

# Attachment C - 2020 Plans and Dashboard

## Our goals

GiveWell's **overarching goal** is to improve the lives of people living in global poverty as much as possible. As an organization, GiveWell comprises several domains of various sizes: research, outreach, operations, engagement, and management.<sup>1</sup> Each domain has its own **domain goal**:

- Research: Identify the most cost-effective opportunities to support and make a public case for them.
- Outreach: Maximize the philanthropic dollars influenced by GiveWell's recommendations.
- Operations: Optimize GiveWell's development and use of human, financial and material resources to achieve its goals.
- Engagement: Optimize the impact of institutional funders.
- Management: Establish and direct GiveWell's strategy to achieve its overarching goal.

Each domain can then be defined as having 2 or 3 **subgoals**, outlined in the 'domain subgoals' tab of [this document](#). Just as the domain goals support GiveWell's overarching goal, the subgoals support each domain goal.

Within each subgoal, we set **objectives** for the year and for the first quarter (where applicable). These objectives should be defined so that they enable us to easily assess success or failure (e.g., an objective like 'increase X' should specify the amount by which X needs to increase to be considered a success). Each quarter, we will set objectives for the upcoming quarter, except in the domains for which we've already broken out objectives by quarter, in which case we'll just reassess progress on a quarterly basis. We will track progress in the 'dashboard' tab of [this document](#).

This scorecard and dashboard is a first pass at more clearly articulating the links between our goal as an organization and each of the projects we're pursuing in the interest of that goal. Ideally, each goal and subgoal would be as specific as possible while remaining broad enough to fully capture that piece of work.

## Why this work matters

The reasons for creating these plans and sharing them are twofold:

---

<sup>1</sup> It's possible that the way we've defined 'engagement' and 'management' as distinct domains will evolve in the near-term, as these areas are nascent. 'Management' as used here is distinct from personnel management.

1. To progress towards our overarching goal of improving the lives of people living in global poverty via improved planning. By thoughtfully and systematically setting objectives for the years and considering how those objectives feed into our higher-level goals, we may be able to make better decisions about which projects to prioritize, ultimately increasing the impact of our work.
2. To improve staff morale and sense of engagement with GiveWell's work and mission, and increase understanding of the role each staff member plays in achieving our goals.

## Dashboard

The [Dashboard](#) provides the most coherent glimpse of GiveWell's high level goals and plans. This is structured in a waterfall fashion, each tab flowing out of the preceding tab, as follows:

- Tab 1 - Instructions
- Tab 2 - Organizational and domain (i.e. department) level goals
- Tab 3 - Domain level sub goals
- Tab 4 - 2020 key projects by domain
- Tab 5 - Detailed work plans (This tab is provided strictly for reference for those who may wish to delve into certain plans in detail)