

Big picture mission

Accelerate the end of poverty by providing cash to those in need.

Big picture - how we get there

- We prioritize those with the most need, and so our primary goal is \$'s safely transferred to the extreme poor, empowering them to meet their own needs.
- Our secondary goal is to increase the effectiveness of the sector by identifying and demonstrating ever more impactful and efficient ways of supporting those in need. This is not something we pursue as a goal separate from the direct \$ we transfer; we do it as it is both input to and output of pursuing this primary goal.
- We seek to continually reinforce the ways we add unique value compared to other non-profits; ambitious, transparent, data driven, technology enabled, highly efficient, agile.

Programmatic guardrails:

- The programs we run at scale should meet three bars:
 - a. **Effective:** Among the most cost-effective interventions in the world
 - b. **Scalable:** Something that, with local adaptation, would be scalable and relevant in many contexts worldwide
 - c. **Respectful:** Radical agency, autonomy and respect for recipients. We should pursue interventions that recipients themselves regard as respectful, empowering, and transformative.
- Unconditional cash obviously meets this bar, but there may be other cash variants that also do
- As we continue to learn from research and continuously improve, we will be open to scaling cash-based interventions (e.g., cash+, conditional cash, cash with spending restrictions) that improve upon or beat our standard unconditional cash large lump sum on the above three dimensions, either overall or in specific contexts

Upcoming opportunities & challenges:

- Moonshots & risk appetite: we're pursuing audacious projects that have the potential to be step-changes in the world's ability to end extreme poverty. As an example this includes a multi-year plan to do cash transfers at national scale to catalyze an entire country out of extreme poverty.
- AI & Technological Innovation: technology and innovation has been at the core of our operating model since day 1; mobile money spreading across Africa was the major enabler of our model. With AI we have a huge opportunity to continue to be at the forefront of leveraging technology for those most left behind by the global economy and technological advances.
- Driving continued growth while staying lean and efficient: funding from institutional partners has been a big driver of growth in the last few years. However it often comes with high compliance costs, and heavy restrictions. This risks the organization bloating, and becoming bureaucratic and hard to shift over time.
- Operational excellence in diverse contexts (particularly sub-saharan Africa): We are a technology enabled but operations heavy business, with significant boots on the ground in quite diverse contexts, including active conflict zones like the eastern DRC, and some of the poorest countries in the world. We are heavily vertically integrated,

with in-house technology teams, call centers, field teams etc all working closely together to deliver cash end to end. Ensuring continued operational excellence as we scale, and navigating the risks, realities and tradeoffs inherent to operating in the places we do will be constantly important.

- Brand & Go-to-market: Despite growing amounts of data demonstrating that cash is amongst the most effective, efficient, scalable and respectful ways to support people in poverty, and increasing levels of institutional endorsement, the vast majority of people and institutions are either ignorant or skeptical of this model, and GiveDirectly brand recognition is relatively low. Making the case for cash in a powerful, public and *cheap* way will be important in the coming years.