from Corporate Giving Programs, dedicated to Sub-Saharan Africa, for all program focus areas (not just restricted to what BOMA is focused on):

- Total Amount Funded: \$156M
- Average Amount Funded per organization: \$1.2M
- Median Amount Funded per organization: \$22.4K
- Average Amount Funded per grant: \$651K
- Median Amount Funded per grant: \$16K

The large discrepancy between the average and median amount funded indicates that there are a few donors at the very highest end of the distribution who award grants at a significantly higher amount than the typical corporate donor. A considerable example of this is Naspers, Inc.

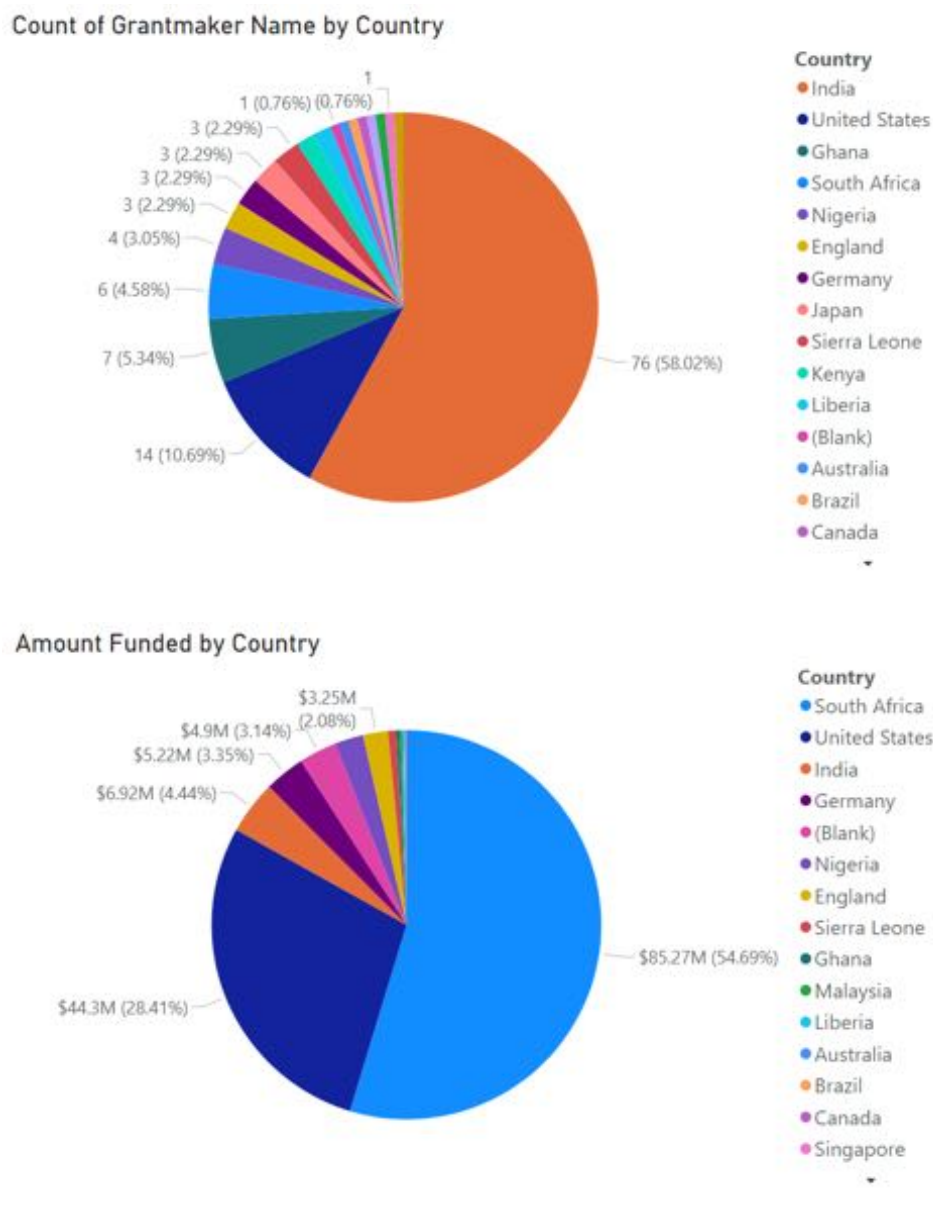
For comparison, below are details on foundation funding, dedicated to Sub-Saharan Africa, with BOMA program focuses (agriculture, women's empowerment, climate) and grant size of greater than \$100,000:

- Total Amount Funded: \$3.6B
- Average Amount Funded per organization: \$849K
- Median Amount Funded per organization: \$950K
- Average Amount Funded per grant: \$587K
- Median Amount Funded per grant: \$250K

### 4.2a: Region

Through this analysis, we discovered that a substantial portion of corporate donors were located outside of the United State, particularly in India and South Africa. Many of the companies were

in the technology, infrastructure, and resource extraction industries. The overall breakdown of donor country is below:



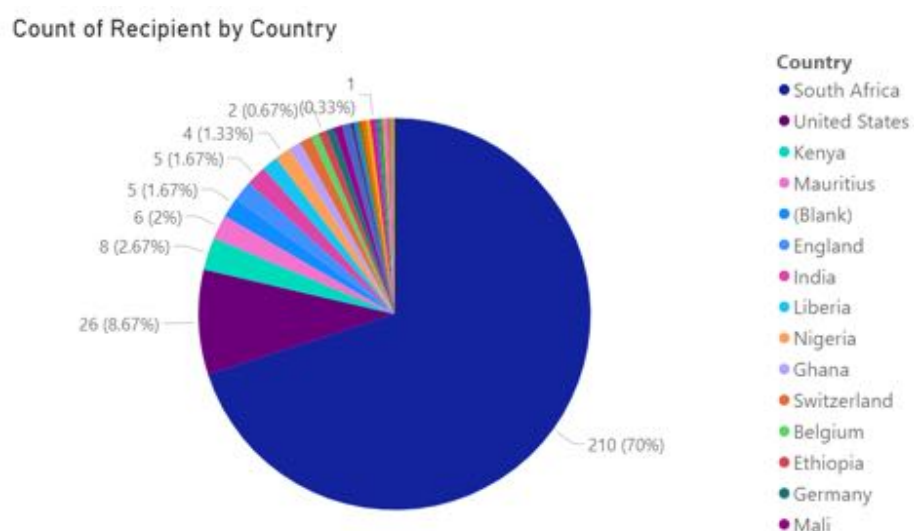
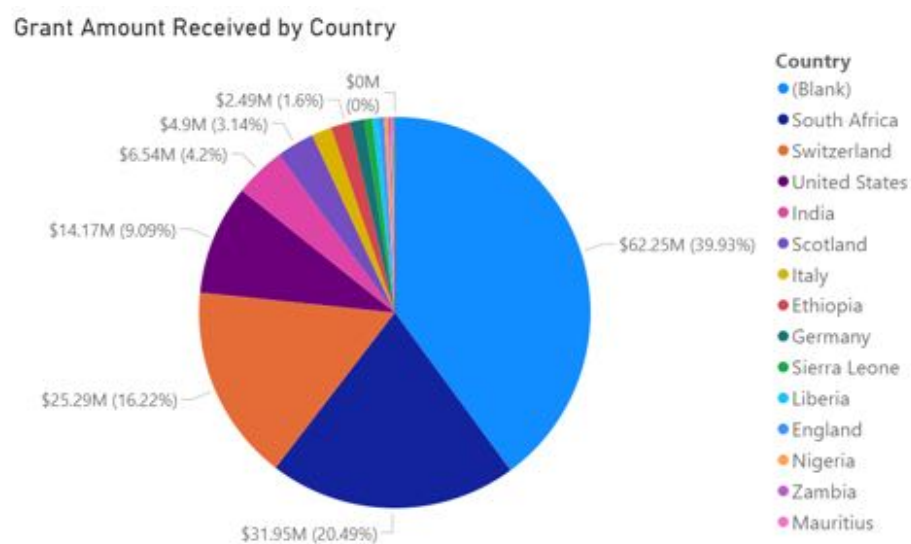
Source: Foundation Directory Online (2022)

#### 4.2b: Sector

Much of the funds are directed towards “health,” which is particularly broad. We noticed a trend of a large influx of corporate donors around 2014 – directing their funds to Ebola relief. Many of the largest donations were also within the health sector from corporate donors.

#### 4.2c: Country

The tool also provides interesting insights as to where the corporate funding dollars are flowing into. This visual shows the amount of money going towards particular INGOs, where they are based out of. So, if the INGO is headquartered in Washington DC, it will display the funds being directed towards the United States. While it may not necessarily reflect where the program dollars end up, it does give an indication of where program partners are located.



Source: Foundation Directory Online (2022)

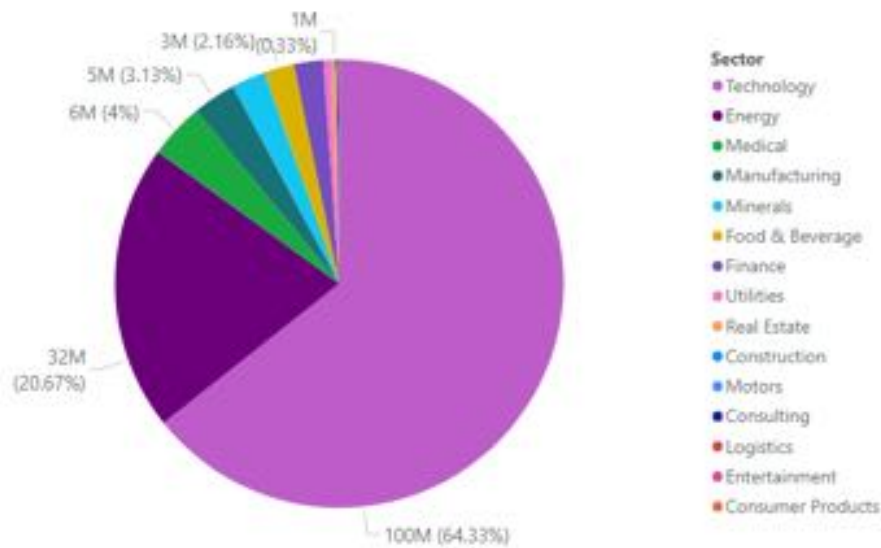
#### 4.2d: Donor Sector

Most grants and the total amount donated were from the technology sector. This was a broad descriptor for companies developing software, computer hardware, or anything tangentially related to computing. 64% of the total dollar amount funded and 57% of the total grants came from companies within the technology sector. Interestingly, the data for total funds and total

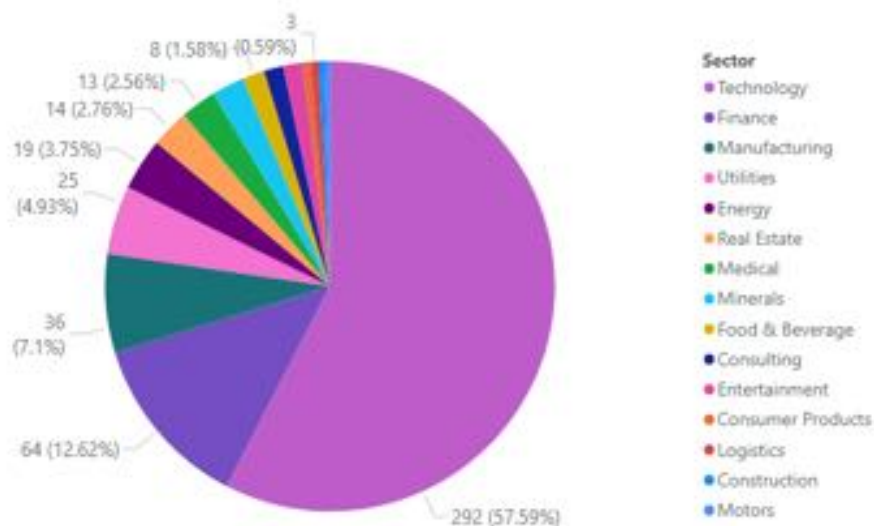
grants are fairly skewed upward by particular companies for grant count and amount funded. Naspers accounted for two massive grants, totaling \$83M, and Microsoft accounted for 265 out of the 292 grants within the technology sector. Microsoft's average grant size was just over \$12,000.

The Energy sector (made up mostly by oil and gas companies), came in at the second most in terms of overall amount funded at \$32M. This, too, was largely due to the high grant value from Chevron, accounting for \$25M of those funds. The financial sector has the second highest grant count as a sector, with 64 total grants. Most of these grants came out of Finance corporations based out of India, however, the largest grant was from a firm out of England, the Standard Charter Bank Corporate Giving Program. All Sector data can be found in Appendix B.

Amount Funded by Sector



Grant Count by Sector



Source: Foundation Directory Online (2022)

### 4.3: Findings from Interviews

Our team has had the opportunity to engage in continuing discussions with three current and former BOMA staff members, each with unique perspectives and ideas on how BOMA can successfully increase their efforts of poverty graduation and poverty rate reductions. Based on

these discussions, we have identified three key areas of analysis imperative to BOMA's future in the social sector of poverty graduation:

### *Scalability*

The framework of poverty graduation, in and of itself, is a sustainable, scalable model – empowering women to build and expand economic opportunities within their specific communities. However, without appropriate and necessary funding, this model may remain stagnant in its efforts and not reach the goal set out in the FY22-24 Strategic Plan. Based on conversations with BOMA staff, the concept of scalability was embedded within numerous discussions, looking at ways in which BOMA can successfully and effectively scale their impact – but how is this impact best measured? Is it through number of women, youth and refugees “served”; number of women moving above the country's poverty line; percentage change in total poverty rate for that specific region? Effectively calculating impact for an organization can be a difficult concept to establish, and with the multitude of factors that can affect poverty rates across communities, a poverty-graduation organization may find difficulty in scaling their social impact. For instance, two questions arose when discussing ways of increasing livelihood within the context of specific communities:

- What income-generating vehicles are available within the context of each community?
- As there are only so many opportunities for work within the same sector, how do you build diverse sources of job opportunities?

Given the research questions we have posed for this project, it is imperative that BOMA focuses their fundraising efforts on scalability, keeping in mind the two questions above.

### *Untapped Markets*

Currently, BOMA receives 70% of their total funding from foundation-based organizations. After the \$10 million donation received from MacKenzie Scott, BOMA's FY 2022-2024 Strategic Plan (BOMA, 2022) entails a shift to 50% public funding, with a new emphasis on high-net-worth individuals (HNWI) and corporate funders. The shift in prospect research – from public to private funding – will allow BOMA to engage in untapped donor markets, altering their current fundraising focus to a more sustainable, impactful method.

### *Aligning Interests*

Shifting the fundraising scope towards HNWI and corporate funders entails targeting donors with similar interests in funding targets and/or fundraising sectors. Per the recently drafted FY 2022-2024 Strategic Plan, the funding targets include:

- Economic Empowerment
- Climate
- Youth
- Gender
- Women

- Refugees and IDP

Additionally, the fundraising sectors include:

- Travel, finance technology, telecoms, water resources, energy and industry
- Donor advised funds, giving pledge signatories, millennials, family foundations
- Prospective shared-funding partners
- Funding paths involving women's health, girls' education, farming and agriculture

Currently, BOMA staff have established generic pitch decks to present to prospective corporate and high-net worth donors that highlight BOMA's REAP model, as well as their current and forecasted impact (in terms of individuals "reached" through their poverty graduation model). However, while dashboards are a beneficial tool for organizations to highlight their impact or to compile information on prospective donors, BOMA has yet to create these instruments. As such, based upon the findings from our interviews with BOMA staff, we have conducted prospective research and established informational, sector-specific (women's empowerment, climate change, agriculture/pastoral) dashboards that will allow BOMA fundraising staff to target specific corporate and high-net worth donors based on their interests in social impact work.

## Chapter 5: Recommendations

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### Overview

Based on our analysis and findings, we recommend the following in order of high to low priority:

1. Reach out to identified corporate foundations in South Africa, India, and the US
2. Consider Hiring of Full-Time Prospect Research Staff Member
3. Research to identify prospective reputational risk
4. Explore other platforms to reach broader audiences

This prioritization is based on how directly it relates to the research questions (effectively sourcing fundraising targets and cultivating a relationship with donors), amount of time and effort required, and its potential to help reach BOMA's fundraising goals. We first recommend reaching out to identified corporate foundations given it is important for all three criteria: this directly relates to the research question, is a relatively low effort activity, and has the potential to help reach BOMA's fundraising goals. The rest are longer-term recommendations that require large effort. Hiring a full-time prospect research staff member is a prerequisite recommendations 3 & 4 that require dedicated and specialized staff.

### 5.1 Corporate Giving Strategy

#### *5.1a: Corporate Giving Analysis*

Corporate entities appear to be less inclined to give large dollar amounts compared to Foundations and other philanthropic entities. Out of the 130 corporate entities focused on Sub Saharan Africa, 30 had given over \$100,000 total, and only 13 had given more than \$1M. While the average grant size was over \$300,000, this is caused by a few outliers at the extreme high end. The median total giving amount was \$23,000. The Corporate giving pot appears to be small and focused; BOMA's efforts in fundraising may be better spent focusing on Corporate Foundation giving rather than pure Corporate giving. We recommend that BOMA targets Corporate Foundations where there is far more money being dedicated to philanthropic causes. However, if BOMA is strategic about approaching philanthropic giving by corporate entities, there can be room for growth, as well as tapping into underutilized and seldom contacted arms of these organizations. The following analysis and recommendations explore possibilities informed by analyzing corporate giving programs that are focused on Sub-Saharan Africa – by country, amount given, and total number of grants.

#### *5.1b: Donor Country Analysis*

**South Africa:** South Africa stands out as the country with the highest total corporate giving, totaling over \$85M over the last six years. This number is highly inflated by one corporate giver in Naspers Incorporated, a multinational holding company based out of Cape Town, South Africa. Naspers accounts for \$82M out of the \$85M recorded for corporate giving within South Africa. Naspers had two total grants, one of \$55M towards Coronavirus relief, Unknown recipient and \$28M towards the Solidarity Relief Fund, both grants given in 2020. These grants are classified under “disaster relief.” Corporate entities typically see positive returns if they are charitable during a disaster. It is in their interest to donate to causes when global attention is drawn towards disaster relief, and it can improve its reputation by being charitable (Patten 2008). If BOMA could capitalize on issues that are dominating the headlines, they could increase their chances of securing corporate funding.

This may be an interesting company to investigate, as they are based near the population area served. If BOMA has connections within South Africa that can leverage the program and proximity to Naspers, that could work in their favor for fundraising. Additionally, this can help build a funding network within Africa.

**India:** India eclipsed all other countries in terms of overall number of grants given. However, the total grant size was moderately low. It appears that there is a large degree of interest in Indian corporate world in corporate donations in Africa. This could be an interesting resource to explore. We recommend that BOMA seeks out the higher \$ grant size per grant from corporate giving entities out of India. These include:

- Bharat Heavy Electricals Limited
- North Eastern Electric Power Corp. Ltd.
- Dewan Housing Finance Corp. Ltd.
- Aditya Birla Sun Life Insurance Company
- ICICI Bank Ltd.

While developing a new network within India may prove to be difficult, cultivating relationships within the donor space in India can pay dividends, given the interest from the considerable number of grants from Indian corporate programs. Additionally, this can build inroads with the foundation giving and other philanthropic entities within India.

**US:** While BOMA’s fundraising efforts have been largely focused on the United States, I think that the Foundation Direct search under Corporate Giving in the United States provides interesting insight. Excluding Microsoft, US companies are the largest giver of grants out of any country. (Microsoft note: They are an exceptionally large corporate donor, both by dollar value and grant amount. They fund many low \$ programs, but also high value – more analysis needed while in tool).

Many of the US corporate giving was dedicated towards health-oriented organizations following the Ebola outbreak in 2015 and the COVID-19 Pandemic in 2020. Further, many of the programs involved in corporate giving are through donor match functions – requiring knowledge and buy in from employees within these companies.

- Corporate giving programs to explore in the United States include:
- Chevron Corporation Contributions Program
- Google.org Corporate Giving Program
- StartSmall LLC
- Kaiser Permanente Corporate Giving Program
- Bridgestone Americas, Inc. Corporate Giving Program

## 5.2 Prospect Research Analysis

### *5.2a: Hiring of Full-Time Prospect Research Staff Member*

For research of prospective donors, The BOMA Project externally contracts with Smarter Good<sup>4</sup>, an organization that helps global social sector organizations sustain and scale their impact. Utilizing the Foundation Directory Platform through Candid, Smarter Good works to expand upon BOMA's current philanthropic efforts, shifting focus towards corporate and high-net-worth individual giving. However, hiring an external consulting agency can present some challenges, three of which we have identified for BOMA and Smarter Good's collaboration efforts. First, as the Smarter Good team is based in the Philippines, this brings about significant time-zone challenges for both Smarter Good and BOMA staff. Second, as a successful social impact organization with numerous other social sector organizations to conduct research for, the efforts BOMA requires to meet their strategic plan may not be in alignment with the efforts Smarter Good has the capacity for. Third, hiring an external organization to research and compile prospective donors that successfully fit within BOMA's mission, vision and target demographics may only reach a certain point, as a staff member from BOMA may have a different approach to prospect research. As such, we recommend hiring a full-time employee (FTE) whose sole responsibility is to conduct prospect research of philanthropic, corporate and HNWI donors.

Prospect research, a process performed by either a nonprofit or social sector's fundraising and development teams to compile data about both current and prospective donors, can be utilized in a variety of fundraising areas, including major giving, capital campaigns, and annual giving. According to Double the Donation – a leading provider of corporate employee matching gift tools – there are numerous points of data to be cognizant of when conducting prospect research (Double the Donation, 2020), including:

- Philanthropic Indicators
  - Previous donations to your organization
  - Donations to other organizations
  - Nonprofit involvement
  - Personal information
- Wealth Indicators
  - Business affiliations
  - Stock ownership/SEC transactions

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<sup>4</sup> As student consultants, we collaborated with Smarter Good staff in research efforts for BOMA, utilizing their Foundation Directory Online account to conduct prospect research.

- Political contributions

Foundation Directory Online, the current donor management tool utilized by BOMA, is an excellent fundraising platform that highlights the donor demographics that BOMA is focused on moving towards in the next few years. Hiring a Prospect Research employee will increase the input of effort towards compiling donor lists and increase the output of prospective donors. If BOMA envisions accomplishing what is stated in their FY 2022-2024 strategic plan – raising \$26.9 million from HNWI and corporate funders over the following 5 years (BOMA Strategic Plan FY 2022-2024, 2022) - they must consider allocating a portion of their funds reserved for program and operations (I.e., salary expenses) to hiring a Prospect Research employee.

### ***5.2b: Complete Deeper Prospect Research to Identify Reputation Risk***

Prospect research strives to give all the information required for the solicitation process, from generating lists of names to developing an in-depth profile of the prospect. The researcher has access to a variety of materials, including biographical books, newspapers, magazines, and electronic media. In addition to looking for the HNWIs, cooperatives, and foundations primarily in the United States and Africa, the prospect research in the BOMA is increasingly investigating prospects around the world and look overseas for potential donors. During this process, focusing on wealth indicators is important, however, BOMA also needs to undertake deeper prospect research to safeguard against potential reputational damage.

There are risks associated with fundraising that deserve the attention of leaders of any organization relying on donated dollars for mission fulfillment (Herman, 2016). Large donors can turn into a huge disaster due to unethical behavior. Many charitable organizations are learning the hard way that the money that fuels programs can sometimes backfire spectacularly. The MIT Media Lab, for example, has been embroiled in scandal for accepting donations from the financier and convicted sex offender Jeffrey Epstein. M.I.T was accused of accepting Epstein's donations far exceeding the amounts it has publicly admitted and attempting to conceal the source of donations (Albrecht, 2019). Analogous cases like Steinhart and the Sackler Foundation, the donated financial gifts by represent a form of whitewashing, which intends to polish tarnished reputations. Those cases put the nonprofits both financial security and reputations at risk and force them to take an even harder look at the ethics of how they raise money (Weinger, 2020). Given the risks associated with accepting funds from individuals, foundations, and companies, nonprofits should implement an additional process to ensure that all relevant information is examined before accepting any large contribution. Supervisors of fundraising operations in NGOs are responsible for identifying and implementing ways to increase the integrity, rigor, and security of the donor database, as well as reducing the likelihood of such a situation occurring.

Given that the fallout from scandals related to donors can have lasting consequences to nonprofits, BOMA should develop a well-considered gift policy with fundraising risk assessment to ensure that donations align with the institution's mission. More robust due diligence on potential reputation risks posed by donors can help BOMA make informed decisions before bringing on a potentially controversial donor prospect.

A thorough prospect research should include both potential donors' information and the risk management musts. When vetting potential donors to assess risk, BOMA can quickly see if a donor prospect (HNWI or corporate):

- Is the subject of negative news, currently or in the past?
- Has a criminal history, a highly litigious past or pending lawsuits?
- Is named on checking regulator lists, sanctions lists, agency watchlists and blacklists, or Politically Exposed Persons (PEPs) lists?

It is beneficial to understand the context of negative news to help you make informed decisions before bringing on a potential disqualified donor prospect. You can also set up alerts to check for developing risk warning indicators, helping you stay ahead of negative news. Checking the list of regulators can also help reduce the likelihood of your organization violating anti-money laundering or anti-bribery and corruption laws by accepting important gifts from uncensored donors.

In this way, it can help mitigate the risk that BOMA might fall afoul of anti-money laundering or anti-bribery and corruption laws by accepting large donations from improperly vetted donors.

### ***5.2c: Reach Broader Audience through New Communication Streams***

BOMA has reached their fundraising audience through traditional methods: BOMA leadership's collaboration with governments, networking, and personal connections. While the BOMA's strategic plan for FY 2022-2024 aims to grow individual and corporate philanthropic giving program and has identified target fundraising sectors, there are no new considerations of how these sectors will be reached. We recommend that BOMA considers other ways of gaining fundraising momentum by learning from case studies of other fundraising success and from new research on the role of social media in fundraising. Future strategic plans might include revamping BOMA's online presence on social media and pursuing alternative communication streams such as books, TED talks, podcasts, video with the goal of reaching a broader audience and creating greater fundraising momentum.

#### *Case Study: "Free the Children" Movement*

The NGO "Free the Children", rebranded to WE Charity in 2016, was an incredibly successful fundraising movement that reached a broad audience by storytelling, personal narratives, facts and figures through various platforms. The organization was founded by human rights advocates Marc and Craig Kielburger who, in 1995, began a youth empowerment movement of communication streams when they were youths themselves (12 years old at time of founding). We start with the disclaimer that this organization has undergone controversy and our references are strictly limited to their fundraising strategy. Free the Children was forced to rebrand to WE Charity in 2016 after they faced allegations of having unethical ties with the Trudeau

administration that landed them major government grants<sup>5</sup>. This stresses our earlier point that BOMA should identify potential sources of reputational risk.

The success of the “Free the Children” movement can be attributed to the fact that the founders had a personal narrative that strongly appealed to the masses and was quickly became championed by musicians, athletes, politicians, and other influential and highly visible people. The message of the group (to free children from poverty and exploitation and free young people from the notion that they are powerless to affect positive change in the world) was spread through several spokespeople on numerous platforms. In particular, the book written by the founders and a series of large-scale motivational events held across the cities were highly effective in gathering fundraising momentum.

### *Fundraising and Social Media*

Social media marketing can persuade stakeholders, especially prospective donors, that the BOMA project are worthwhile. Since BOMA’s founding in 2005, social media has emerged to change the way human beings communicate and interact. The common major social media sites include:

- Facebook is a virtual place to talk and deal with public, donors, volunteers, friends and other stakeholders
- LinkedIn is a social network populated by professionals, companies and non-profit organizations
- Twitter is a microblogging service used for strategic communication activities
- YouTube allows videos through the creation of their own channels and can generate user experience and the engagement of supporters

While the BOMA project has an account for each of these platforms and have consistent (close to daily) activity, BOMA could benefit to assess how effectively the organization is using social media as a tool to start online conversations and engagements for fundraising target audiences.

An emerging body of literature has explored how nonprofits utilize social media to communicate and engage with stakeholders (Anagnostopoulos, Gillooly, Cook, Parganas, & Chadwick, 2017; Guo & Saxton, 2014; Hambrick & Svensson, 2015; Lovejoy & Saxton, 2012; Quinton & Fennemore, 2013; Waters & Jamal, 2011).

In “Success in an Online Giving Day: The Role of Social Media in Fundraising” (Bhati and McDonnel, 2020), the authors use administrative and social media data to show that fundraising success (measured by number of donors and value of donations) is positively associated with several key factors. Specifically, a nonprofit’s Facebook network size, activity, and audience engagement as well as net effects of organizational factors such as budget size, age, and program service area are important determining factors in fundraising. A separate study published in the

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<sup>5</sup> Murphy (2020). *WE charity scandal – A simple guide to the new crisis for Trudeau*. BBC News.

Journal of Science and Technology Management found that companies focusing on valuable social media metrics received larger amount of funding in total. (Yang and Berger, 2017)

Another aspect of fundraising using social media platforms crafting a concrete message that is perceived to be credible, transparent, and empathetic. An experiment showed that a message with detailed fundraising outcomes elicited a greater intention to donate (Xiao et al. 2021). We recommend using the latest studies on the topic in crafting social media posts for fundraising efforts and analyzing the success of past messages for insights.

Besides revamping BOMA's social media, BOMA has other unused mediums to gain fundraising momentum:

- Books
- Scientific papers
- Fundraising events, both virtual and online
- Podcasts
- Influencers

Recent research particularly shows trends that influencers are an effective means of promoting a nonprofit and increasing contributions. "Using a sample of more than 500 industry-diverse charities with known celebrity affiliations, we find support for the celebrity-lift hypothesis—that celebrity-affiliated nonprofits are associated with increased contributions. We also find that celebrity affiliation has a substitution effect such that fundraising expenses are lower at celebrity-affiliated organizations." (Harris and Ruth, 2015). We recommend exploring unused mediums in BOMA's future fundraising strategies.

## Conclusion

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Given BOMA's unique approach to poverty graduation, our literature review and research methodologies conducted, and analysis & findings, we believe the recommendations presented above are two-fold: one, they will aid in new fundraising sectors targeted towards BOMA's desired donor groups; and two, they will allow for these fundraising efforts while keeping BOMA's vision, mission, and unique poverty graduation framework at the forefront.

## Appendices:

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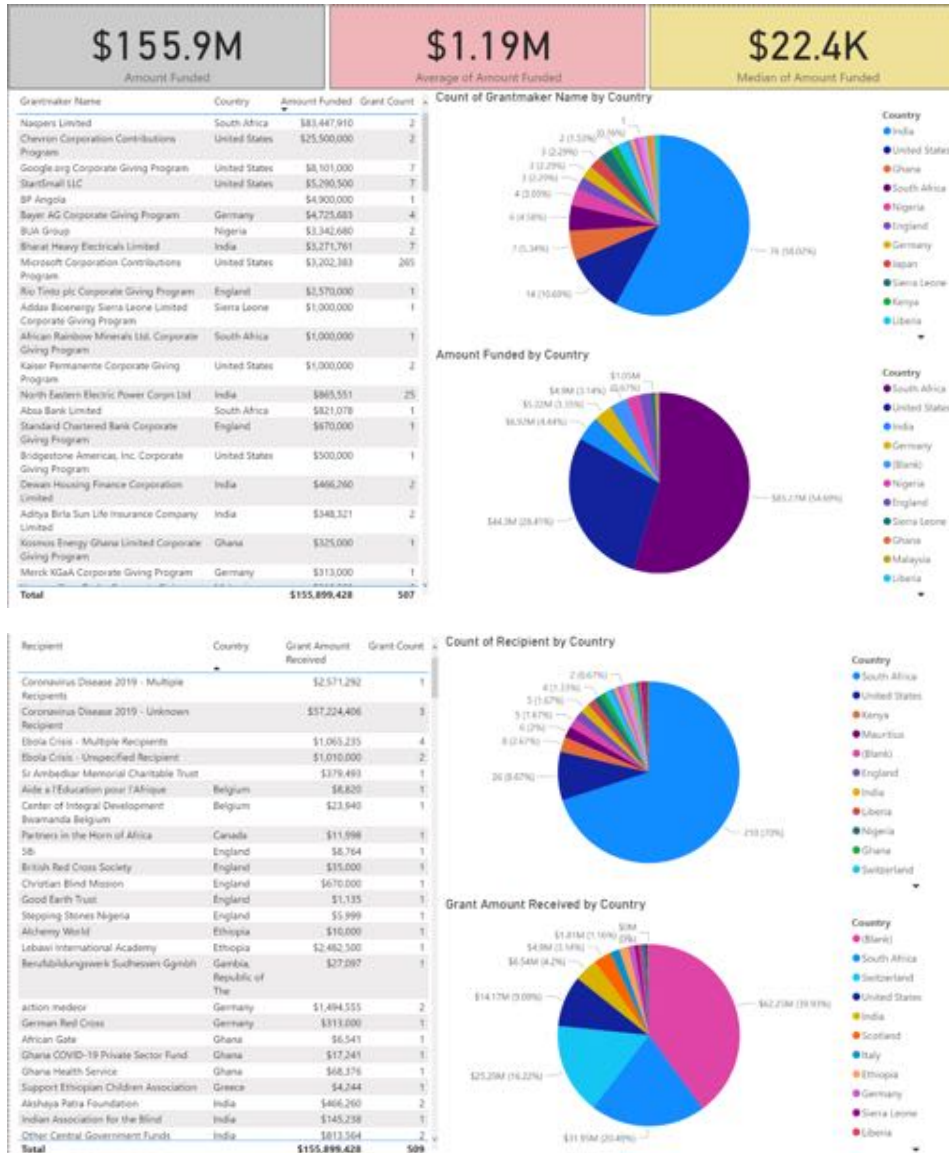
### Appendix A - Sample Meeting Agenda

- 1) Brief check-in
  - a. Questions from last meeting?
  - b. Recent updates on BOMA
- 2) Discuss project scope and roles
  - a. Agreement on the project direction?
  - b. Additional sourcing, potential funds, materials or tools not mentioned?
  - c. Expected timeline and deliverable
- 3) Presentation of prepared questions to clients
  - a. BOMA pitch deck [Perry]
  - b. Existing dashboard(s)
- 4) Meeting wrap-up
  - a. Outstanding questions?
  - b. Agenda for next meeting

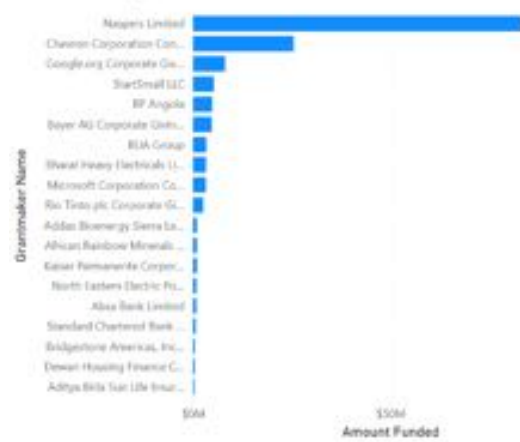
## Appendix B: Dashboard Information, Data, and Visuals

### Corporate Giving Dashboard:

This is the dashboard provided in the Power BI file. It provides information on the Total Amount Funded, Average Amount Funded, and Median Amount Funded by organizations with corporate giving programs that have grants that are focused on Sub-Saharan Africa. Additionally, the dashboard shows the count of Grantmakers by country, as well as the amount funded by country, where these organizations are located, and total giving by entity. The data was retrieved from the Foundation Direct Online tool by Candid. The data is from the last 7 years of recorded giving.



Amount Funded by Grantmaker Name

<sup>F</sup>Amount Funded by City

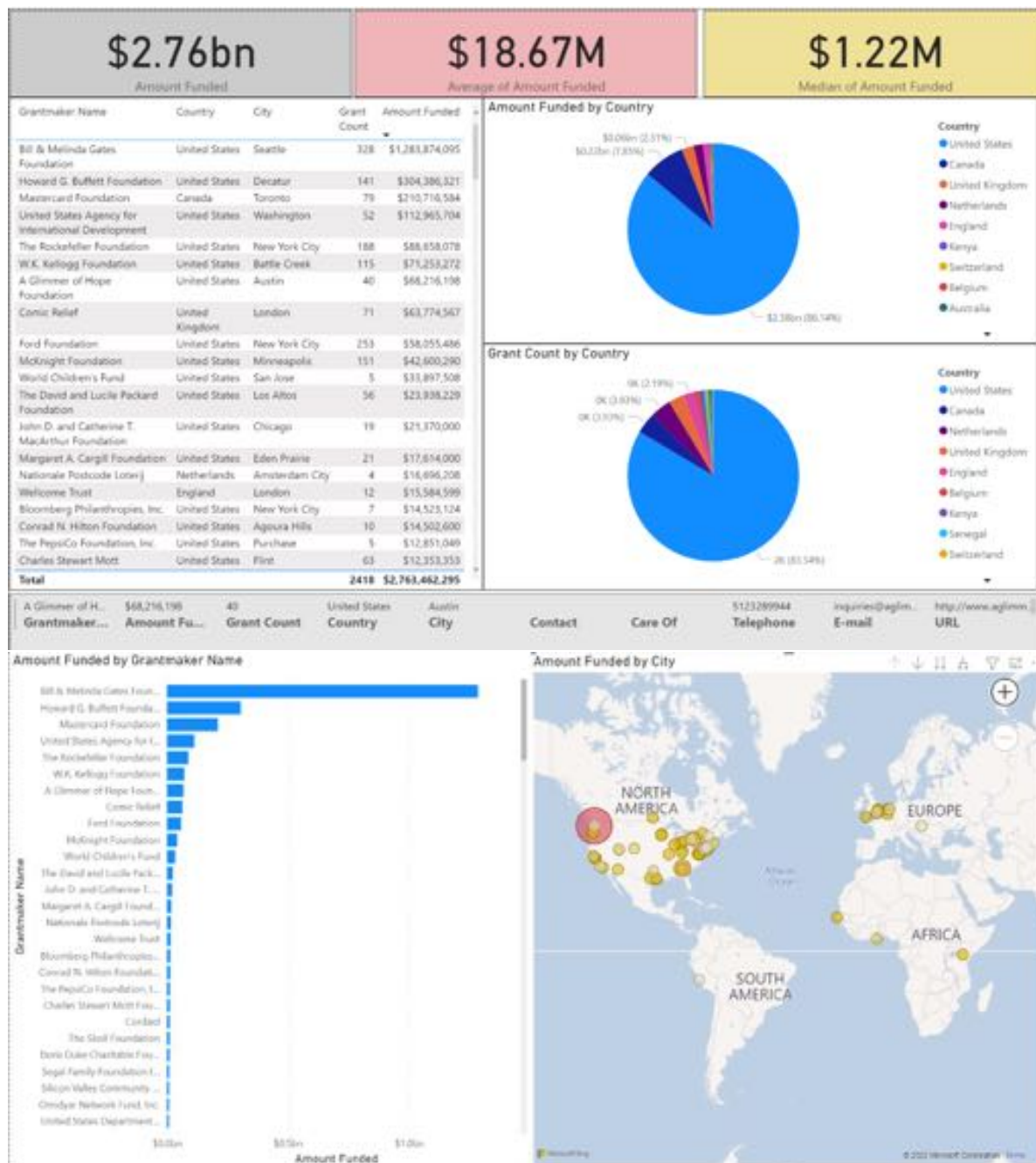
## Corporate Giving Information Table:

Below is the available information on the corporate giving dashboard table:

Grantmaker Name	Country	Amount Funded	Grant Count	Grantmaker Name	Country	Amount Funded	Grant Count
Naspers Limited	South Africa	\$83,447,910	2	ICICI Bank Limited	India	\$245,793	1
Chevron Corporation Contributions Program	United States	\$25,500,000	2	Sbi Dfhi Limited	India	\$209,268	2
Google.org Corporate Giving Program	United States	\$8,101,000	7	McKesson Corporation Contributions Program	United States	\$200,000	1
StartSmall LLC	United States	\$5,290,500	7	SAP SE Corporate Giving Program	Germany	\$184,635	1
BP Angola		\$4,900,000	1	Wells Fargo & Company Contributions Program	United States	\$150,000	1
Bayer AG Corporate Giving Program	Germany	\$4,725,683	4	Broken Hill Proprietary's Corporate Giving Program	Australia	\$140,000	1
BUA Group	Nigeria	\$3,342,680	2	North Eastern Development Finance Corporation Limited	India	\$123,145	20
Bharat Heavy Electricals Limited	India	\$3,271,761	7	National Oil Company of Liberia - Corporate Giving Program	Liberia	\$111,500	2
Microsoft Corporation Contributions Program	United States	\$3,202,383	265	OAS Brazil, S.A. Corporate Giving Program	Brazil	\$107,000	1
Rio Tinto plc Corporate Giving Program	England	\$2,570,000	1	GE Corporate Giving Program	United States	\$100,000	1
Addax Bioenergy Sierra Leone Limited Corporate Giving Program	Sierra Leone	\$1,000,000	1	Cica Motors Liberia Corporate Giving Program	Liberia	\$97,000	1
African Rainbow Minerals Ltd. Corporate Giving Program	South Africa	\$1,000,000	1	Janalakshmi Financial Services Limited	India	\$91,585	3
Kaiser Permanente Corporate Giving Program	United States	\$1,000,000	2	HDFC Standard Life Insurance Company Limited	India	\$79,177	2
North Eastern Electric Power Corpn Ltd	India	\$865,551	25	Chem-Trend Chemicals Company Private Limited	India	\$73,728	2
Abisa Bank Limited	South Africa	\$821,078	1	Newmont Ghana Corporate Giving Program	Ghana	\$68,376	1
Standard Chartered Bank Corporate Giving Program	England	\$670,000	1	Robert Bosch Engineering And Business Solutions Private Limi	India	\$66,508	5
Bridgestone Americas, Inc. Corporate Giving Program	United States	\$500,000	1	SRF Limited	India	\$64,545	1
Dewan Housing Finance Corporation Limited	India	\$466,260	2	Muthoot Fincorp Limited	India	\$62,789	1
Aditya Birla Sun Life Insurance Company Limited	India	\$348,321	2	Ikea Services India Private Limited	India	\$62,468	1
Kosmos Energy Ghana Limited Corporate Giving Program	Ghana	\$325,000	1	Multi Commodity Exchange of India Limited	India	\$53,098	1
Merck KGaA Corporate Giving Program	Germany	\$313,000	1	Prb Metlife India Insurance Company Limited	India	\$51,388	1
Yayasan Sime Darby Corporate Giving Program	Malaysia	\$312,220	2	Kodu Holdings SA Corporate Giving Program	Sierra Leone	\$50,057	1
Seplat Petroleum Development Company Plc., Corporate Giving Program	Nigeria	\$305,600	1	Spicer India Private Limited	India	\$48,413	1
Abbott Laboratories Corporate Giving Program	United States	\$250,000	1	The Oriental Insurance Company Limited	India	\$39,043	1
Grantmaker Name	Country	Amount Funded	Grant Count	Grantmaker Name	Country	Amount Funded	Grant Count
Aditya Birla Finance Limited	India	\$38,668	1	Nokia India Sales Private Limited	India	\$9,995	1
IAMGOLD Corporation Corporate Giving Program	Canada	\$35,000	1	Indian Oil Corporation Limited	India	\$9,370	1
Access Bank Plc Corporate Giving Program	Nigeria	\$32,653	3	Kajaria Ceramics Limited	India	\$9,370	1
Gabriel India Limited	India	\$32,615	2	Microsoft Corporation (India) Pvt Ltd	India	\$9,370	1
Ace Manufacturing Systems Limited	India	\$32,481	2	Motilal Oswal Securities Limited	India	\$9,370	1
Pacific International Lines Ltd. Corporate Giving Program	Singapore	\$30,000	1	Technip India Limited	India	\$9,281	2
Eoac Limited	India	\$29,508	2	Motilal Oswal Financial Services Limited	India	\$9,280	1
Tpg Capital India Private Limited	India	\$28,603	1	Shemaroo Entertainment Limited	India	\$9,280	1
VIVO Energy Guinea Corporate Giving Program	Guinea	\$28,200	1	Ceb India Private Limited	India	\$8,980	1
Johns Deere India Private Limited	India	\$28,111	1	Karnataka Power Corporation Limited	India	\$8,643	2
ECL Finance Limited	India	\$26,549	1	Bengal Finance and Investment Private Limited	India	\$7,809	1
Indian Energy Exchange Limited	India	\$26,549	1	Nomura Fixed Income Securities Private Limited	India	\$7,809	1
Rgvn (North East) Microfinance Limited	India	\$25,894	5	Warren Tea Limited	India	\$7,809	1
Rural Electrification Corporation Limited Contributions Program	India	\$25,070	2	Badulpar Ltd	India	\$7,734	1
Dawnus International Corporate Giving Program	Wales	\$25,000	1	Kuehne + Nagel Private Limited	India	\$7,734	1
Kama Realty (Delhi) Limited	India	\$24,288	3	Omori India Private Limited	India	\$7,734	1
Apache Design Solutions Private Limited	India	\$23,201	1	Engineering Projects (India) Limited	India	\$7,199	1
S C Johnson Products Private Limited	India	\$22,400	3	Adani Township & Real Estate Company Private Limited	India	\$7,153	1
Ansys Software Private Limited	India	\$22,254	3	Wadhawan Global Capital Private Limited	India	\$6,991	1
Edelweiss Financial Services Limited	India	\$20,302	1	Can Fin Homes Limited	India	\$6,937	7
Matrix India Entertainment Consultants Private Limited	India	\$18,710	2	Blue Horizon (SL) Corporate Giving Program, Ltd	England	\$5,688	1
DreamOval Limited	Ghana	\$17,241	1	Bridgestone Corporation Contributions Program	Japan	\$5,150	1
Viway Tanks and Vessels Private Limited	India	\$17,105	1	Abharan Jewellers Private Limited	India	\$4,915	7
B & A Limited	India	\$13,433	4	Shoft Shipyard Private Limited	India	\$4,685	2
Assam Gas Company Ltd	India	\$12,593	3	Navigant Bpm (India) Private Limited	India	\$4,641	3
Krg India Private Limited	India	\$12,494	1	Hyundai Motor India Limited	India	\$4,529	1
Laxmi Publications Private Limited	India	\$11,713	2	Fedbank Financial Services Limited	India	\$4,037	1
Mitsui O.S.K. Lines Ltd. Corporate Giving Program	Japan	\$10,000	1	Zinnov Management Consulting Private Limited	India	\$3,123	1
				Knight Riders Sports Private Limited	India	\$1,562	1
				M.K.Aarotech Private Limited	India	\$1,562	1

## Agriculture Dashboard:

This is the dashboard provided in the Power BI file. It provides information on the Total Amount Funded, Average Amount Funded, and Median Amount Funded by organizations that have grants that are focused on Sub-Saharan Africa. The filter criteria were organizations that have funded greater than \$100,000, are agriculture and pastoralist focused, and have a program focus on Sub-Saharan Africa. Additionally, the dashboard shows the count of Grantmakers by country, as well as the amount funded by country, where these organizations are located, and total giving by entity. The data was retrieved from the Foundation Direct Online tool by Candid. The data is from the last 7 years of recorded giving.



## Agriculture Information Table:

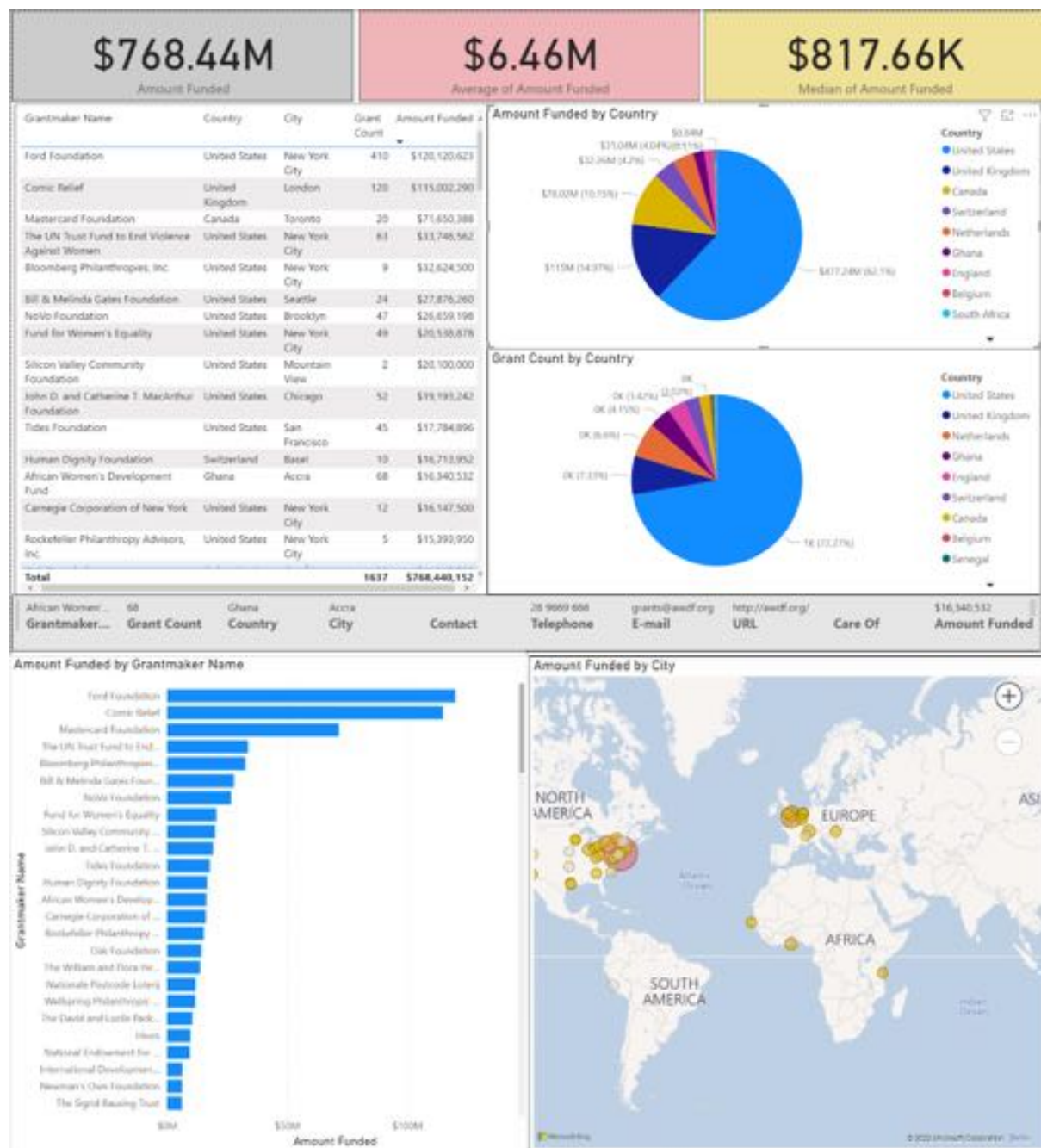
Below is the available information on the agriculture dashboard table:

Grantmaker Name	Country	City	Grant Count	Amount Funded	Grantmaker Name	Country	City	Grant Count	Amount Funded
Bill & Melinda Gates Foundation	United States	Seattle	328	\$1,283,874,095	Omidyar Network Fund, Inc.	United States	Redwood City	13	\$8,714,857
Howard G. Buffett Foundation	United States	Decatur	141	\$304,386,321	United States Department of Health and Human Services	United States	Washington	14	\$8,625,525
Mastercard Foundation	Canada	Toronto	79	\$210,716,584	Alliance for a Green Revolution in Africa	Kenya	Westlands	19	\$7,781,950
United States Agency for International Development	United States	Washington	52	\$112,965,704	The Christensen Fund	United States	San Francisco	28	\$7,711,952
The Rockefeller Foundation	United States	New York City	188	\$88,658,078	The Leona M. and Harry B. Helmsley Charitable Trust	United States	New York City	9	\$7,548,280
W.K. Kellogg Foundation	United States	Battle Creek	115	\$71,253,272	Stichting IKEA Foundation	Netherlands	Leiden	1	\$7,000,000
A Glimmer of Hope Foundation	United States	Austin	40	\$68,216,198	Hivos	Netherlands	The Hague	26	\$6,509,168
Comic Relief	United Kingdom	London	71	\$63,774,567	Michael B. Susan Dell Foundation	United States	Austin	17	\$6,000,885
Ford Foundation	United States	New York City	253	\$58,055,486	Mulago Foundation	United States	New York City	21	\$5,750,000
McKnight Foundation	United States	Minneapolis	151	\$42,600,290	Fund for Women's Equality	United States	New York City	19	\$5,557,671
World Children's Fund	United States	San Jose	5	\$33,897,508	Barri Foundation	United States	Boston	14	\$5,545,000
The David and Lucile Packard Foundation	United States	Los Altos	56	\$23,938,229	National Science Foundation	United States	Alexandria	4	\$5,254,225
John D. and Catherine T. MacArthur Foundation	United States	Chicago	19	\$21,370,000	Oak Foundation	Switzerland	Genève	8	\$5,105,006
Margaret A. Cargill Foundation	United States	Eden Prairie	21	\$17,614,000	Bayer Fund	United States	St. Louis	19	\$4,494,130
Nationale Postcode Loterij	Netherlands	Amsterdam City	4	\$16,696,208	International Development Research Centre	Canada	Ottawa	11	\$4,207,580
Wellcome Trust	England	London	12	\$15,584,599	The Nu Skin Force for Good Foundation	United States	Provo	8	\$4,198,915
Bloomberg Philanthropies, Inc.	United States	New York City	7	\$14,523,124	The William and Flora Hewlett Foundation	United States	Menlo Park	8	\$3,844,000
Conrad N. Hilton Foundation	United States	Agoura Hills	10	\$14,502,600	The Tudor Trust	England	London	27	\$3,825,681
The PepsiCo Foundation, Inc.	United States	Purchase	5	\$12,851,049	King Baudouin Foundation	Belgium	Brussels	21	\$3,727,253
Charles Stewart Mott Foundation	United States	Flint	63	\$12,353,353	NIKE Foundation	United States	Beaverton	11	\$3,525,648
Cordaid	Netherlands	The Hague	46	\$12,044,104	Anonymous Australian Funders	Australia		7	\$3,458,545
The Skoll Foundation	United States	Palo Alto	15	\$11,785,000	The Stone Family Foundation	England	London	4	\$3,447,870
Doris Duke Charitable Foundation	United States	New York City	1	\$11,100,000	Tides Foundation	United States	San Francisco	21	\$3,445,904
Segal Family Foundation Inc	United States	Warren Township	51	\$9,764,517	Banyan Tree Foundation	United States	Washington	18	\$3,185,994
Silicon Valley Community Foundation	United States	Mountain View	32	\$9,363,881	Sustainable Growers	United States	Portland	3	\$3,137,429
Omidyar Network Fund, Inc.	United States	Redwood City	13	\$8,714,857	The National Lottery Community Fund	England	London	4	\$2,940,990
					Wellspring Philanthropic Fund	United States	New York City	8	\$2,811,600

Grantmaker Name	Country	City	Grant Count	Amount Funded	Grantmaker Name	Country	City	Grant Count	Amount Funded
NoVo Foundation	United States	Brooklyn	2	\$2,587,914	The Andrew W. Mellon Foundation	United States	New York City	3	\$1,177,000
The Lemelson Foundation	United States	Portland	10	\$2,580,534	Arcus Foundation	United States	New York City	5	\$1,169,750
Rio Tinto plc Corporate Giving Program	England	London	1	\$2,570,000	Anonymous Funder 13	England	London	3	\$1,148,071
Horace W. Goldsmith Foundation	United States	New York City	12	\$2,516,667	Foundation for a Just Society	United States	New York City	4	\$1,050,000
J. P. Fletcher Foundation, Inc.	United States	Cambridge	1	\$2,500,000	General Mills Foundation	United States	Minneapolis	5	\$1,040,000
Laudes Foundation	Netherlands	Amsterdam	2	\$2,411,137	Bernard van Leer Foundation	Netherlands	The Hague	6	\$1,034,194
New Field Foundation	United States	San Rafael	14	\$2,210,882	Humanity United	United States	San Francisco	3	\$1,006,000
Whole Planet Foundation	United States	Austin	6	\$2,135,465	Freepart-McMoran Foundation	United States	Phoenix	2	\$1,000,000
The Vibrant Village Foundation	United States	Portland	11	\$2,046,829	The Case Foundation	United States	Washington	1	\$1,000,000
The Pershing Square Foundation	United States	New York City	4	\$2,000,000	The Coca-Cola Foundation, Inc.	United States	Atlanta	1	\$1,000,000
Open Society Institute	United States	New York City	3	\$1,953,150	The Valhalla Charitable Foundation	United States	Woodside	4	\$960,000
Catalyst for Peace	United States	Falmouth	3	\$1,787,821	Colon Family Foundation	United States	Ridgefield	2	\$950,000
John Templeton Foundation	United States	West Conshohocken	2	\$1,620,605	The Kroger Co. Zero Hunger Zero Waste Foundation	United States	Cincinnati	1	\$950,000
Annenberg Foundation	United States	Conshohocken	1	\$1,500,000	Cimate Justice Resilience Fund	United States	Washington	3	\$926,000
United States defense Threat Reduction Agency	United States	Fort Belvoir	1	\$1,457,522	Cisco Systems Foundation	United States	San Jose	5	\$900,000
Canadian Foodgrains Bank Association Inc.	Canada	Winnipeg	2	\$1,414,555	Greater Houston Community Foundation	United States	Houston	4	\$900,000
United States Foreign Agricultural Service	United States	Washington	2	\$1,375,000	ExxonMobil Foundation	United States	The Woodlands	3	\$885,000
Fidelity Investments Charitable Gift Fund	United States	Boston	5	\$1,371,900	African Women's Development Fund	Ghana	Accra	5	\$785,300
King Baudouin Foundation United States	United States	New York City	6	\$1,316,095	Greater Impact Foundation	United States	Melville	5	\$750,000
Carnegie Corporation of New York	United States	New York City	4	\$1,297,300	New York Community Trust	United States	New York City	4	\$750,000
The Skoll Fund	United States	Mountain View	1	\$1,250,000	Robertson Foundation	United States	New York City	2	\$750,000
Mathile Family Foundation	United States	Dayton	5	\$1,239,111	The UN Trust Fund to End Violence Against Women	United States	New York City	1	\$750,000
Southern Africa Trust	South Africa	Kyalami	8	\$1,198,603	Alliance for Open Society International Inc.	United States	New York City	2	\$703,635
TrustAfrica	Senegal	Dakar	11	\$1,193,405	Bohemian Foundation	United States	Fort Collins	5	\$700,000
Tamalpais Trust	United States	San Rafael	4	\$1,180,000	Both ENDS Foundation	Netherlands	Amsterdam	3	\$656,773
					Marin Community Foundation	United States	Novato	3	\$630,345
					The Rees-Jones Foundation	United States	Dallas	3	\$620,000
Grantmaker Name	Country	City	Grant Count	Amount Funded					
Foundation to Promote Open Society	United States	New York City	3	\$598,029	Town Creek Foundation, Inc.	United States	Easton	2	\$319,000
Open Society Foundations	United States	New York City	4	\$561,321	Malialis Initiatives Inc.	United States	Underhill	1	\$303,500
United States Agricultural Research Service	United States	Washington	2	\$557,168	American Jewish World Service, Inc.	United States	New York City	3	\$300,000
Gordon and Betty Moore Foundation	United States	Palo Alto	1	\$500,000	International Indigenous Women's Forum	Peru	Lima	2	\$279,500
The Starbucks Foundation	United States	Seattle	1	\$500,000	Open Philanthropy Project	United States	San Francisco	2	\$267,766
Stichting DOEN	Netherlands	Amsterdam	1	\$490,312	Elton John AIDS Foundation, Inc.	United States	New York City	2	\$266,989
The Schmidt Family Foundation	United States	Palo Alto	2	\$475,000	Izumi Foundation	United States	Boston	2	\$258,750
David Weekley Family Foundation	United States	Houston	2	\$450,000	Anonymous 5	England		1	\$254,405
Arie and Ida Crown Memorial	United States	Chicago	3	\$425,000	Alexia M. Leuschen Charitable Foundation	United States	New York City	1	\$250,000
Evangelical Lutheran Church in Canada - Eastern Synod	Canada	Kitchener	2	\$412,262	Good Ventures	United States	Mountain View	1	\$250,000
Deerfield Partnership Foundation	United States	New York City	2	\$400,000	RSF Social Finance	United States	San Francisco	1	\$250,000
The Draper Richards Foundation	United States	Menlo Park	4	\$400,000	The Craig and Susan McCaw Foundation	United States	Kirkland	1	\$250,000
The Flatley Foundation	United States	Braintree	1	\$400,000	Johnson & Johnson Foundation, Inc.	United States	New Brunswick	1	\$248,239
The Ray and Tye Noorda Foundation	United States	London	1	\$400,000	Humanitarian Coalition / Coalition Humanitaire	Canada	Ottawa	1	\$244,929
The Swift Foundation	United States	Santa Barbara	2	\$400,000	Rockefeller Brothers Fund, Inc.	United States	New York City	2	\$240,000
Viv Healthcare	England	Brentford	1	\$395,241	Epic Foundation, Inc.	United States	New York City	1	\$225,000
Fund for Global Human Rights, Inc.	United States	Washington	3	\$390,150	William and Lesley King Foundation	United States	Stamford	1	\$225,000
Mama Cash	Netherlands	Amsterdam	3	\$386,366	National Endowment for Democracy	United States	Washington	2	\$221,230
United States Institute of Peace	United States	Washington	3	\$377,625	Women Win	Netherlands	Amsterdam	2	\$209,433
Open Society Institute Budapest Foundation	Hungary	Budapest	2	\$372,500	International Women's Health Coalition	United States	New York City	2	\$200,000
Friends of Barefoot College	Switzerland	Genève	1	\$347,767					
Child Relief International Foundation	United States	New York City	2	\$347,500					
Open Road Alliance	United States	Mountain View	3	\$337,389					
FEMI	Netherlands	Baarn	1	\$323,556					
				<b>Total</b>					<b>2418 \$2,763,462,295</b>

## Women's Empowerment Dashboard:

This is the dashboard provided in the Power BI file. It provides information on the Total Amount Funded, Average Amount Funded, and Median Amount Funded by organizations that have grants that are focused on Sub-Saharan Africa. The filter criteria were organizations that have funded greater than \$100,000, are women's empowerment focused, and have a program focus on Sub-Saharan Africa. Additionally, the dashboard shows the count of Grantmakers by country, as well as the amount funded by country, where these organizations are located, and total giving by entity. The data was all pulled from the Foundation Direct Online tool by Candid. The data is from the last 7 years of recorded giving.



## Women's Empowerment Information Table:

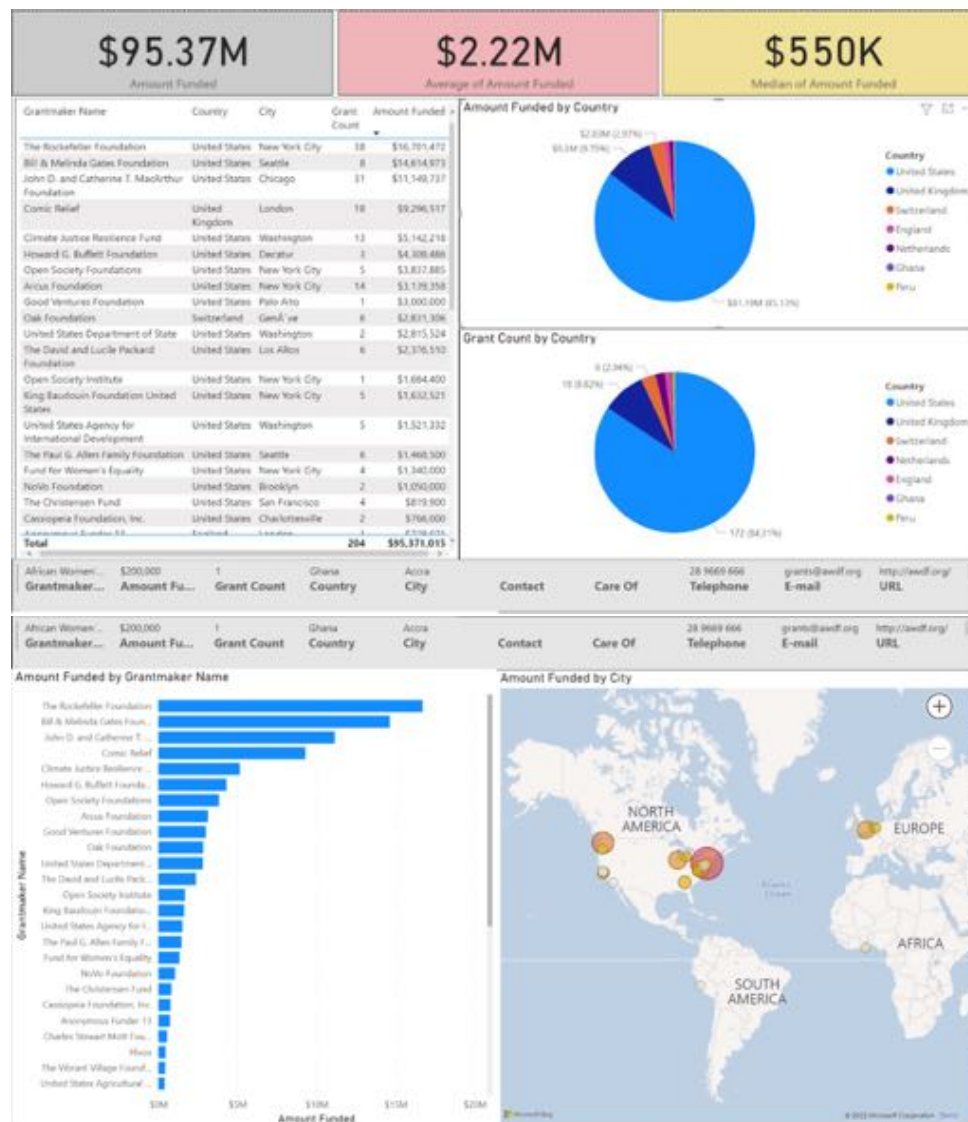
Below is the available information on the women's empowerment dashboard table:

Grantmaker Name	Country	City	Grant Count	Amount Funded	Grantmaker Name	Country	City	Grant Count	Amount Funded
Ford Foundation	United States	New York City	410	\$120,120,623	National Endowment for Democracy	United States	Washington	25	\$9,461,678
Comic Relief	United Kingdom	London	120	\$115,002,290	International Development Research Centre	Canada	Ottawa	13	\$6,367,084
Mastercard Foundation	Canada	Toronto	20	\$71,650,388	Newman's Own Foundation	United States	Westport	15	\$6,260,000
The UN Trust Fund to End Violence Against Women	United States	New York City	63	\$33,746,562	The Sigrid Rausing Trust	England	London	40	\$6,169,030
Bloomberg Philanthropies, Inc.	United States	New York City	9	\$32,624,500	The Goldman Sachs Foundation	United States	New York City	16	\$6,007,263
Bill & Melinda Gates Foundation	United States	Seattle	24	\$27,876,260	American Jewish World Service, Inc.	United States	New York City	39	\$5,803,538
NoVo Foundation	United States	Brooklyn	47	\$26,659,198	Segal Family Foundation Inc	United States	Warren Township	32	\$5,144,101
Fund for Women's Equality	United States	New York City	49	\$20,338,878	Cordaid	Netherlands	The Hague	26	\$5,119,079
Silicon Valley Community Foundation	United States	Mountain View	2	\$20,100,000	Foundation for a Just Society	United States	New York City	25	\$5,102,000
John D. and Catherine T. MacArthur Foundation	United States	Chicago	52	\$19,193,242	NIKE Foundation	United States	Beaverton	10	\$3,702,380
Tides Foundation	United States	San Francisco	45	\$17,784,896	Conrad N. Hilton Foundation	United States	Agoura Hills	6	\$3,700,000
Human Dignity Foundation	Switzerland	Basel	10	\$16,713,952	The Theodore J Forstmann Charitable Tr	United States	New York City	3	\$3,410,000
African Women's Development Fund	Ghana	Accra	68	\$16,340,532	Vivv Healthcare	England	Brentford	6	\$2,795,124
Carnegie Corporation of New York	United States	New York City	12	\$16,147,500	New Field Foundation	United States	San Rafael	18	\$2,792,658
Rockefeller Philanthropy Advisors, Inc.	United States	New York City	5	\$15,393,950	W.K. Kellogg Foundation	United States	Battle Creek	6	\$2,376,000
Oak Foundation	Switzerland	Genève	30	\$14,243,502	United States Agency for International Development	United States	Washington	5	\$2,092,956
The William and Flora Hewlett Foundation	United States	Menlo Park	18	\$13,804,000	The Rockefeller Foundation	United States	New York City	8	\$1,994,662
Nationale Postcode Loterij	Netherlands	Amsterdam	2	\$11,933,594	Charles Stewart Mott Foundation	United States	Flint	16	\$1,870,000
Wellspring Philanthropic Fund, Inc.	United States	New York City	62	\$11,758,955	Open Society Foundations	United States	New York City	12	\$1,838,524
The David and Lucile Packard Foundation	United States	Los Altos	25	\$10,560,233	King Baudouin Foundation	Belgium	Brussels	7	\$1,681,045
Hivos	Netherlands	The Hague	52	\$9,811,418	The Cummins Foundation	United States	Columbus	1	\$1,570,690
Grantmaker Name	Country	City	Grant Count	Amount Funded	StartSmall LLC	United States	San Francisco	2	\$1,500,000
Foundation to Promote Open Society	United States	New York City	8	\$1,397,585	Mama Cash	Netherlands	Amsterdam	12	\$1,489,124
The Merck Company Foundation	United States	Kenilworth	1	\$1,250,000	Climate Justice Resilience Fund	United States	Washington	4	\$1,484,000
The National Lottery Community Fund	England	London	2	\$1,238,980	Erik E. and Edith H. Bergstrom	United States	Palo Alto	2	\$1,468,897
Anonymous Funder 13	England	London	2	\$1,182,246	Grantmaker Name	Country	City	Grant Count	Amount Funded
Southern Africa Trust	South Africa	Kyalami	3	\$1,128,358	ImpactAssets, Inc.	United States	Bethesda	5	\$626,250
The Global Fund for Women, Inc.	United States	San Francisco	4	\$1,110,572	Roy and Patricia Disney Family Foundation	United States	Burbank	4	\$600,000
Open Society Institute	United States	New York City	9	\$1,116,593	Humanity United	United States	San Francisco	3	\$583,750
Annenberg Foundation	United States	Conshohocken	3	\$1,000,040	The Schooner Foundation	United States	Boston	2	\$505,028
Freeport-McMoran Foundation	United States	Phoenix	2	\$1,000,000	The Freedom Fund (UK)	England	London	3	\$492,694
The Foundation for Civil Society	Tanzania	Dares Salaam	4	\$997,258	Pro Victimis Foundation	Switzerland	Genève	2	\$490,000
The Kroger Co. Zero Hunger Zero Waste Foundation	United States	Cincinnati	1	\$950,000	Both ENDS Foundation	Netherlands	Amsterdam	2	\$463,933
Women Win	Netherlands	Amsterdam	7	\$925,705	United States Department of State	United States	Washington	3	\$457,344
TrustAfrica	Senegal	Dakar	5	\$843,060	Womanity Foundation	Switzerland	Carouge	3	\$457,320
The Pentair Foundation	United States	Golden Valley	4	\$817,655	United States Institute of Peace	United States	Washington	4	\$441,543
ExxonMobil Foundation	United States	The Woodlands	3	\$789,184	Ray of Light Foundation	United States	Los Angeles	3	\$428,450
Anonymous 5	England		2	\$779,145	Alliance for Open Society International Inc.	United States	New York City	1	\$422,181
The Coca-Cola Foundation, Inc	United States	Atlanta	4	\$750,000	The Leona M. and Harry B. Helmsley Charitable Trust	United States	New York City	1	\$402,000
Open Society Institute Budapest Foundation	Hungary	Budapest	2	\$745,777	Morris and Alma Schapiro Fund	United States	New York City	2	\$400,000
The Sophie Stenbeck Family Foundation	United States	New York City	3	\$745,000	The Ray and Tye Noorda Foundation	United States	London	1	\$400,000
Mensen met een Missie	Netherlands	The Hague	5	\$705,046	The M.A.C. AIDS Fund	United States	New York City	2	\$353,436
Grant Me the Wisdom Foundation	United States	Houston	4	\$702,588	The Global Fund to Fight AIDS, Tuberculosis and Malaria	Switzerland	Genève	1	\$352,500
One World Children's Fund	United States	San Francisco	2	\$651,128	Trust Fund for Victims, International Criminal Court	Netherlands	The Hague	1	\$350,000
GHR Foundation	United States	Minneapolis	1	\$649,097	McKnight Foundation	United States	Minneapolis	3	\$332,000
ImpactAssets, Inc.	United States	Bethesda	5	\$626,250	Gordon and Betty Moore Foundation	United States	Palo Alto	1	\$300,000
					The Greenbaum Foundation	United States	West Hollywood	3	\$300,000
					The Christensen Fund	United States	San Francisco	1	\$260,000
					The Oak Foundation U.S.A.	United States	San Francisco	2	\$256,355

Grantmaker Name	Country	City	Grant Count	Amount Funded
Charles and Lynn Schusterman Family Philanthropies	United States	Tulsa	1	\$250,000
Bernard van Leer Foundation	Netherlands	The Hague	1	\$241,134
Peace Direct	England	London	1	\$236,083
Fidelity Investments Charitable Gift Fund	United States	Boston	1	\$224,903
Arcus Foundation	United States	New York City	1	\$200,000
M K Reichert Sternlicht Foundation	United States	Wilmington	2	\$200,000
Passport Foundation	United States	Wilmington	1	\$200,000
The Susan Thompson Buffett Foundation	United States	Omaha	1	\$200,000
Three Graces Foundation, Inc.	United States	Angwin	2	\$200,000
Elton John AIDS Foundation, Inc.	United States	New York City	1	\$162,356
King Baudouin Foundation United States	United States	New York City	1	\$152,290
The Patrick J. McGovern Foundation, Inc.	United States	Boston	1	\$150,000
The Robert Wood Johnson Foundation	United States	Princeton	1	\$150,000
KIDS-The Finnish NGO Foundation for Human Rights	Finland	Helsinki	1	\$133,279
International Indigenous Women's Forum	Peru	Lima	1	\$124,500
Levi Strauss Foundation	United States	San Francisco	1	\$120,000
Public Welfare Foundation, Inc.	United States	Washington	1	\$120,000
Makasli Initiatives Inc	United States	Underhill	1	\$112,500
AgroEcology Fund	United States	San Francisco	1	\$100,000
Child Relief International Foundation	United States	New York City	1	\$100,000
Deerfield Partnership Foundation	United States	New York City	1	\$100,000
Open Road Alliance	United States	Mountain	1	\$100,000
Regals Foundation	United States	New York City	1	\$100,000
The Andrew W. Mellon Foundation	United States	New York City	1	\$100,000
The Boston Foundation	United States	Boston	1	\$100,000
The Skoll Foundation	United States	Palo Alto	1	\$100,000
Wallace Global Fund II	United States	Washington	1	\$100,000
<b>Total</b>			<b>1637</b>	<b>\$768,440,152</b>

## Climate Dashboard:

This is the dashboard provided in the Power BI file. It provides information on the Total Amount Funded, Average Amount Funded, and Median Amount Funded by organizations that have grants that are focused on Sub-Saharan Africa. The filter criteria were organizations that have funded greater than \$100,000, are climate change focused, and have a program focus on Sub-Saharan Africa. Additionally, the dashboard shows the count of Grantmakers by country, as well as the amount funded by country, where these organizations are located, and total giving by entity. The data was all pulled from the Foundation Direct Online tool by Candid. The data is from the last 7 years of recorded giving.



### Climate Information Table:

Below is the available information on the climate dashboard table:

Grantmaker Name	Country	City	Grant Count	Amount Funded
The Rockefeller Foundation	United States	New York City	38	\$16,701,472
Bill & Melinda Gates Foundation	United States	Seattle	8	\$14,614,973
John D. and Catherine T. MacArthur Foundation	United States	Chicago	31	\$11,149,737
Comic Relief	United Kingdom	London	18	\$9,296,517
Climate Justice Resilience Fund	United States	Washington	13	\$5,142,218
Howard G. Buffett Foundation	United States	Decatur	3	\$4,308,486
Open Society Foundations	United States	New York City	5	\$3,837,885
Arcus Foundation	United States	New York City	14	\$3,139,358
Good Ventures Foundation	United States	Palo Alto	1	\$3,000,000
Oak Foundation	Switzerland	Genève	6	\$2,831,306
United States Department of State	United States	Washington	2	\$2,815,524
The David and Lucile Packard Foundation	United States	Los Altos	6	\$2,376,510
Open Society Institute	United States	New York City	1	\$1,684,400
King Baudouin Foundation United States	United States	New York City	5	\$1,632,521
United States Agency for International Development	United States	Washington	5	\$1,521,332
The Paul G. Allen Family Foundation	United States	Seattle	6	\$1,468,500
Fund for Women's Equality	United States	New York City	4	\$1,340,000
NoVo Foundation	United States	Brooklyn	2	\$1,050,000
The Christensen Fund	United States	San Francisco	4	\$819,900
Cassiopeia Foundation, Inc.	United States	Charlottesville	2	\$766,000
Anonymous Funder 13	England	London	1	\$728,071
Charles Stewart Mott Foundation	United States	Flint	2	\$550,000
Hivos	Netherlands	The Hague	2	\$453,326
The Vibrant Village Foundation	United States	Portland	3	\$432,000
United States Agricultural Research Service	United States	Washington	1	\$398,988
Ford Foundation	United States	New York City	2	\$395,169
New York Community Trust	United States	New York City	1	\$350,000
Cordaid	Netherlands	The Hague	2	\$291,221
The Leona M. and Harry B.	United States	New York City	2	\$261,036
Wellcome Trust	England	London	1	\$258,921
The William and Flora Hewlett Foundation	United States	Menlo Park	1	\$245,000
African Women's Development Fund	Ghana	Accra	1	\$200,000
Humanity United	United States	San Francisco	1	\$200,000
Open Philanthropy Project	United States	San Francisco	1	\$167,766
International Indigenous Women's Forum	Peru	Lima	1	\$124,500
Gordon and Betty Moore Foundation	United States	Palo Alto	1	\$109,252
Foundation to Promote Open Society	United States	New York City	1	\$108,029
United States Institute of Peace	United States	Washington	1	\$101,097
Annenberg Foundation	United States	Conshohocken	1	\$100,000
Full Circle Fund	United States	Oakland	1	\$100,000
New Field Foundation	United States	San Rafael	1	\$100,000
Tamalpais Trust	United States	San Rafael	1	\$100,000
The Knight Family Foundation	United States	Lake Forest	1	\$100,000
<b>Total</b>			<b>204</b>	<b>\$95,371,015</b>

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