

August 2020

One for the World Annual Report



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Dear Friends and Supporters

Welcome to OFTW's 2019/2020 annual report!



I'm going to be honest - it's a little hard to know what to say about this year. On the one hand, the world was turned upside down by coronavirus and our operating model was suddenly no longer viable. Then the Black Lives Matter protests brought home the searing consequences of social injustice in the US and elsewhere, and our passionate volunteers were understandably moved to get involved.

One for the World HQ hasn't met face-to-face since March and I was personally unable to move to the US as planned and now find myself in Berlin, waiting to see when American visas become available again.

However, in amongst these extraordinary, unprecedented times, One for the World continues to offer thousands of genuinely heart-warming reminders that, together, we can revolutionize charitable giving to end extreme poverty.

Our wonderful, passionate, relentless chapter leaders brought **750 new pledgers** onboard **in the Fall semester alone**. Our inspiring members contributed **\$312k** to the world's most cost-effective charities (a **40% year-on-year increase**). **42 new chapters** started the setting up process **during a global pandemic**.

We also laid the groundwork for the next phase of OFTW. This included incorporating in New York; gaining our 501(c)(3) status; creating the legal and financial framework to take donations in Canada and Australia; and countless other bits of the transition from ‘scrappy ambitious volunteer organisation’ to ‘official ambitious full-time staff team’.

As ever, our people are our greatest resource. We hired the outstanding Kennan McClung, fresh from running our most successful ever chapter at Columbia while casually doing a full-time teaching job on the side. He has transformed our data infrastructure, managed a slew of chapters and automated processes that are saving us countless hours. We retained Evan, our powerhouse COO, who personally opened just about every one of those 40 new chapters and seeded *99 other leads*, all while still running several of our most established chapters. And this summer we were privileged to bring 5 outstanding chapter leaders on board as paid interns. They re-did our website, transformed our social media, totally retooled our donation process, completely re-made our chapter management materials, surveyed our members and opened new chapters, all while working from home and planning the next steps of their stellar careers.

And so, despite the huge challenges ahead, it’s hard not to feel a cautious sense of optimism. With our incredible community of members, volunteers, trustees and staff, I know for sure that I couldn’t want a better team to take on the world in 2020-21 - so thank you all, for your time, your donations, your wisdom and your effort.

Finally, we always have to remind ourselves why OFTW exists. Since our founding, we have delivered more than **36,000 bednets** to people at risk of contracting malaria; provided **6,000 antimalarial drugs** to children; provided more than **35,000** children with **Vitamin A supplementation** to prevent early childhood blindness; and **dewormed 22,000** children. That’s something we’re very proud of, and we hope you are as well.

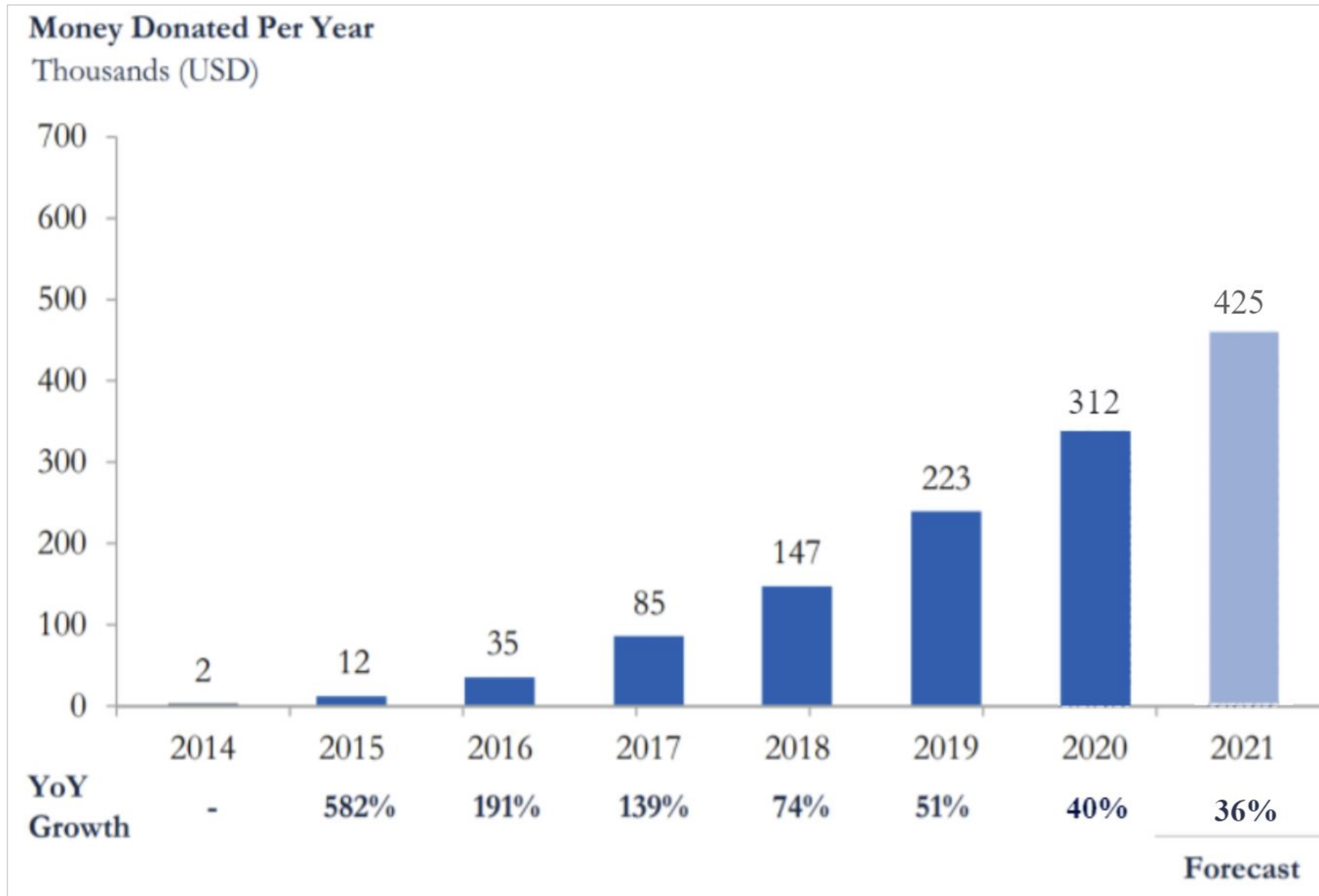


Financial Metrics



Financial Metrics

FY20 Donations



Our members donated **\$312,199** total donations to GiveWell charities in 2020.

This is **40% growth** in donations from FY19.

Since One For The World's was founded in 2014, our members have donated **\$832K**, and we estimate that we will have moved more than **\$1.2M** in total donations by the end of 2021.

Financial Metrics Headline Snapshot

Cumulative Donations - Actual

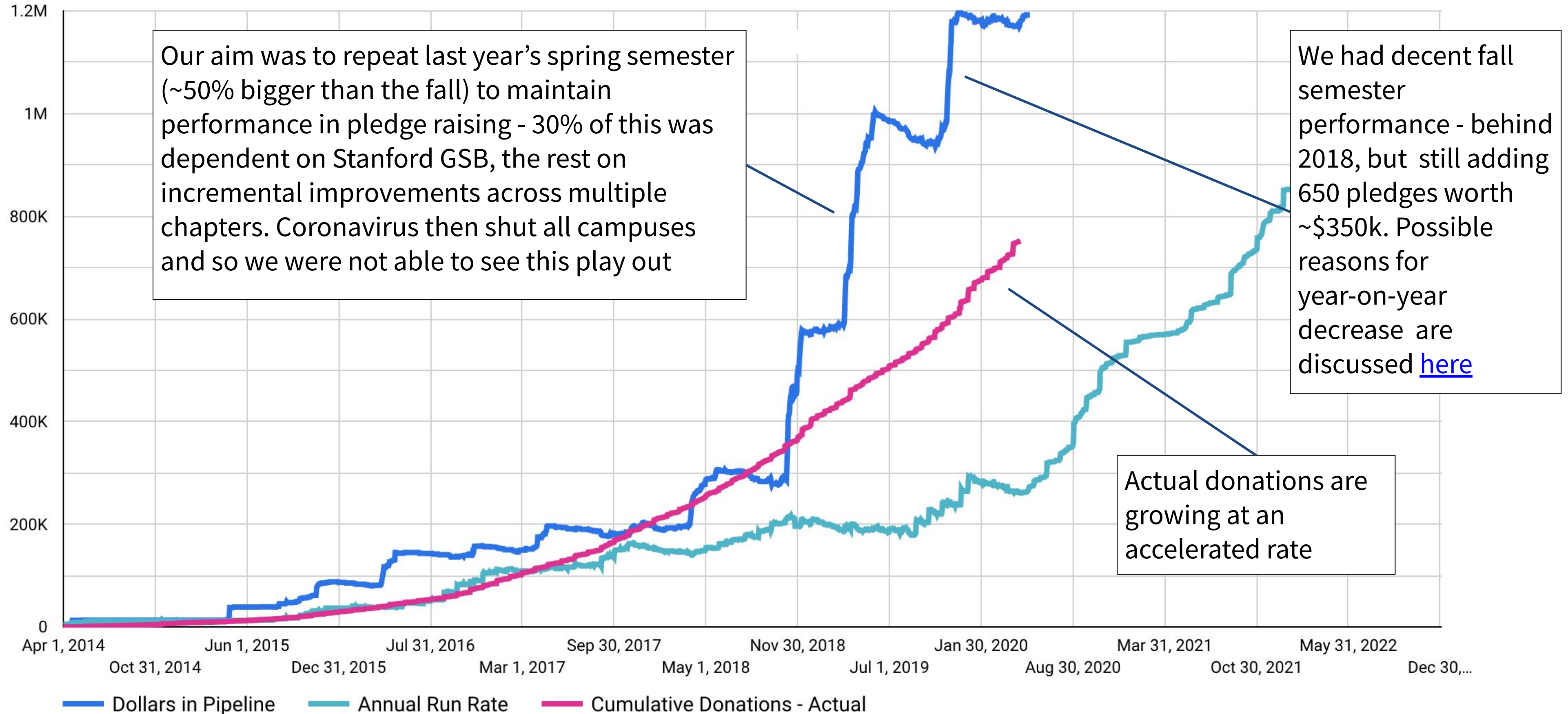
832,790

Dollars in Pipeline

1,230,074

Much of our potential still lies in our considerable pipeline, which would generate \$1.2m annually if we everyone came online






Key Metrics Over Time



Financial Metrics

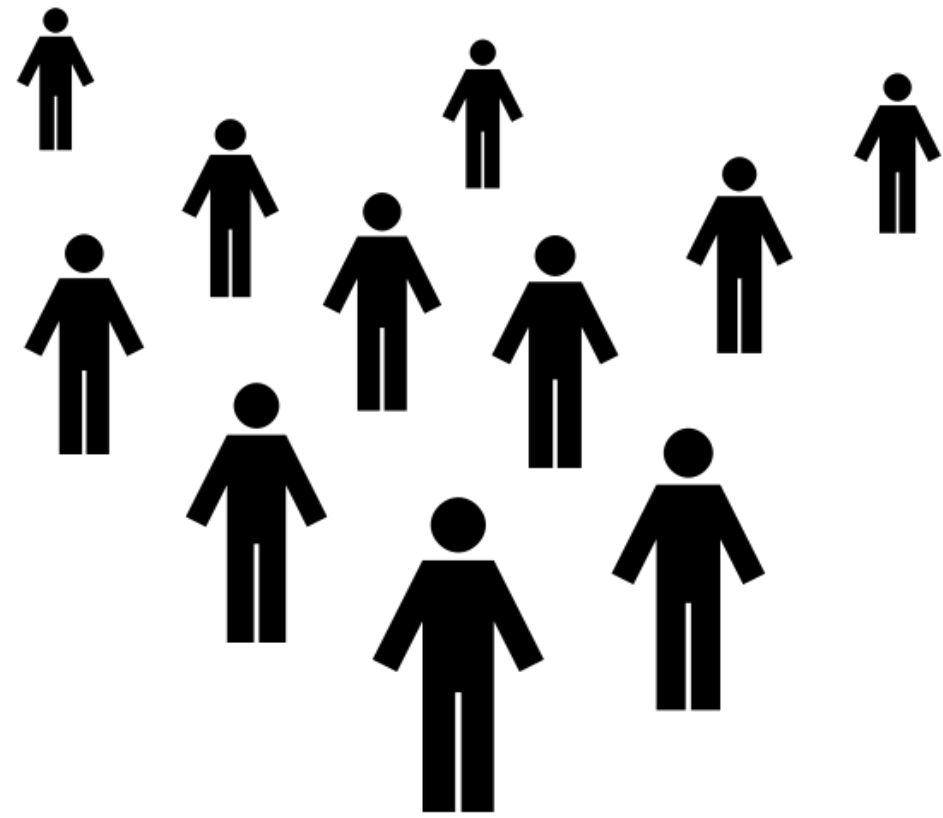
Impact Snapshot

The \$312K in donations made by our members through OFTW materially improved hundreds of thousands of lives around the world. The lifetime impact of our members' donations just to our current Top Picks is:

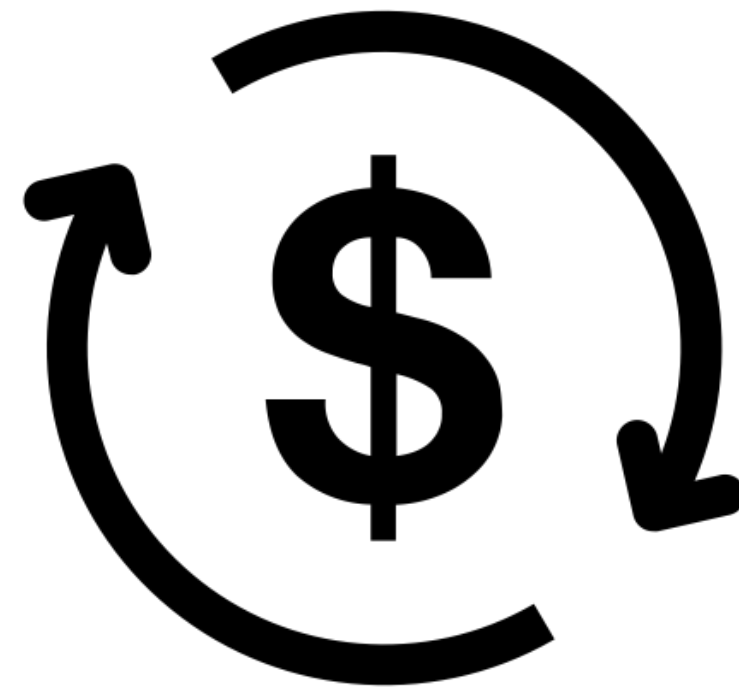
Against Malaria Foundation		35,800	bednets provided to people to prevent malaria.
GiveDirectly		88,279	dollars given directly to a person in need.
Malaria Consortium		6,115	children provided with antimalarial drug treatment.
Evidence Action (Deworming)		22,201	children dewormed.
Helen Keller Initiative		35,820	children given vitamin A supplement to prevent childhood blindness.

Financial Metrics

FY20 recruitment



770 people took our pledge this year, almost all in the fall before coronavirus



Their pledges are worth \$554,146 per year for our recommended charities



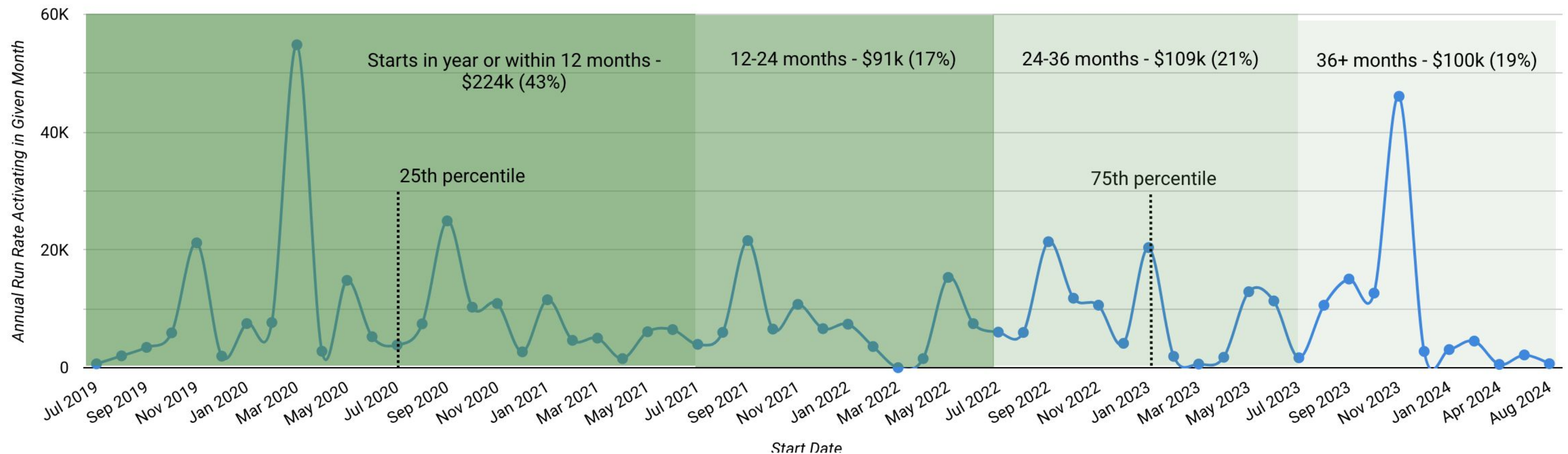
If everyone in the pipeline came online today, we would raise \$1,230,074/year

Financial Metrics

FY20 recruitment

Chapter Type	Annual Run Rate Recruited	Unique Donors
UG	\$383,004	609
MBA	\$82,320	64
Law	\$44,308	29
null	\$10,476	14
Other	\$3,360	5
Grand total	\$523,468	721

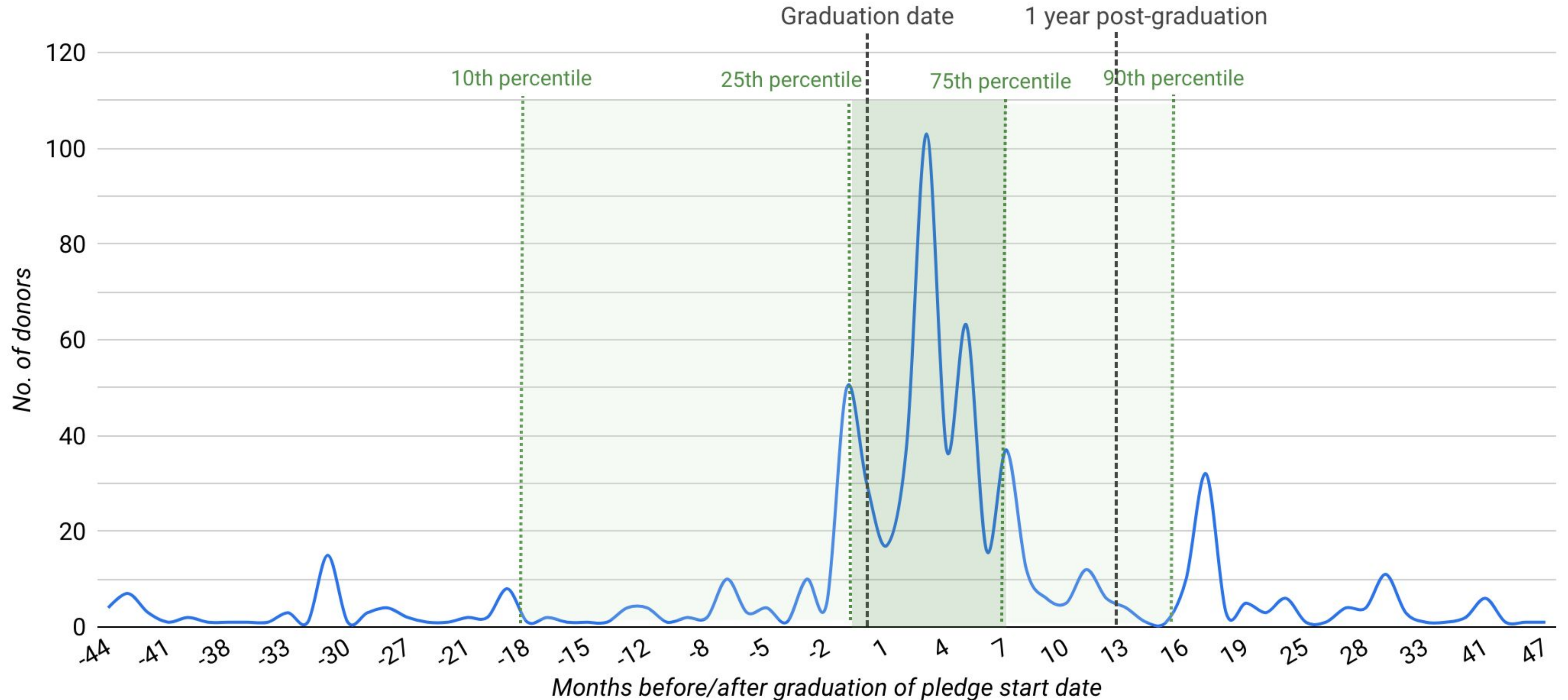
Overall recruitment was really good, given that we could only use our usual recruitment playbook for half the year. However, the fact that **84%** of new donors are undergraduates, and only **9%** MBA students, means expected value from this cohort is lower than usual. Average pledge value from Undergraduates was **\$629/year**, versus **\$1286/year** for MBA students and **\$1528/year** for Law students. **43%** of this recruitment has already come online or is due to within the next year.



Financial Metrics

FY20 Pledge Start Dates

Our chapters did a good job of anchoring start dates to graduation dates. Most pledges (85%) come online within 12 months of graduation, and 75% start within 7 months of graduating or earlier. 27% are even due to start before the pledger graduates.



Financial Metrics

Retention & Activation of Donors

Winning back lapsed and cancelled donors is a **major focus** for the coming year. Undergraduates in particular have proved difficult to activate and retain.

Chapter Type	Donors active at start of FY20	Dollars active at start of FY20	Donor activation rate	Dollar activation rate	Unique donors who churned after activating	Annual run rate which churned after activating	Total donors at end of FY20	Total annual dollars at end of FY20	FY20 donor growth	FY20 annual dollars growth
MBA	155	\$116,554	68%	72%	32%	29%	160	\$144,850	3%	24%
UG	255	\$58,056	61%	64%	36%	44%	285	\$78,149	12%	35%
Other	10	\$16,828	76%	89%	17%	16%	19	\$39,284	90%	133%
Law	21	\$7,210	71%	81%	34%	34%	25	\$20,588	19%	186%
Total	441	\$198,648	64%	71%	34%	33%	489	\$282,871	11%	42%

The **greatest number of active donors** are **undergraduate** members, but the **MBA** students contribute **46% of active run rate**.. **Law** shows some promising early signs, albeit it from a small sample size, but it seems clear that graduate schools offer the highest ROI.

Although **donor** growth has been lower than we'd prefer, **annual dollars** growth has been strong. This suggests we're churning more **low value pledges**. We want to reduce churn overall but if we had to choose, we'd keep the biggest donors!

Financial Metrics

Chapter Performance



FY20 again highlighted the strength of many of our established chapters (those operational for at least the past two financial years).

We saw further exceptional years from **Wharton** and **Penn Law**, and promising growth (pre-COVID) from **Vanderbilt, William & Mary, University of Florida** and **GWU** amongst others. **UVA** were the pick of the newcomers and most chapters performed creditably.

We did again also have chapters that declined significantly and **three that lapsed** completely.

While we continue to invest in chapter management, we are currently pursuing a strategy of having **many more chapters** to even out chapter performance.

Our Growth



Our Growth

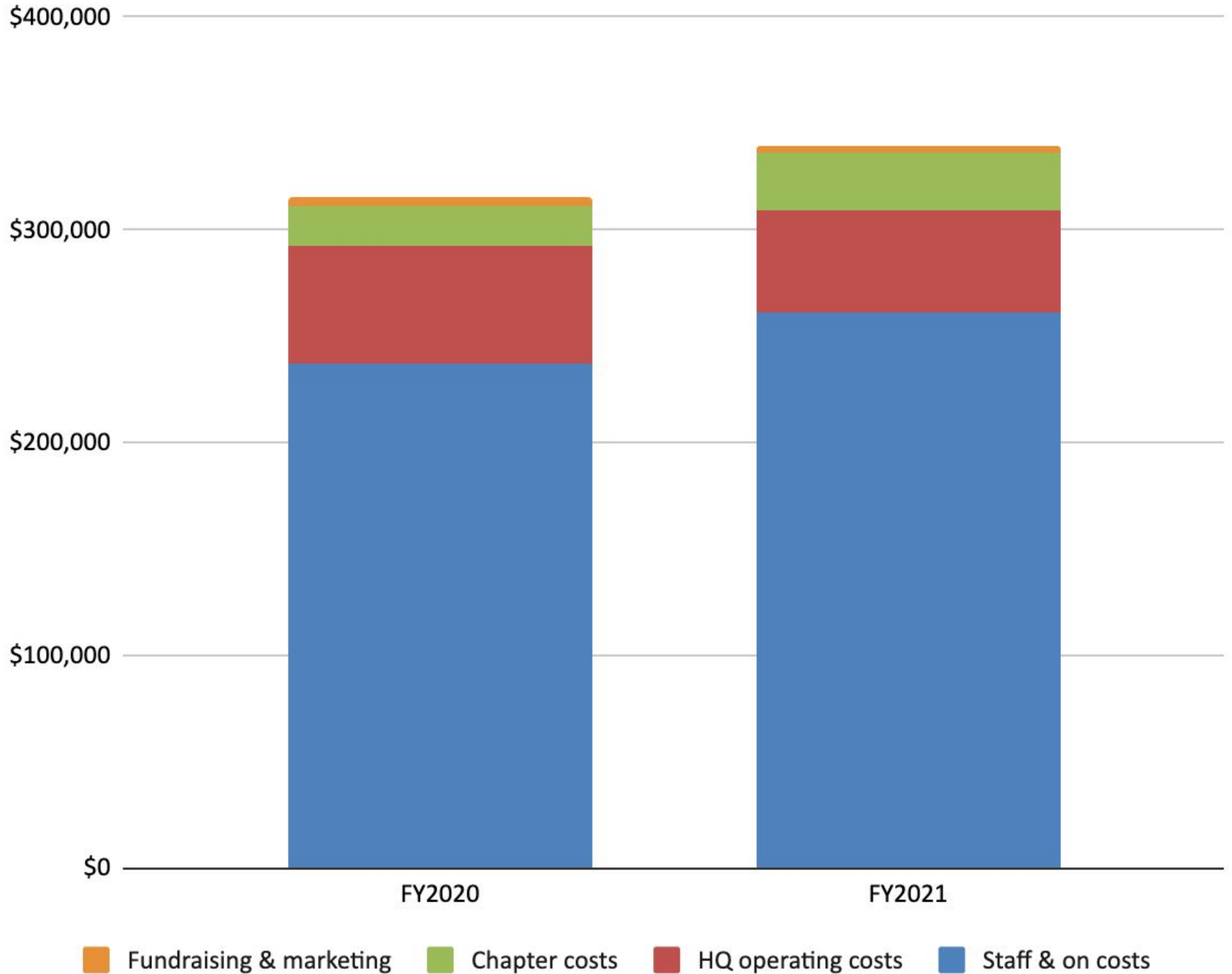
Total FY20 Spending: \$315k
Original budget: \$256k

- We invested some surplus from fundraising and so overspent:
 - \$18k of development work on Donational
 - 5 summer interns of most talented CLs
 - Pay rise and health insurance for PAYE staff

Total FY21 budget forecast: \$345k
(15% y-o-y increase)

- We are aiming not to increase costs, but have 4x more chapters:
 - No new hires but current staff retained
 - 60 active chapters, forecasted with typical chapter budgets
 - Chapter (and other costs) could be highly variable with COVID

OFTW operating budget

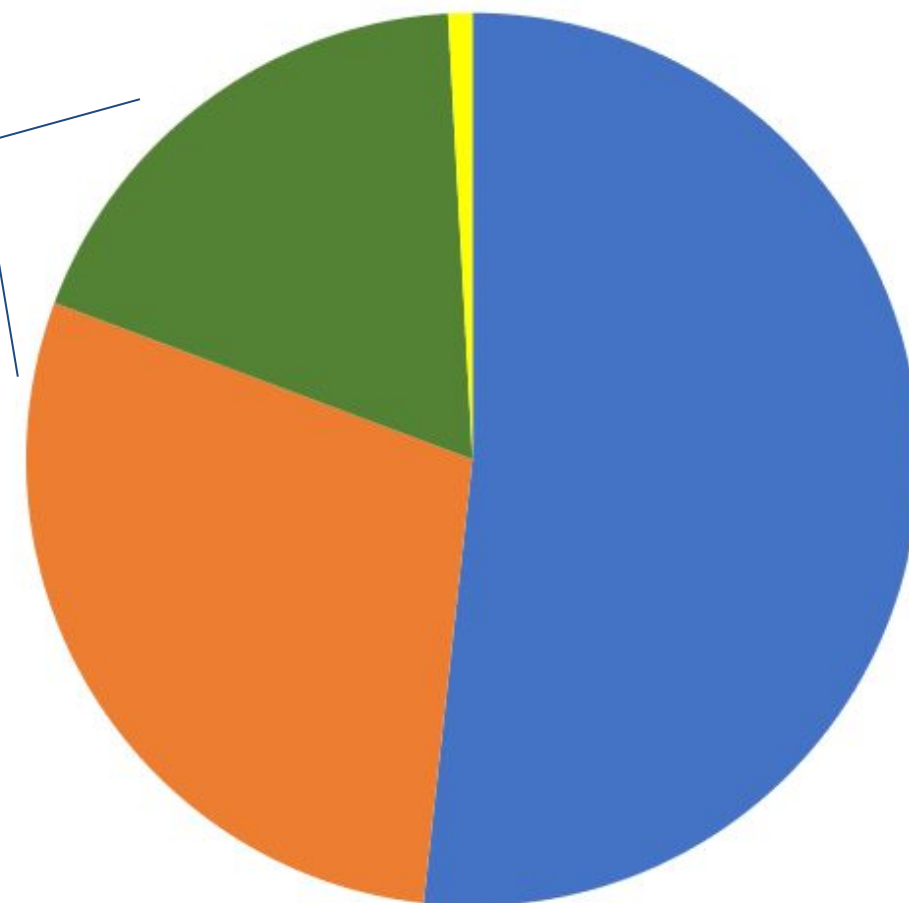


Our Growth School Expansion

Growing the number of chapters mitigates the variability of year-on-year performance. We have found a **scalable model of expansion**, using a mass personalized email tool to contact leaders of other on-campus clubs. This has developed a huge number of concrete leads (**99** at the time of writing). We expect any chapter that is **active** or **setting up** to raise pledges this year.

Undergraduate College Chapter Numbers

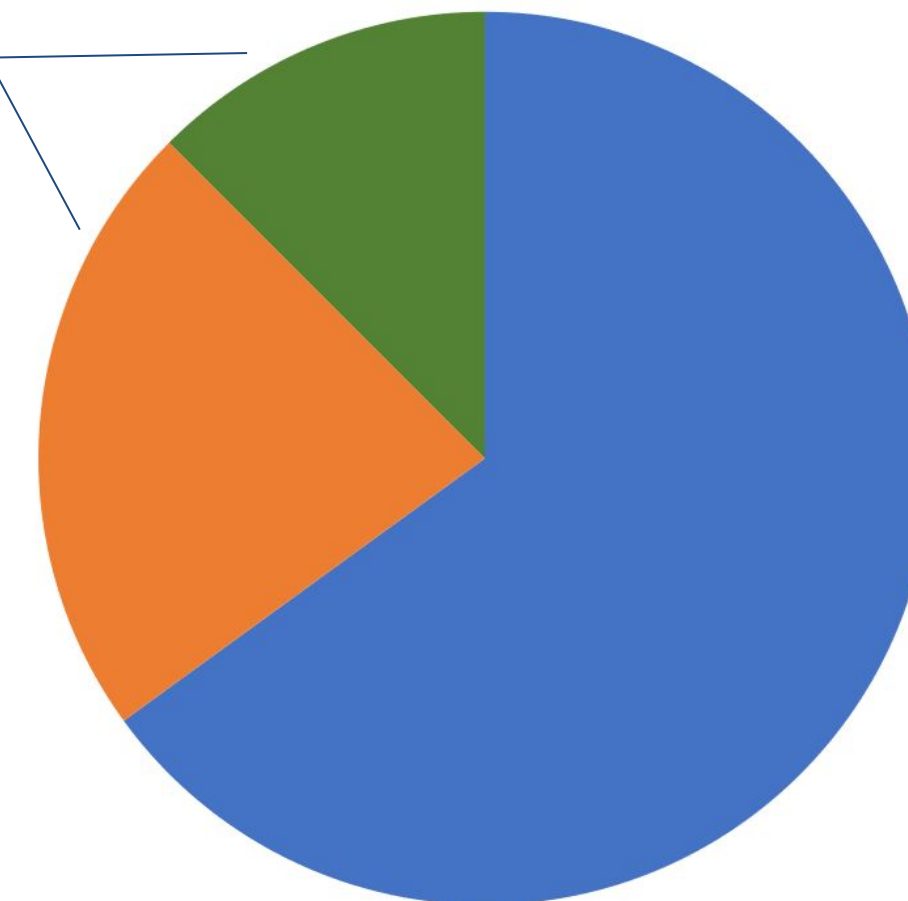
54 UG chapters likely to raise money this year



- Prospect - 59 (53%)
- Setting Up - 33 (29%)
- Active - 21 (18%)
- Lapsed - 1 (1%)

Graduate College Chapter Numbers

14 grad chapters likely to raise money this year

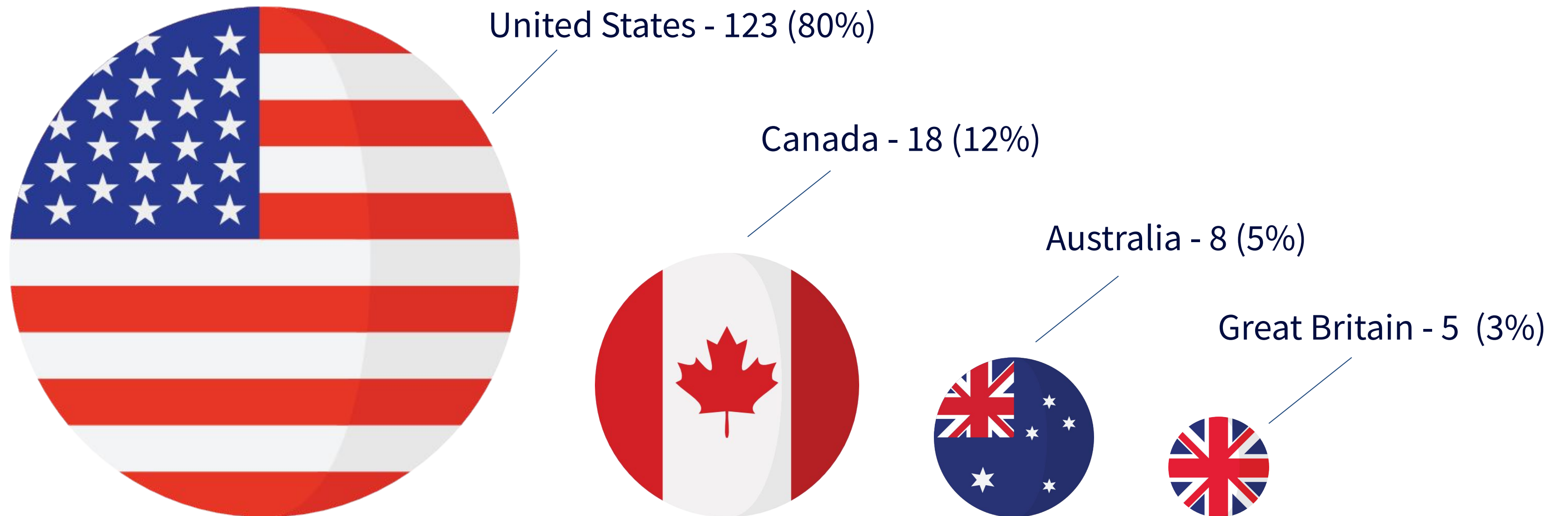


- Prospect - 26 (65%)
- Setting Up - 9 (23%)
- Active - 5 (13%)
- Lapsed - 0 (0%)

Our Growth School Expansion

While the US remains the engine room of our expansion, we are growing in other territories and expect to do more proportionally more expansion in Canada, the UK and Australia in the next year.

Active Chapters + Firm Chapter Leads By Country



Our Growth

Our Partners



Our various international partners: one challenge for OFTW is to process donations from graduates and young professionals in multiple countries, making sure every donors' gifts are tax deductible and in their local currency. We are aided in this by a range of international partners, including **Rethink Charity (Canada)**; and **The Life You Can Save** and the **Australian Communities Foundation (Australia)**.

GiveWell is our charity research partner and conducts in-depth research to determine how much good a given program accomplishes per dollar spent. With them, we can help underfunded, evidenced-backed, and thoroughly vetted charities.



GiveWell is also crucial to our operating funding. Their recommendation has secured us financial support for the majority of our team for the next two years.



Donational is one of our secret weapons. As the donation software on our website, it allows students to future date their donations, a critical part of enabling them to pledge before they have started earning in the workplace. Donational's interface, A/B testing, data analytics, compliance, and support from its founder helps us deliver the best donor experience to and optimize the software for our operating model. It also now offers us donations in multiple currencies, all with local tax decutibility.



Our Growth Our Team



Jack Lewars,
Executive Director

Trustee Board:
Jen Wong (Chair)
Josh McCann
Rossa O’Keefe-O’Donovan
Nadav Steinmetz
Jack Lewars

Advisory Board



Evan McVail,
COO



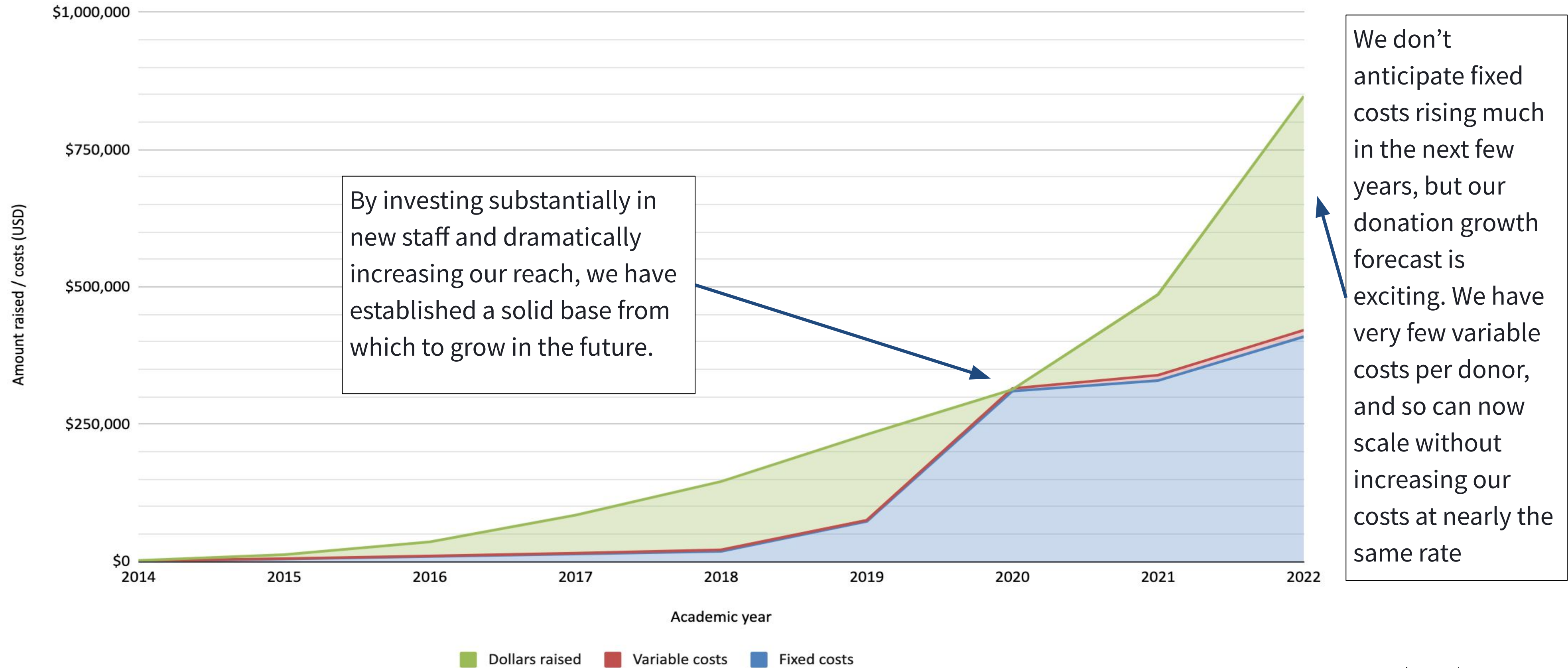
Lauranne Duffaut,
International Expansion



Kennan McClung,
Director of Growth

Our Growth

Annual costs vs money raised for effective charities



Looking Ahead



Looking Ahead

The next year

Coronavirus has introduced a huge amount of uncertainty into One for the World's strategy, as with organizations all over the world. At the time of writing, the overwhelming majority of universities are cancelling in person tuition; and the global economy is in recession. These conditions are likely to have significant negative effects on One for the World.

At the same time, however, the need for our work has never been greater. The World Bank estimates that **70 million people** will return to poverty because of COVID-19, reversing a decade's progress. As Governments in developed countries spend seemingly unlimited amounts on mitigating coronavirus, the developing world is again poised to suffer from the stark inequality between the global rich and poor.

We are therefore committed to pressing on with our work. Where campuses are closed, we have a robust virtual engagement strategy (and we're genuinely intrigued to see how well it works). If some countries, such as the US, seem hard to crack, we will explore new markets, such as Australia.

We are therefore looking to achieve our usual slate of objectives: **recruit at least 750 more donors; retain >70% of existing and new donors; increase the pledges of 20% of donors; and consolidate our operations and finances.** The following slides also outline lessons we have learnt, key questions we would like to answer and our assessment of our current position in our SWOT analysis.

Looking Ahead

Lessons learnt - we can now say with a degree of confidence that...

- Number of chapters is an important metric, and the **type/maturity of chapters is vital..** Our number of chapters stayed the same overall, and the number of mature and grad chapters declined, between FY19 and FY20. This was a key factor in not growing our Fall recruitment
- We now have a method for **new chapter expansion** that appears **scalable**. Early signs are that it can help us open new chapters without personal connections, and so we can start to prioritise by type of school, number of students, prestige or any other factor
- **MBA chapters remain on average our highest quality recruiters**, in both amount and quality of pledges
- FY19 was a remarkable year for recruitment, posting ~**\$900K** in annual pledges. However, the increase in undergraduate pledges and the ability to delay a pledge for up to 4 years produced a **negative effect on churn**. It seems very likely that these pledges were soft by historical standards, as undergraduates are showing a higher propensity to cancel than graduates, and that the quality of recruitment is at least as important as the quantity
- **Churn is real**, and not just the result of payment failure or people forgetting. 172 people cancelled their pledges prior to activation (of which 63 were due to activate this year), and 142 people cancelled post-activation.

Looking Ahead

Outstanding questions - we would love to know...

- **How important is chapter management?**
The year-on-year variation in chapter performance, and anecdotal evidence, suggests that it is negligible and that leadership is the key factor. We have committed to this assumption in our plan to grow our number of chapters without growing our chapter management resources
- **Does ‘light touch’ chapter management work?** We hope so, with our new Chapter Leader Resource (chapters.1fortheworld.org) and a more reactive approach
- **How important is the maturity of a chapter in its performance?** We intend to track this to inform our management and NCE strategies
- **Does the ‘cold outreach’ new chapter expansion method affect chapter performance?**
- **How substantial is donor/pledge churn as an issue in the OFTW model?** Our new donor engagement strategy aims to improve our numbers; we are very invested in its success
- **How much of an issue is chapter churn in our model?** We want to double our chapter numbers, but this will be exceptionally hard if many existing ones churn
- **Can corporate chapters work?** We think they can and we’re going to give them a go; but are people who are working fundamentally different from students, and can we cater for this?
- **How then can we better (a) identify effective leaders in the first place and (b) minimize performance dropoff as leadership teams transition?**

SWOT Analysis

Strengths

- 60+ existing chapters, some mature and consistently high-performing
- Chapter management resource revised and online
- A revised, largely automated chapter on-boarding experience
- Effective, embedded staff at HQ
- A wide pool of effective interns (5 used this summer to very good effect)
- Excellent donation tool and ability to influence development roadmap
- Strong, completely rebuilt data infrastructure and processes
- Excellent core message and value proposition
- Largely automated e-communication process (e.g. quarterly impact reports)
- Number of dollars moved is growing at accelerated rate
- 12 months of funding in cash-on-hand and good fundraising prospects
- 501c3 status secured in May 2020, unlocking corporate matched giving

Opportunities

- Pipeline of **1347** pledged donors yet to come online
- Early indications of scalable method for seeding new chapters (and winning back lapsed ones), using GMass and list-building to find volunteers
- A committed network for volunteers (cf. volunteers from McKinsey & BCG helping with corporate chapter and retention strategies)
- New ability to take tax-deductible donations in AUD and CAD
- Considerable potential for greater individual funding of operating costs
- Possibility for leveraging partnerships - Giving What We Can, Founder's Pledge, national EA groups, Double Up Drive
- Some fantastic talent coming through the chapter leaders
- An opportunity to try out a 'non chapter-centric' model in 2020-21

Weaknesses

- Churn pre- and post-activation is high; this suggests that we are increasingly recruiting 'soft dollars'
- Payment failure erodes 14% of active donors and 13% of activations, and can be triggered by expired cards, changes in account or insufficient funds
- Chapter longevity is an unknown, with some worrying signs (e.g. MIT Sloan folding after 4 years, although we have won it back)
- No track record for online pledge-raising
- Heavy reliance on a single funder (albeit with ample cash on hand)
- No confirmed scalable funding source if growth accelerates
- Little investment to date in social media and very low following (approx. 20x more people have given us their credit card details than follow us!)
- Lack of diversity in our staff, Board, volunteers and likely also donors

Threats

- Exceptionally high uncertainty across the strategy owing to COVID-19
- Dire macroeconomic conditions and unprecedented joblessness
- Likely restrictions on face-to-face pledge-raising, and a real responsibility to keep our volunteers safe
- Some pushback within EA around anchoring people at 1% and our focus on global health & poverty vs existential risk
- Necessity to improve dollars moved:dollars spent ratio after investment in staff team
- Chapter growth plans, with limited resources, necessitate a new 'light touch' chapter management approach

Our Charities



Our Charities

Our charities work to fight the devastating effects of extreme poverty in over 90 countries worldwide.

We work with GiveWell to identify the world's most cost-effective initiatives in providing everyday basics - such as healthcare, food, water, money and education - and promote cutting-edge research to find the best solutions to global poverty.

Every year, we also work with GiveWell to produce a list of five 'Top Pick' charities. All of our charities are outstanding; but this group gives donors a range of cause areas and the reassurance that we are annually re-assessing where their donations can have maximum impact.

You can read more about our charity selection process on our website:

<https://www.1fortheworld.org/charity-selection-process>

Our Charities

Against Malaria Foundation (Top Pick)



Against Malaria Foundation works to distribute, monitor, and evaluate long-lasting insecticidal nets (LLINs) that protect people from malaria in third world countries.

Our Charities

GiveDirectly (Top Pick)



GiveDirectly provides cash, no strings attached, to some of the poorest families in the world and rigorously evaluates their own impact.

Our Charities

Malaria Consortium (Top Pick)



malaria
consortium
disease control, better health

Malaria Consortium Seasonal Malaria Chemoprevention program distributes anti-malarial drugs to children in order to prevent illness and death from malaria during peak seasons of malaria transmission.

Our Charities

Helen Keller International (Top Pick)



Hellen Keller International's Vitamin A Supplementation provides critical nutrition for less than \$1 per supplementation to combat Vitamin A deficiency - the leading cause of preventable blindness in children.

Our Charities

Evidence Action's Deworm the World (Top Pick)



Evidence Action's Deworm the World Initiative advocates for, supports, and evaluates government-run school-based deworming programs to improve health and schooling outcomes.

Our Charities

Evidence Action's Dispensers for Safe Water



Evidence Action tests and scales up interventions proven to help the world's poor, including clean water systems and deworming, for under \$1 per person.

Our Charities

Living Goods



Living Goods trains Community Health Promoters who, as self-sustaining entrepreneurs, go door-to-door providing health products, education, and treating common causes of child deaths.

Our Charities

Development Media International



Development Media International uses radio and TV campaigns on health issues to change behaviours and save lives.

Our Charities

Global Alliance for Improved Nutrition



Global Alliance for Improved Nutrition's Salt Iodization program protects against the most common cause of preventable brain damage at about 20 cents per person.

Our Charities

Iodine Global Network



Iodine Global Network works to prevent brain damage for pennies a person so all children can reach their full cognitive potential.

Our Charities

Project Healthy Children



Project Healthy Children supports food fortification, one of the most effective, affordable, and sustainable means of preventing disabilities and deaths globally.

Our Charities

Schistosomiasis Control Initiative



Schistosomiasis Control Initiative facilitates school-based distributions of deworming tablets, protecting children from debilitating diseases and improving school attendance for less than \$1 per child.

Our Charities

Food Fortification Initiative



Flour Fortification Initiative

A Public-Private-Civic Investment in Each Nation

FFI promotes flour and rice fortification programs in addition to assisting governments design and implement their own programs, working to reduce folic acid and iron deficiencies.

Our Charities

END Fund



END Fund's Deworming Program combats schistosomiasis and soil-transmitted soil-transmitted helminthiasis (STH) by managing grants, providing technical assistance, and raising funding.

Our Charities

Zusha!



Zusha! Road Safety Campaign distributes and popularizes stickers that encourage passengers to speak up and drivers to drive safely, reducing road accidents.

August 2020

Together, we can change charitable giving to end extreme poverty.

Thank You



Jack Lewars
Executive Director
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