

# GiveDirectly



10 Years In: Where We Are

Q4 2019

# Our Values

**You've chosen to trust us. We think it's important to know who you are trusting.**

Our values guide our work as an organization, keeping us honest every step of the way.

- 1 Recipients first.**  
*We prioritize recipient preferences over those of donors or ourselves.*
- 2 Team next.**  
*We do what's best for organizational – not individual – success.*
- 3 Be proactively candid.**  
*We say what we believe, and are honest in sharing information.*
- 4 Create positive energy.**  
*We strive to be a source – not drain – of energy for our colleagues.*
- 5 Think rigorously; act quickly.**  
*We are intellectually rigorous with a drive towards action – not debate.*
- 6 Know yourself and grow.**  
*We recognize and accept our imperfections with a focus on growth.*
- 7 Accept reality. Propose solutions.**  
*We do not dwell on problems. We work actively to create solutions.*
- 8 Be productively ambitious.**  
*We take the risks to pursue industry-changing success, not incremental progress.*

# Looking Back on the Last Decade

Where We've Been  
& What We've Learned



*Scan of film from GiveDirectly operations in the early days.*

# Looking Back on The Last Decade: The 3 Phases We've Been Through

## 1

2008 - 2011

### Can we do it?

We flew to Kenya and distributed \$10k in cash in a camp for internally displaced persons (IDP) and experimented with different operational models. After back and forth with the research board on the ethics of cash, we received the green light for our first RCT.

## 2

2012 - 2017

### Can we scale operations?

*(a.k.a., The "oh sh\*t" phase)*

In January 2012, GiveDirectly hired our first employee, Piali (today, she is our COO - International). While most people still thought we were crazy, we began to see traction: \$2.4M from Google, \$25M from Good Ventures. Soon, funding exceeded capacity. We began to blitzscale operations.

## 3

2018 - onward

### Can we grow?

Today, with an annual capacity of more than \$100M, the only thing holding us back is fundraising. To drive revenue, we've hired for expertise in growth, PR, and partnerships. Along the way, we've supplanted the \$25M from Good Ventures with retail and partnerships funding.

# Looking Back on The Last Decade: Where We Are Now in Year 10

9

countries launched

706,000

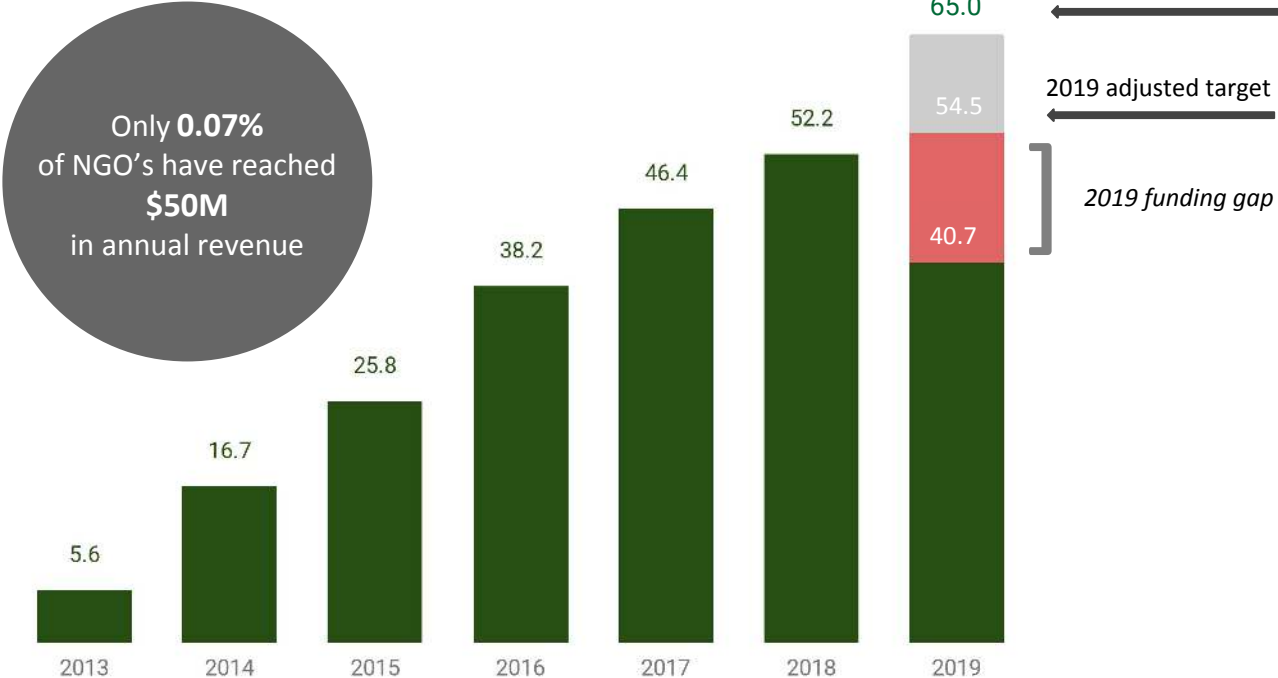
individuals affected\*

13

randomized control trials launched

\*total number of individuals affected extrapolated from households reached

### Annual Revenue 2013 - 2019



Does not include Good Ventures.

# Looking Back on The Last Decade: The Top 10 Things We Got Right & Wrong

## What We've Gotten Right

- #1 What we got right:** Deciding to trust poor people.
- #2 What we got right:** Putting basic income to the test.
- #3 What we got right:** Opting to saturate entire villages instead of targeting specific households within them.
- #4 What we got right:** Scaling cash as a benchmark.
- #5 What we got right:** Building out an internal audit team.

## What We've Gotten Wrong

- #6 What we got wrong:** Not initially holding community meetings.
- #7 What we got wrong:** Waiting too long to grow the fundraising team.
- #8 What we got wrong:** Not realizing sooner that we should invest in call center tech.
- #9 What we got wrong:** Taking for granted how explicit we needed to be in explaining unconditionality to recipients.
- #10 What we got wrong:** Sometimes we were a bit too scrappy.

[Read the full reflection >](#)

# 2019: Year in Review

How We Performed & What's Still Left To Do



*GiveDirectly field officer completes a census survey with a recipient in Malawi.*

# 2019 Year in Review: Our 4 Focus Areas

## FOCUS 1

### **Expand operational capabilities**

to allow donors to transfer resources directly in a wider range of contexts.

## FOCUS 2

### **Advance sector change**

and raise the bar on effectiveness for all aid programming.

## FOCUS 3

### **Maintain rigorous quality bar at scale**

while doubling the number of countries in which we operate.

## FOCUS 4

### **Build out fundraising capabilities**

to drive dollars committed to the poor.



# 2019 Focus 1: How We Expanded Operational Capabilities

1

## Launched field operations in 2 new countries,

extending our footprint into southern and central Africa (Malawi, DRC).

2

## Built lean and fast model for responding to natural disasters,

enrolling recipients in Bahamas (Hurricane Dorian) 11 days after getting on the ground.

3

## Delivered cash to refugees at scale,

reaching ~12K refugee households across Rwanda and Uganda & saturating a settlement in Rwanda.

4

## Delivered mobile payments in “uncashable” places,

paying 2.6K recipients in Liberia with 99% reporting no issues using mobile money.

## 2019 Focus 2: How We've Advanced Sector Change

1

### Released “General Equilibrium Study” results,

which finds that cash transfers impact non-recipient neighbors positively, showing increases in income and consumption spending.

2

### Initiated 3 new cash benchmarking studies

in partnership with USAID (Malawi, DRC, Liberia).

3

### Launched first ever randomized evaluation of large transfers in refugee settlements,

reaching 15K refugee and host households in Uganda.

4

### Launched our first-ever government partnership

with the Ugandan government, targeting school-aged girls receiving mentoring in Kampala.

## 2019 Focus 3: How We've Maintained Rigorous Quality Bar at Scale

85.1%

financial efficiency

Target: 85%

**How much of a donated dollar gets in recipients' hands?**

*Rolling programs kept up 85% efficiency, but org-wide efficiency dropped to 79% due to taking on more special projects (e.g., RCTs).*

90.1%

1st transfers delivered on time

Target: 90%

**Do we send cash when we say we will?**

*We met our 90% target, with the 10% miss driven largely by early 2019 operational delays in Liberia and Rwanda.*

89.7%

recipient comprehension

Target: 90%

**Do recipients understand key points of GD program?**

*We narrowly missed our 90% target, with recipients showing a strong understanding of GD independence and non-conditionality, less so on targeting.*

90.3%

recipient hotline responsiveness

Target: 90%

**Do we answer calls to our hotline within 24 hours?**

*Recipients, whom we consider our core customers, are largely able to receive prompt customer service.*

# 2019 Focus 4: How We Built Out Fundraising Capabilities

1

## Invested in fundamentals

- ✓ Scaled growth team from 2 to 6
- ✓ Transitioned site to CMS for faster content publishing
- ✓ Got listed on Charity Navigator and Guidestar
- ✓ Re-architected Salesforce data model and built new SQL-based analytics infrastructure
- ✗ Delayed tooling rollout for relationship management

2

## Raised \$10M+ for humanitarian projects

- ✓ Fully funded Rwanda refugees program
- ✓ Launched \$3M partnership with Google.org for disasters
- ✓ Funded Uganda refugees scale-up on the back of successful pilot

3

## Created helpful content & press coverage

- ✓ 20+ press pieces, including WaPo, Vox, FastCo, etc.
- ✓ Launched two in-country teams to collect stories on ops + recipient experience
- ✓ Implemented personalized funnels to deliver custom content to donors based on giving history
- ✗ Build GD's reputation as a differentiated non-profit through a new growth product

4

## Identified new revenue sources

- ✓ Closed first non-research USAID partnership in Morocco
- ✓ Implemented tactics to drive organic and paid search traffic to [givedirectly.org](https://givedirectly.org)
- ✓ Tested five tactics to incentivize our donor base to refer their community to GiveDirectly
- ✗ Acquired foundations, but at smaller grant sizes than projected
- ✗ Behind on new donor goal

# 2020: What's Up Next

Our Budget & Focus



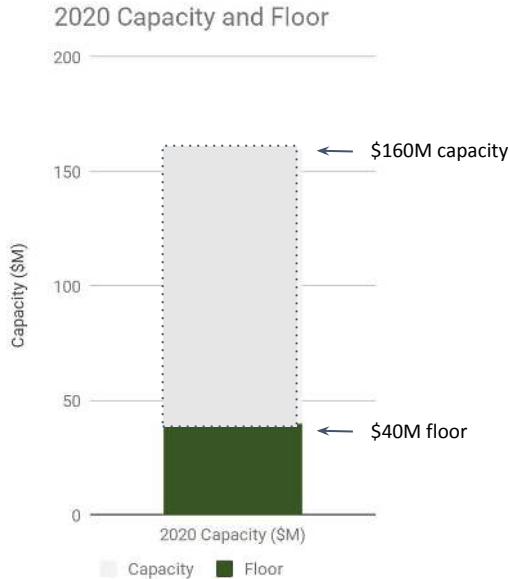
*GiveDirectly team members on a walk-and-talk in Kenya.*

# Looking to 2020: We're Preparing For Our Biggest Year Yet

Deliver >\$65M, our most ever.

Expand reach of operational capacity.

Advance learning in the sector.



**1** Build expertise in conflict response (post-Isis recovery in Iraq)

**2** Expand capacity for international disaster response

**3** Launch operations in N. Africa (Morocco)

**1** Release 3 new RCT results, including first UBI endline

**2** Pilot big data to deliver cash remotely (i.e. no boots on ground)

**3** Explore cash-“plus” partnerships with institutional donors

To do this, we need to raise >\$40M over next 12 mo. Failure means cutting down on operations.

## Looking to 2020: Our Fundraising Focuses

### **Create a best-in-class donor experience.**

Build custom education flows for non-donors, launch personalization across marketing channels, scale unique content to connect donors to recipients, and test strategies in reactivating lapsed donors.

### **Activate donors as advocates to raise awareness for direct giving.**

Implement referral streams, create shareable content, drive workplace talks, and test sharing tactics through different communities (e.g., Poker, esports).

### **Broaden and deepen engagement with key governments and foundations.**

Engage USAID on next generation of collaboration, work with UNHCR in new contexts, develop new foundation relationships, and meet these donors where they are by showing the diverse impacts of cash on outcomes important to them (e.g., nutrition, youth development, housing).

# How You Can Help Us Grow the Movement


A Few Takeaway Tactics



*GiveDirectly team speaks with a recipient during facilitated cashout at the Kiryandongo refugee settlement.*



# How to Help: Easy Ways to Grow the Cash Movement

 60 seconds

## Share a news article

Many donors first hear about GiveDirectly through their friends. Want to help spread the word?

[Browse articles >](#)

 7 mins

## Create a fundraiser

Raise funds around your birthday, wedding, bicycle trip, or another idea.

[Create a fundraiser >](#)

 15 mins

## Organize a talk for your organization

We've done brown bags, retreat discussions, and presentations at Google, Apple, & Microsoft Research.

[Request a talk >](#)