

GiveWell's recent progress and future plans

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What is GiveWell's mission?

GiveWell's mission is to find outstanding giving opportunities and publish the full details of our analysis to help donors decide where to give.

We accomplish our mission by finding the most cost-effective giving opportunities we can and directing as much money as possible to those recommendations (our money moved).

What are our major areas of growth?

They are:

- **Increasing money moved.** We're working to significantly increase the amount of money moved.
 - By metrics year 2022 (i.e., February 2022-January 2023), annually move \$100 million ex-Good Ventures to our recommendations. This will mean nearly \$200 million in total money moved and that we're the 2nd (or nearly the 2nd) largest private funder of global health and development.
- **Building research capacity.** We're working to build up the capacity and capabilities of our research team.
 - In the next few years, we're planning to have a research team of at least 30 people; we are currently 16. We plan to add 3 additional research managers (for a total of 5) and a Research Director to lead the team. This capacity will enable us to achieve the goals below.
- **Researching new areas.** We're expanding the scope of our research to consider opportunities that we believe are higher impact-per-dollar but rely on less robust evidence.
 - We aim to direct a significant amount of funding (~\$25 million+ / year) to giving opportunities that we believe are significantly more cost-effective (~3x) than

where we would otherwise direct our marginal dollar. We expect these opportunities to be in policy.

- **Improving research transparency.** We intend to significantly improve the legibility of our process and conclusions to the outside world.
 - We plan to publish our conclusions about charities and programs that we've researched. We plan to have and share conclusions about programs (e.g., education) and answer questions (e.g., how should we value health systems strengthening) that donors care about.
- **Influencing aid agencies.** We are working to expand the scope of our work to influence and improve the spending of government donors who collectively move tens of billions of dollars annually to global health and development.
 - This area is very new so we're not sure what represents a reasonable target. The type of goal we will have is to either move a significant amount of funding (~\$100m in annual funding) from government aid agencies to our priority programs or significantly improve the cost-effectiveness of a larger pool of funding (~\$500m by a factor of 2).
- **Building a strong organization.** We're expanding our operations team to support the activities of a significantly larger organization.
 - We see emerging needs in HR and finance due to our larger size. We retained David Mozaffarian as a consulting CFO to advise us on ongoing priorities in finance
 - We intend to hire two new full-time staff members on the Operations team.
 - We're putting time into improving our onboarding, formalizing a regular cycle for staff feedback and defining our core values.

The spreadsheet in this footnote shows the progress we hope to make each year towards these high-level goals.¹

How are we moving towards these in 2019?

In 2019, we are working towards these goals by:

- **Increasing money moved.**
 - Hiring a VP Marketing to lead the outreach team. In 2019, we believe there's a 50% chance we make this hire.
 - We hired Steph Stojanovic, who started June 1st as a Major Gifts Officer. She's focused on increasing donations from existing large donors. In 2019, Steph's goal is to move an additional \$1-2 million.
 - Ben Bateman, our Head of Growth, is focused on finding and converting new donors. In 2019, Ben's goal is to move an additional \$1-2 million.

¹ This spreadsheet is still a work in progress. The current version is our first draft. It doesn't contain everything we want it to: for example, we have to flesh out the details and progress of our operations plan, and we haven't prioritized presenting it in an easy-to-consume way. There is no need to review it, but if you'd like to you can see it [here](#).

- **Building research capacity.** We plan to add a total of 5 additional people to the team in 2019:
 - Two additional team members are starting in September: Alex Cohen as a Senior Fellow and Alicia Weng as a Research Analyst. (Michael Eddy started in June.)
 - We're also aiming to add another Senior RA and two Content Editors.
 - In addition, we're aiming to add one more personnel manager; currently, Josh and Natalie are the only two personnel managers on the research team.
- **Researching new areas.**
 - Exploring public health regulation (e.g., lead regulation, tobacco taxation) to identify important, neglected areas that might be susceptible to philanthropic investment.
 - In 2019, we aim to complete our high-level exploration of policy areas and to decide whether to prioritize alcohol as a cause area, which would lead us to begin a search for a program officer, focused on alcohol policy.
- **Improving research transparency.** We don't plan to make significant progress against this goal in 2019. We expect to make more progress in 2020, when we have more capacity.
- **Influencing aid agencies.** We hired Michael Eddy on a 6-month contract to explore opportunities with aid agencies.
- **Building a strong organization.** We're expanding our operations team to support the activities of a significantly larger organization.
 - We see emerging needs in HR and finance due to our larger size.

What did we do in 2018?

In 2018, we made progress towards these priorities by:

- Hiring Dan Brown, Tom Sittler, Marinella Capriati, and Amar Radia on the research team
- Hiring Ben Bateman as Head of Growth
- Hiring Whitney Shinkle as Director of Operations

2018 money moved

In 2018, we moved significantly more money (ex-Good Ventures) than we had in 2017. We moved approximately \$65 million in 2018, relative to approximately \$45 million in 2017.

This increase was mostly driven by two donors giving \$15 million more than they had in previous years. We worked hard to maintain and build these donors relationships in 2017 and 2018 but we would guess that this increase is mostly not attributable to our actions.

Research was especially capacity constrained in 2018.

Natalie was interim Director of Operations during the first half of the year (from the time Sarah Ward left until Whitney was onboarded), and she was out of parental leave during the 4th

quarter, one of the busiest for the team. Her absence on the research team led to additional burden on Josh and James which slowed us down on other priorities.