One for the World
Annual Report
Executive Summary

Introduction
Current state of play | Performance | Lessons learnt | Outstanding questions

Financial Metrics
Donations in Year | Impact Snapshot | Recruitment | Donor Retention & Activation | Chapter Performance

Our Growth
FY20 & FY21 Financials | School Expansion | Our Partners

Looking Ahead
The Next Year | Lessons Learnt | Outstanding Questions | SWOT Analysis

Our Charities
Charity selection process | Our charities
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.

Jack Lewars, Executive Director
Berlin, August 2020
Financial Metrics
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

**Key Metrics Over Time**

Our aim was to repeat last year’s spring semester (~50% bigger than the fall) to maintain performance in pledge raising - 30% of this was dependent on Stanford GSB, the rest on incremental improvements across multiple chapters. Coronavirus then shut all campuses and so we were not able to see this play out.

We had decent fall semester performance - behind 2018, but still adding 650 pledges worth ~$350k. Possible reasons for year-on-year decrease are discussed [here](#).

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

Actual donations are growing at an accelerated rate.
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.
- Evidence Action (Deworming): 22,201 children dewormed.
- Helen Keller Initiative: 35,820 children given vitamin A supplement to prevent childhood blindness.
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.
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.
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

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

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!
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

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

**Graduate College Chapter Numbers**
- **Prospect** - 26 (65%)
- **Setting Up** - 9 (23%)
- **Active** - 5 (13%)
- **Lapsed** - 0 (0%)

54 UG chapters likely to raise money this year

14 grad chapters likely to raise money this year
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

- United States - 123 (80%)
- Canada - 18 (12%)
- Australia - 8 (5%)
- Great Britain - 5 (3%)
**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 deductibility.
Our Growth
Our Team

Jack Lewars,
Executive Director

Evan McVail,
COO

Lauranne Duffaut,
International Expansion

Kennan McClung,
Director of Growth

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

Advisory Board
Our Growth

By investing substantially in new staff and dramatically increasing our reach, we have established a solid base from which to grow in the future.

We don’t anticipate fixed costs rising much in the next few years, but our donation growth forecast is exciting. We have very few variable costs per donor, and so can now scale without increasing our costs at nearly the same rate.
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 rater
- 12 months of funding in cash-on-hand and good fundraising prospects
- 501c3 status secured in May 2020, unlocking corporate matched giving

#### 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

#### 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

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

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.
END Fund’s Deworming Program combats schistosomiasis and 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.
Together, we can change charitable giving to end extreme poverty.

Thank You

Jack Lewars
Executive Director
jack@1fortheworld.org