

## EXECUTIVE SUMMARY

### Executive Summary: 150 Words

UNICEF executive director James Grant called it the “silent emergency” (1987). World leaders twice agreed to address it (1990 and 2000). But goals set were not met (target dates: 2000 and 2015). Now a new goal target is set: 2030-2035. Something needs to change. Otherwise this source of global grief, associated with instability and even overpopulation will continue. Experts say children under five do not need to die at horrific rates from preventable causes. What to do? Mobilize perhaps the largest identity group in the U.S. that controls the equivalent of the third largest GDP in the world. Although it’s been losing market share, the historically Christian church, spanning many traditions, still has powerful potential, and a shared moral base that advanced abolition, and child labor, prison, and mental health reforms. Our proposal: Mobilize churches to close the gap between the goal and the actual rate of global child deaths.

150 words

## YOUR TEAM: WHO ARE YOU?

### Team Purpose (150 words)

Since 1972, empty tomb has served as a catalyst, mobilizing a broad array of churches to address needs in Jesus’ name. Locally, churches coordinate efforts to serve poor neighbors. Nationally, after 30 years of trials, empty tomb developed a way to help congregations expand missions outreach. That’s significant since empty tomb’s nationally-recognized research shows congregations turning inward since 1968. empty tomb works with dozens of denominations regarding statistics. The staff works through existing church infrastructures to encourage focus, build consensus, and address needs about which the whole church can agree. A Lilly Endowment senior official once told us that the name association meant as much as the 1993-1995 grant money that helped empty tomb catalyze a national stewardship discussion. The MacArthur Foundation can provide both money and the name association to assist empty tomb to mobilize churches to help close the goal and actual global child death rate gap.

149 words

### Team Structure (200 words)

On a day-to-day basis, the team will be supervised by Sylvia Ronsvalle, Executive Vice President, with general oversight by John Ronsvalle, CEO. The Board of Directors members are listed on the attachment. Additional staff will be hired for tasks to implement grant activities, including overseeing activities of the contracted professional service representatives. Some of the denominational contacts, national church figures, and para-church leaders will form a National Advisory Committee, and experts in the area of reducing global child deaths will be key participants in the discussions. Using the model refined over decades, empty tomb will serve in a catalyst role. With the assistance of professionals and church leaders, the goal is to launch a campaign to raise additional money, and serve to draw together leaders to help distribute funds through church and para-church structures, targeted to close the gap between the goal and actual global Under-5 Mortality Rate (U5MR).

149 words

## Team Collaboration

Is the team a collaboration between two or more organizations? No.

## WHAT'S THE PROBLEM & HOW WILL YOU SOLVE IT?

### The Problem Statement (250 words)

During 95 years, 1900 -1995, wars claimed 109,745,500 civilian and military casualties. During 25 years, 1990-2015, when world leaders declared reduction of the Under-5 Mortality Rate (U5MR) a priority, an estimated 230 million children died before their fifth birthdays, many from preventable causes. In 1990, world leaders set the goal to reduce, by 2000, the U5MR (per 1,000 live births) by a third. In 2000, when that goal was not met, the Millennium Development Goals set a new reduction goal for 2015. Again, the world did not keep its promise. A result: In 2015, parents grieved the deaths of an estimated 1,323,824 under-age-five children, children caught in the gap between the goal and the actual data. The problem accompanies instability within and between countries. Demographics suggest a high U5MR aggravates overpopulation. James Grant said the U5MR can be regarded as the best available indicator of a country's social development (1989). Experts say simple known interventions can make the difference. Despite progress as a result of efforts since 1990, children caught in the gap between the goal and the actual numbers still die. What will be different with the 2030-35 goal? "Some within the U.N. have complained that philanthropy so far hasn't played a big enough role in bringing its expertise to bear in reducing infant mortality ..." (Chronicle of Philanthropy, January 2015). Regarding church members' affluence and related potential for good, church leaders evidence John Kenneth Galbraith's term, "uncorrected obsolescence" (1958). Something needs to change to mobilize the potential.

249 words

### Your Solution (250 words)

empty tomb's analysis of US Bureau of Labor Statistics Consumer Expenditure Survey data suggests the church is the seedbed of philanthropy: The under-25 cohort gave 82% of their donations to "church-religious organizations"; advancing age groups added other charities, but "church-religious organizations" still received over 60% (2014). Globally, "... churches ... are the organization at the end of the street or village, which remain when all others have gone" (John Nduna, ACT Alliance). Social problems need the same creativity as: Tech world: "Every single advance has occurred because smart people got in a room and eventually they standardized approaches" (Eric Schmidt, Google holding company); Marketing: U.S. soft drinks: \$65 billion (2012), while \$5 billion more needed annually to close the U5MR gap (The Lancet, 2005) not raised. A catalyst could change theory to action, potential to reality. Our solution includes: 1. Launch a national fundraising campaign to raise additional money to apply to the U5MR reduction. In empty tomb's 2001 survey with 81 denominational responses: 81% agreed members should increase giving through churches to stop, in Jesus' name, preventable global child deaths (<http://www.emptytomb.org/ResponseForm.html>). 2. Work with denominations and para-church leaders on funds distribution, and a "reverse Davos," bringing together workers on the front lines of slow-progress countries, grassroots representatives who can promote increased giving to close the U5MR gap, and informed experts to develop best distribution strategies. empty tomb's 2013 denominational mailing allocated \$5 billion cost among 187 denominations

(<http://www.emptytomb.org/scg11.ExecAnalysis4of4.pdf>). 3. Market and develop empty tomb's congregation-based increased missions giving effort.

250 words

#### Your Tactics and Technology (200 words)

At empty tomb, we know we need help to close the Under-5 Mortality Rate (U5MR) gap: Target the estimated 59% of US population affiliated with churches whose combined U.S. Disposable Personal Income equals \$7.7 trillion (2014) to raise an additional \$5 billion a year to close the U5MR gap. 1. Hire marketing firms to develop print, audio-visual and social media national campaign(s). 2. Invite denominations and para-church groups: to submit proposals for distributing targeted U5MR reduction funds through their channels; and to be listed as options to receive contributions. 3. Develop web system to receive and log designated donations and forward to agencies on approved list. 4. Hold working meetings including church-related distribution agencies and experts (e.g., Johns Hopkins Dept. of International Health; UN Inter-agency Group for Child Mortality Estimation [UN IGME]; National Institutes of Health Fogarty International Center, and Eunice Kennedy Shriver National Institute of Child Health and Human Development) to plot how to address the U5MR in slow-progress countries. 5. Expand the support base for empty tomb's congregation-based effort to increase missions outreach focused on closing the U5MR gap. Points 1-5 are designed to complement current ongoing efforts globally that have contributed to reducing the U5MR so far.

200 words

#### Your Timeline and Key Milestones (250 words)

Before Year 1: Recruit National Advisory Committee and expert child survival consultants. Year 1: Select marketing firms; begin national marketing and fundraising (undetermined amount). Recruit denominational and para-church distribution channels to accept donations. Hold first consultation. Also: distribute some grant money through, and market expansion of related support base of, empty tomb's congregation-based project, Mission Match®. Year 2: Marketing and fundraising: Goal at least \$2 billion more for projects closing the U5MR gap; \$0.2 billion: marketing growth. Distribute raised money through identified channels. Second expert-church leader consultation. Also: distribute money through, and expand support base of, Mission Match. Year 3. Raise and distribute at least \$3 billion more for U5MR reduction; \$0.3 billion: marketing growth. Third expert-church leader consultation: review progress and revise strategies as necessary. Also: continue distribution and support base expansion of Mission Match. Year 4. Raise and distribute at least \$4 billion more for U5MR reduction; \$0.4 billion: marketing growth. Plan strategies for ongoing fundraising beyond the grant. Fourth expert-church leader consultation: review progress and adapt strategies as necessary. Continue with distribution and support base expansion of empty tomb's Mission Match. Year 5: Raise at least \$5 billion more for U5MR reduction; \$0.5 billion: marketing growth. Implement plans to maintain raising the \$5.5 billion in future years. Fifth expert-church leader consultation: map out continuing efforts. Also: distribute funds, and retain and expand the support base for future years of, empty tomb's Mission Match. Year 6. Hold final expert-church leader consultation, evaluate progress and confirm sustainability strategies.

249 words

Evidence of Effectiveness (250 words)

“These findings show that the interventions needed to achieve the millennium development goal of reducing child mortality by two-thirds by 2015 are available, but that they are not being delivered to the mothers and children who need them” (Bellagio Child Survival Study Group, 2003). “Ending preventable child deaths is not an unreachable pipe dream. Rather, based on sound analysis to drive new commitment and more effective programming, it is an eminently achievable goal for the next generation” (Johns Hopkins and National Institutes of Health, 2012). “Despite substantial progress in reducing child mortality, concerted efforts remain necessary to avoid preventable under-5 deaths in the coming years and to accelerate progress in improving child survival further” (UN IGME, 2015). “Here we review the available evidence with a focus on sub-Saharan Africa and Christian FBHPs (faith-based health providers) because little evidence is available for other contexts or other kinds of faith-based groups at present” (The World Bank, et al., 2015). What’s needed: increased commitment, mobilization, and practical delivery solutions to make the difference. The shared moral base among historically Christian churches - - Jesus loves the little children of the world - - with their delivery systems already in place, plus expert input, can provide the additional momentum needed to reach the goal this time. Past movements (e.g., abolition) began in the church and overflowed to the entire society. However, we have found that to bring a broad swath of church traditions together for action, a common bond of Jesus’ directives is necessary.

250 words

Risk Assessment (200 words)

Global governments have affirmed the U5MR reduction goal, so that is not a risk. The solution requires participation from national church offices; our multi-decade involvement communicating with national church offices suggests that’s possible. Twice over 25 years, available solutions have not been sufficient to reduce the gap between the goal and actual U5MR; involving and funding frontline church-related delivery systems in a more coordinated fashion should help. The marketing firms might bring limited vision to, and prejudice against, marketing a social good campaign as opposed to a new consumer product; a preliminary competition to identify selected firms that bring an authentic approach should work, along with results-based bonuses. Some aspects of implementation in the slow-progress countries may be beyond control (wars, plagues), but these will happen whether we try or not. The empty tomb staff is small, and unforeseen tragedy could impact leadership; the small leadership base actually has advantages: 1. The campaign is not designed to be personality-driven. 2. Dependence on professional subcontractors will allow key tasks to continue. 3. Once the basic action outline is clear, and the broad consensus developed, church leaders on the national advisory committee will be able to see the activities through.

198 words

Evaluation (250 words)

1. UNICEF publishes an annual World Under-5 Mortality Rate figure that can be compared with the U5MR reduction goal for a given year. 2. The amount of money raised to be applied to the U5MR reduction efforts can be compared with distributing agencies’ spending reports. 3. Anecdotal evidence will be available from the reports provided by congregations receiving matching funds through empty tomb’s Mission Match for their projects targeting closing the

U5MR gap in slow-progress countries. 4. The number of different donors to close the U5MR gap campaign will indicate how widespread support has become. 5. Various academic and public agencies have been studying and publishing about the U5MR. Their measurements can evaluate whether activities carried on to close the gap between the goal and the actual number of under-5 deaths have done so. 6. empty tomb has analyzed UNICEF, World Health Organization, Countdown's country profiles, citing causes of under-5 mortality, to attribute dollar costs per cause per country (see *The State of Church Giving through 2014*, 26<sup>th</sup> edition, 2016). An outside consultant can determine if money raised is being applied to key causes within each country in keeping with this analysis. To any extent that is not the case, adjustments can be made over the six years of the plan. 7. The sixth year of the plan is for the final consultation, to evaluate implementation and confirm plans for sustaining the funding and projects aimed at eliminating any gap between the goal and U5MR numbers.

246 words

#### Your Previous Performance (250 words)

This proposal builds on earlier empty tomb efforts to mobilize the church for increased impact on global as well as local needs. empty tomb works with a broad spectrum of local congregations in coordinating direct services to people in need in the Champaign-Urbana area. On a national level, most of empty tomb's 26 editions on church giving statistics have explored the potential to increase church giving. Earlier efforts included a map yoking church members in the U.S. with areas of global need, and a cooperative focus among a broad array of local churches on Northeast Brazil. It took 30 years to develop Mission Match; data suggests an increased global focus in some congregations receiving matching contributions. Since the 1980s, empty tomb has worked to identify a target dollar number for preventing global child deaths that could be offered to churches throughout the U.S. as a national goal. With two grants from the Lilly Endowment (1987 and 1993-1995), empty tomb fostered a national stewardship discussion among denominational leaders. With all that experience, we know enough to know we need help, which is why we plan to engage and work extensively with professional experts for specific tasks. The role of empty tomb will be to help catalyze the initiative, and keep the activity narrowly focused on reducing the U5MR rate, not allowing a dilution of attention for causes other than U5MR reduction interventions. Our righteous stubbornness, honed over many years of experience, should be helpful in keeping the project diplomatically on point.

250 words

#### Your Organizational Capacity (200 words)

Additional personnel will need to be hired to serve at the coordinating core of the grant activities. Professional firms will be engaged for specific tasks. Relationships built up with denominational leadership over decades will hopefully provide a broad basis for participation in the campaign. Past efforts over decades to mobilize church resources to reduce U5MR have helped identify dynamics that have limited churches' response so far, and should help develop strategies that account for those dynamics. Given that empty tomb is a small organization, success will clearly depend on the participation of, for example, a broad array of denominations and organizations. Knowing that, those denominations may not see the campaign as a competing organization's effort, and therefore evaluate the campaign on its own merits. Energetic and focused leadership among a small team that serves the broader structures of the church can catalyze an increase in

empty tomb, inc. 100&Change Proposal Text

the priority placed on this heinous ongoing travesty of children dying from preventable causes, tap an expanded concern that the situation be changed, and create a wide sense of ownership, among many individuals and denominations in closing the gap between the goal and actual U5MR numbers.

191 words

Financial Records [Submitted one document with three years of data]

Budget Narrative [Filled in dollar category form on 100&Change Web site]

“Contracted Services,” generally the largest line item, includes marketing and Web design. Grant money not allocated to one of the other line items was allocated to “Contracted Services.” Thus, the six years of the proposal equal \$100,000,000. Seven coordinating staff are in the Personnel line item. “Fringe Benefits” estimates health insurance increased 12% annually. “Travel” includes costs of the six National Advisory Committee meetings, the six church leader and child survival expert consultations, and individual staff meetings with church leaders and experts. After the first year, “Equipment” is minimal. “Materials and Supplies” includes postage, printing, and supplies. “Other Direct Costs” includes annual amounts ranging from \$100,000 to \$200,000 distributed through empty tomb’s Mission Match, to engage congregations in direct Under-5 Mortality Rate (U5MR) interventions, and a program services contingency fund. “Overhead Costs” include a staff accountant/business manager, and a legal/HR/compliance staff person; legal consultation, other operating costs, and an overhead contingency fund. The goal is to raise the priority given to closing the U5MR gap among national church leaders (distribution of money raised through their channels for U5MR interventions), congregations (Mission Match matching contributions), and individuals (involvement by donating). The fundraising goals include an amount to be applied through church-related channels for U5MR interventions, as well as an amount for expanding the marketing effort in the year it is raised, and setting the stage for sustaining the activities beyond the life of the grant. The grant amount itself would highlight, and create excitement about, closing the U5MR gap.

248 words

Total Resource Requirements and Sustainability (200 words)

If the total projected cost exceeds \$100,000,000, explain how you plan to secure the balance of any necessary funds. Once your solution has been implemented, what will be the cost, if any, to sustain the benefits over time? Identify the source of funding for those costs.

This proposal equals \$100,000,000 over six years. Grant money not allocated to another line item was allocated to marketing. The marketing line item for closing the Under-5 Mortality Rate (U5MR) gap is about \$14 million for each of five years. P&G spent \$176 million on media expenditures for its Crest brand alone in 2015 (adbrands.net); in that light, \$14m does not seem unreasonable to promote preventing child deaths. As noted above, a portion of funds raised are intended to expand marketing activities. Years Four and Five are scheduled to include creative planning for sustaining efforts, beyond the life of the grant proposal, to close, if not yet closed, and then keep closed any gap between the goal and the actual number of under-5 child deaths.

Marketing in this proposal is intended to be of such a nature that, over the six years of grant activity, the baseline global expectation becomes that, of course, we will all not tolerate a U5MR gap. Private donations, building on grant activity momentum, would be the anticipated source for sustaining this effort in the long term.

181 words

Other considerations (200 words)

The implementation of your solution may require other resources or partnerships, and you are welcome to explain them here. You can offer any contingency planning, based on specific issues raised in other sections of your proposal. This is your opportunity to describe (more completely) outstanding issues that you could not explain in any other sections.

As noted in responses to previous questions, a key goal will be to catalyze coordinated efforts among church leaders through their structures at all levels, with input from child survival experts. In turn, these efforts will be marketed to individuals, to earn their trust and financial contributions. Thus, the priority of supporting efforts to close the gap on the Under-5 Mortality Rate (U5MR) will be raised. Progress has already been made on reducing the U5MR rate through a variety of initiatives. The efforts described in this proposal are designed to complement what has gone on and is going on and will go on, by providing the extra “oomph” needed to close the acknowledged gap between the goal being affirmed by world leaders and the actual number of child deaths impacting families and societies, and ultimately all of us around the globe.

141 words

[Section: MacArthur Foundation Policies]

Team Story (150 words): Lastly, we want to understand your motives for participating in this Competition. Tell us how your team came to work on this problem and arrived at this solution.

empty tomb developed its first Web site in 1998 to be able to post a child-death counter on the Web (see emptytomb.org). Coupled with research on increased church giving potential, for years, empty tomb has been highlighting, in publications and presentations, both the Under-5 Mortality Rate (U5MR), and the potential to prevent these child deaths. *Behind the Stained Glass Windows: Money Dynamics in the Church* (1996), resulting from empty tomb’s Lilly Endowment 1993-1995 grant, found that church leaders at all levels are preoccupied with institutional maintenance, even while affluence has spread potential for good among members. Few venues are talking about Big Ideas, such as closing the U5MR gap. So it was a no-brainer to submit the application itself, and if the \$100 million is made available, to use it to capture the attention of church leaders and members on behalf of children who won’t otherwise reach their fifth birthdays.

150 words