

## 2018 GiveDirectly Policy Plan

### Goals

GiveDirectly is leading a global movement for a radically simpler way to fight poverty: by giving money directly to those who do not have it.

As the first NGO devoted exclusively to implementing cash transfers, GiveDirectly enables public and private funders and individual donors to transfer funds securely and efficiently to the extreme poor. Our approach, which has become a benchmark for quality of cash programming and is challenging entrenched but often opaque practices, combines performance management with the latest technology, including remote sensing, electronic data collection, crowd-sourced monitoring, advanced analytics, and digital payments.

### Activities

GiveDirectly transfers cash of on average c.\$1000 per household per year, managing the process end-to-end using electronic monitoring and payment technology. To do this, GiveDirectly's process typically involves four steps:

1. *Targeting:* We first locate extremely poor communities using publicly available data. We then send field staff door-to-door to digitally collect data on poverty and enroll recipients. We target households using criteria that vary by region.
2. *Audit:* We use a set of independent checks to verify that recipients are eligible and did not pay bribes, such as physical back-checks, image verification, and data consistency checks. For example, we use GPS coordinates and crowdsourced labour to detect irregularities. We have also experimented with using satellite imagery.
3. *Transfer:* We transfer recipient households roughly \$1,000, or around one year's budget for a typical household. We use electronic payment systems; typically, recipients receive an SMS alert and then collect cash from a mobile money agent in their village or nearest town.
4. *Monitor:* We call each recipient to verify receipt of funds, flag issues, and assess our own customer service. We also staff a hotline for inbound calls and in some cases staff follow up in person.

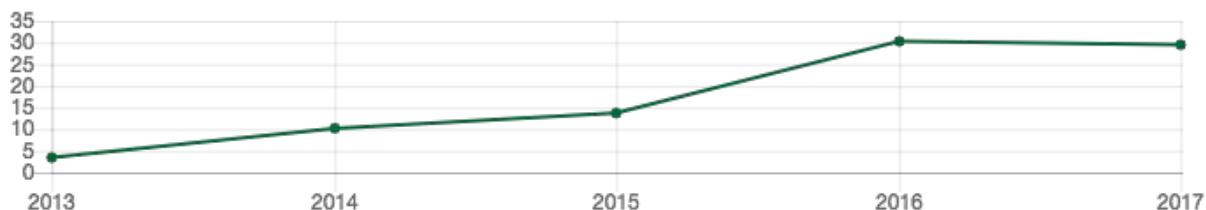
### Finances

We measure our financial performance on two dimensions: what it costs our field team to deliver a dollar into the hands of the poor, and what it costs our outreach team to raise a dollar.

#### *Cash transfer performance*

We use public donations exclusively for cash transfers. We measure our financial performance in the field by the volume of money we deliver to the poor and the efficiency with which we do so. Based on historical averages, we expect to put 88.4% of all public donations into the hands of a recipient in East Africa.

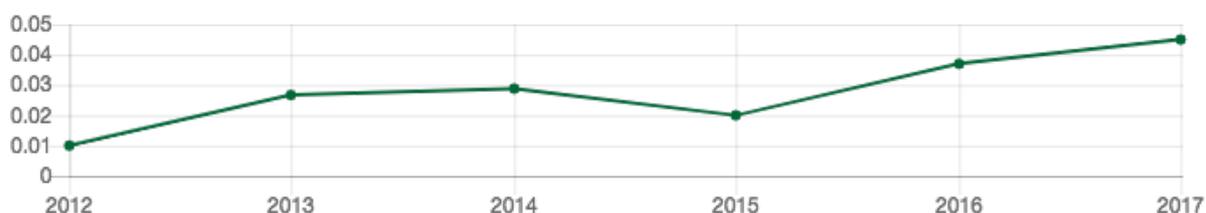
Transfers (millions of USD)



### *Fundraising performance*

Our fundraising efforts are supported by grants specifically earmarked for this purpose and not public donations. We measure our fundraising performance by revenue and cost per dollar raised. Currently we spend \$0.045 per dollar raised, which compares exceptionally well to industry benchmarks.

### Cost per dollar raised



Full details on our financial performance is available in our annual reports and IRS filings.

### **Assets Management**

Office Administrators are responsible for management of assets, including custody, tracking, transfer and insurance. The Finance Manager's role is to check, confirm completeness and existence. Full asset management processes are in place across GiveDirectly's offices, further detail is available on request.

### **Governance**

GiveDirectly's Board of Directors has general management and control over all property, affairs and funds of the organisation. The Board must consist of at least three Directors, and elects a chairperson of the Board at each annual meeting. The Chair presides at meetings of the Directors.

The Board meets during their annual meeting, and other regular meetings at their discretion. Special meetings may be held at any time and place when called by the President, the Clerk, or by two or more Directors. Directors are given notice of the time and place of each meeting, and a quorum ( $\frac{2}{3}$ ) must be present and voting to decide any question. Decisions can be taken without a meeting, if all of the Directors consent to the action in writing and the written records are filed with the records of the meetings of the Board and Directors.

GiveDirectly's Board of Directors is comprised of:

- Michael Faye (President)

- Jacqueline Fuller
- Aly Jeddy
- William Meehan
- Rohit Wanchoo
- Paul Niehaus (Chair)
- Samuel Mwamburi Mwale (Kenya)
- Kamau Wairuri (Kenya)