



**Analytics for a  
Better World**

**Analytics to Amplify: Unlocking the  
Potential of Data for Global Impact  
2025-2028 Strategy**



# Executive Summary

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## Executive Summary

Analytics for a Better World (ABW) is a non-profit organization that collaborates with mission-driven organizations worldwide to use cutting-edge analytics and data science to maximize their impact. Founded in 2022 by the University of Amsterdam (UvA) and ORTEC, ABW harnesses academic and industry expertise to bridge a crucial gap: while analytics and AI have revolutionized business, their transformative potential for social good remains largely untapped in the non-profit sector.

The urgency for ABW's approach is clear: with only 17% of global Sustainable Development Goals (SDGs) on track and billions of people lacking access to healthcare, safe water, or climate resilience, nonprofits face shrinking funding and growing challenges. Data-driven innovation is proven to vastly improve impact and efficiency; however, most nonprofits lack the skills, tools, and resources needed to unlock these benefits. ABW fills this gap, showing that every dollar invested in analytics for social good can yield up to thirty times its value in impact.

Over the past three years, ABW has delivered substantial improvements across diverse sectors. For example, our work with The Ocean Cleanup *increased plastic collection rates by over 60% and halved the time and cost to reach their mission*. ABW's analytics have saved billions in climate adaptation, expanded healthcare access for hundreds of thousands in countries such as Timor-Leste, Kenya, Armenia, and Vietnam, and vastly improved pandemic response for millions in Nepal with the World Health Organization. Beyond projects, we have trained hundreds of nonprofit fellows and built a thriving community of changemakers.

Drawing on the lessons of recent years, responding to shifts in the nonprofit landscape, and building on our proven track record, ABW will enter the 2025–2028 period with renewed focus and purpose captured in its strategy 'Analytics to Amplify: Unlocking the Potential of Data for Global Impact'. We are dreaming big: by 2035, we will have created a worldwide movement, where every nonprofit can harness the power of analytics and AI to deliver transformative, scalable impact on society's biggest challenges, accelerating progress towards the SDGs and improving the lives of hundreds of millions.

To drive scalable and enduring impact, we are advancing four interconnected strategic objectives that reflect our unique value proposition: **Apply, Strengthen, Mobilize and Sustain**.

\*We use the terms mission-driven organizations, NGOs, and non-profits interchangeably to refer to organizations whose primary purpose is to create positive impact rather than generate profit. Our focus on working with these organizations stems from our commitment to using analytics and AI to drive meaningful change and contribute to the greater good.

\*We define impact as the measurable change or effect that an action or initiative has on a particular group, community, or environment. It's the tangible outcome that results from an intervention, often aimed at addressing a specific need or challenge.



# Executive Summary

## 1. Apply – Turning Data into Impact

By ensuring that evidence-based tools are embedded into non-profit operations (such predictive and optimization models and open-source products), and by conducting tailored research projects, we help organizations move from insights to action, amplifying their ability to achieve their mission. We ensure that learning leads to measurable change.

## 2. Strengthen – Building Data Science Capacity for Impact

We ignite, inspire and encourage mission-driven organizations to use data as a core asset. Through hands-on training to upskill staff, open-source tools, mentorship and data leadership development, we enhance the data-literacy and capability of non-profits so they can apply analytics to real-world challenges.

## 3. Mobilize – Activating a Global Movement for Analytics for Good

We foster a global community of industry data scientists, non-profits, academics, and changemakers united around analytics for good. Through collaboration, knowledge-sharing and awareness raising, we bring together a vibrant community focused on using analytics to contribute to systemic change.

## 4. Sustain – Strengthening Our Organization for Scalable Impact

To support long-term impact, we invest in our team, establish strong internal systems, pursue sustainable funding, and forge strategic partnerships. We cultivate a resilient and adaptive organization by securing diverse resources, fostering a culture of learning and equity, and building deep collaborations that fuel innovation and growth.

Together, these strategic objectives position ABW to deliver meaningful, enduring outcomes at scale by helping mission-driven organizations use data to solve some of the world's most pressing challenges.

**ABW's 2025-2028 strategy Analytics to Amplify: Unlocking the Potential of Data for Global Impact** represents a bold shift from isolated successes to scalable, systemic impact.

Through focused initiatives, strategic partnerships, and a commitment to open knowledge and learning, ABW is set to unlock the potential of thousands of non-profits, accelerate progress towards the SDGs, and maximize the social value of analytics worldwide.



## ABW's Strategic Vision 2025-2028

Analytics for a Better World (ABW) is transforming how mission-driven organizations leverage data science to amplify their impact. Our vision is clear: unlocking the potential of analytics for people who make the world a better place. As we enter the first year of our **2025-2028 'Analytics to Amplify: Unlocking the Potential of Data for Global Impact'** strategic period, we're excited to share our roadmap, that builds on our achievements and maps out an ambitious course forward

## Who We Are: Analytics for a Better World

ABW was co-founded by UvA and ORTEC in 2022 to bridge a critical gap: while analytics and AI are transforming business, their potential for social good remains largely untapped by nonprofits. UvA brought academic excellence and a drive to translate research into real-world solutions; ORTEC contributed decades of analytics expertise and a commitment to impact. Together, they launched ABW to operationalize the vision that analytics can—and must—be harnessed for the greater good.

## The Case for Urgency and the Opportunity

With decades of effort, only 17% of the Sustainable Development Goals (SDGs) are on track, with just five years left to achieve them. The scale of the challenge is huge: 3.16 billion people cannot reach a healthcare facility within an hour's walk, over 4.4 billion people in low-income countries lack access to safe drinking water, and climate change has inflicted \$525 billion in losses on the world's most vulnerable economies in just two decades. Meanwhile, the economic cost of plastic pollution reaches up to \$19 billion each year. ABW's last three years have shown that applying analytics can play a crucial and accelerating role in combating these challenges, we see much potential and opportunities for impact.

At the same time, the context for mission-driven organizations is tough. Funding is under increasing pressure, with major donors like USAID and the EU reducing their support. This means non-profits should do more with less, whilst the complexity and urgency of global challenges grow. Simultaneously the speed of AI developments is increasing. Still, many non-profits have yet to develop their data maturity. Or a framing that emphasizes that there are strengths that will only be scaled through (3.5M data for social impact jobs are needed), tools, and capabilities to harness these technologies. We think traditional approaches are no longer enough. We see much potential and opportunities for the non-profit sector to start utilizing analytics in response to these challenges.



## The Case for Urgency and the Opportunity

Analytics and data science offer a path forward: organizations that prioritize data-driven innovation are four times more likely to achieve their goals, and every dollar invested in data systems can yield a thirtyfold return in social value (an ROI of US\$32). The opportunity is clear: we cannot afford to leave the power of analytics untapped. If we fail to act now, we miss a big opportunity to help millions more people in need, and the world will miss its chance to achieve the SDGs. We believe applying analytics to accelerate our progress promises substantial potential. We believe applying analytics to accelerate our progress.

## Our Impact Journey

In just three years, ABW projects have proven that analytics can drive transformative impact across sectors. These results are not one-off successes; they are scalable models that can be replicated and adapted globally.

### Cleaning Our Oceans

Our collaboration with The Ocean Cleanup yielded an optimized routing approach that increased plastic collection by over 60% compared to previous strategies. As highlighted by The Ocean Cleanup's CEO, this optimization will halve both the time (from 10 to 5 years) and costs (from 7.5 billion to 4 billion) needed to achieve their mission.

### Strengthening Climate Adaptation

Our work on optimizing dike heights resulted in approximately 7.8 billion euros in cost savings while maintaining high protection standards for critical regions.

### Expanding Healthcare Access

Through our PISA (Placement of Infrastructure for Social good through Analytics) tool, we've improved healthcare accessibility in multiple countries:

- In Timor Leste, adding 7 strategically placed facilities increased accessibility from 70% to 80%, potentially benefiting 136,000 people.
- In Vietnam, adding 20 optimally placed stroke centers increased 30-minute coverage for approximately 580,000 people.
- In Armenia, strategically adding 10 facilities increased 2 km accessibility from 47.2% to 58%.



## Our Impact Journey

### Optimizing Pandemic Response

Our collaboration with the WHO to optimize COVID testing labs in Nepal demonstrated that coordinated sample transfers could reduce delayed samples from 21.4% to 0%, potentially impacting 3 million people.

Beyond these direct impacts, we've supported 14+ students in 2024, trained 200 fellows from 60 different organizations, and created 43 classes and 29 webinars available on YouTube. Our community now exceeds 5000 LinkedIn followers with 2,000 newsletter subscribers.

## From a Proven Approach to Impact at Scale

Having demonstrated the transformative potential of analytics for nonprofits, we are now focused on scaling our model. This requires two shifts: overcoming sector-wide barriers such as limited data skills, low awareness, and fragmented solutions; and concentrating our efforts where we can have the most systemic, high-leverage impact.

In the last three years we've proven the impact potential of analytics for non-profits. Now we're at a point where we can scale our impact even further. There's an opportunity to achieve more with what we do. There are two things required: first we need to overcome some non-profit sector wide barriers for analytics to have scalable impact, and secondly, we need to create focus. To achieve scalable, lasting impact, ABW is advancing four interconnected strategic objectives: **Apply, Strengthen, Mobilize, and Sustain**.

### Strategic Objective 1: Apply - Turning Data into Impact

We work side by side with mission driven organizations to embed data into their daily decision making and long-term strategies. Through co-designed analytics projects, digital transformation initiatives and tailored research projects, we help non-profits move beyond intuition to evidence-based impact. Our solutions are not only innovative; they're practical, scalable, and sustainable. Whether building predictive tools, or open-source products, we ensure that every solution serves a real-world purpose and can be maintained by the communities they're meant to help. We believe that when organizations apply data with purpose, they multiply their ability to achieve impact



## From a Proven Approach to Impact at Scale

### Strategic Objective 2: Strengthen - Building Data Capacity for Impact

To unlock the transformative power of data: we equip organizations with knowledge and skills. Through immersive training, leadership initiatives, and mentorship, we cultivate a data driven ecosystem. This learning journey helps non-profit professionals and aspiring changemakers to confidently use analytics for the causes they serve. We collaborate with universities and educational institutions to develop programs that merge data science with the realities of social and humanitarian work, ensuring that data expertise is accessible, relevant, and purpose driven.

### Strategic Objective 3: Mobilize - Activating a Global Movement for Analytics for Good

Our goal is not just to create isolated success but to fuel a global movement. We mobilize a vibrant and inclusive community of data scientists, innovators, academics, and non-profit leaders who believe in the power of analytics for good. By sharing knowledge, co-creating solutions, and hosting exchanges such as global events or roundtables, we foster a culture of collaboration and mutual learning. We elevate stories of impact and champion the open sharing of tools, insights, and good practices. Mobilizing this network means that solutions spread, ideas grow, and momentum builds, ensuring that analytics becomes a common good in the service of the world's most urgent challenges.

### Strategic Objective 4: Sustain - Strengthening our Organization for Scalable Impact

To drive meaningful and lasting change, we must invest in our team, have reliable systems, forge trusted partnerships, and secure sustainable funding. That means building the internal systems, talent, and financial resilience needed to scale our mission. We prioritize strategic fundraising—securing diverse, values-aligned sources of income from donors and partners—to ensure sustainability without compromising on impact. Equally essential is forging strategic, long-term partnerships with donors, academic institutions, tech leaders, and fellow changemakers. These relationships expand our reach, deepen our expertise, and unlock new opportunities for innovation and co-creation.

Through diversified funding models, transparent operations, and a culture of trust, we position ourselves and our partners. At the same time, we nurture a culture of collaboration, learning, and equity within our team. Through inclusive leadership, clear processes, and opportunities for growth, we allow our people to do their best work. By strengthening our organization, we ensure that we are not effective today, while we focus on years to come



# Why Our Four Strategic Objectives Enable Scaling & How They Interact

As we move into the 2025–2028 period, ABW is ready to grow—not for growth's sake, but for the sake of those we serve. With clarity, partnership, and purpose, we will help non-profits not only keep pace with the data revolution, but lead it. Our four interconnected strategic objectives: **Apply**, **Strengthen**, **Mobilize** and **Sustain** are essential on their own—but together, they form a powerful system for change.

We **Apply** analytics for impact - working hand-in-hand with non-profits to turn ideas and potential into strategy, and strategy into scalable solutions. It's in this space that data comes alive: not as an abstract concept, but as a living part of how missions are delivered, and lives are improved. Tailored research projects increase the impact and help prove approaches. **Strengthen** is where scalable transformation is enabled. By building capacity across the impact sector through training, mentorship, and coaching, we are ensuring that knowledge is no longer a barrier to the use of analytics. Learning alone isn't enough. **Mobilize** takes this work beyond individual organizations and into a growing global movement. We bring together practitioners, researchers, technologists, and advocates who believe that analytics should serve the common good. By sharing tools, insights, and stories of impact, we help solutions travel further and faster—and ensure that breakthroughs in one place can benefit communities. Finally, to do all this at scale and over time, we must **Sustain**. This means strengthening our internal systems, building a resilient team, and forging lasting partnerships with funders, allies, and institutions who share our values. Sustainability is not just financial—it's operational, relational, and cultural. It's about creating an organization that's as committed to learning and adaptation as it is to results.

These four strategic objectives are not parallel tracks. They are deeply interconnected—each reinforcing the others. We cannot drive adoption without learning, or sustain impact without community, or mobilize a movement without a strong and focused core. Together, they form a virtuous cycle: one that enables us to reach further, move faster, and go deeper in our mission to democratize data for good.



## Strategic Focus: Targeting Impact Where It Matters Most

A key step in scaling our impact is to create focus in the challenges and opportunities we pursue. After analyzing global challenges and our capabilities, we're refining our approach to create even greater impact. We will focus on advanced analytics projects that directly impact non-profit missions. We target the most complex, high-leverage challenges—where research and industry expertise must combine. We're focusing our efforts on three critical SDGs:

- **SDG 3: Good Health and Well-being 2.**
- **SDG 6: Clean Water and Sanitation 3.**
- **SDG 13: Climate Action**

At the heart of our approach is **SDG 17: Partnerships for the Goals**, which underpins everything we do through collaboration between academia, business, and non-profits.

We've selected these focus areas because:

- They represent major challenges in Low and Middle-Income Countries (LMICs), where resources are scarce and impact potential is significant;
- Non-profits play a crucial role in addressing these goals in LMICs, often filling gaps in public service delivery;
- There are abundant opportunities for applying analytics to optimize healthcare access, improve water systems, and enhance climate resilience;
- These goals are interrelated, creating multiplier effects that extend to other SDGs.

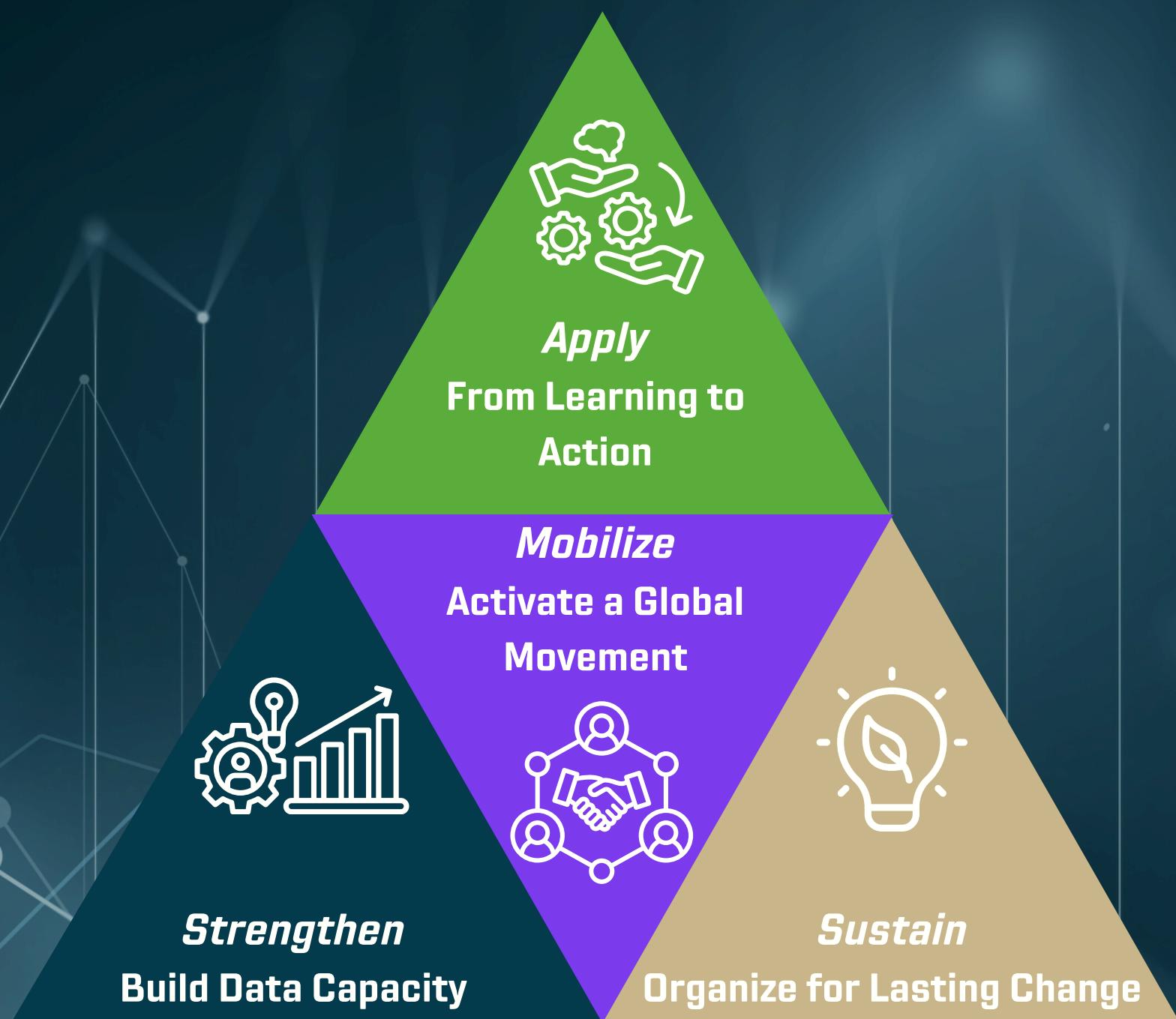
## What Impact at Scale Looks Like

Scaling impact is not just about reaching more people, it's about **changing systems so that mission-driven organizations can deliver transformative results, sustainably and without external dependency**. At scale, impact means that non-profits are no longer reliant on us or other outside experts to use analytics; they have the skills, tools, and confidence to drive their own data-driven strategies.

Imagine a world where a health non-profit in Kenya can, making use of their expertise and knowledge, optimize the placement of clinics to reach thousands more people, or a water organization in Nepal can use real-time data to direct resources to communities most in need. Impact at scale is visible when these organizations move from isolated pilot projects to integrated, organization-wide adoption of analytics. It's measured not just by the number of projects completed, but by the number of organizations that have built lasting analytics capability, the millions of lives improved, and the sector-wide shift toward evidence-based action



## The Diagram of ABW's Strategic Focus



## Removing Barriers to Scale

Despite the promise of analytics, several persistent barriers prevent non-profits from realizing its full potential. The first is a shortage of analytics skills—there is a global gap of 3.5 million data-for-impact professionals. Many organizations lack awareness of what analytics can achieve, and even when they see the potential, they often don't have access to the right tools, data, or technical support. Fragmentation is another challenge: too many projects remain isolated pilots, never integrated into core operations or shared across the sector.

ABW is here to help tackle these barriers. Our Impact Accelerator Program creates impact through building analytics solutions for non-profits and goes beyond one-off projects by building deep, long-term analytics capacity within non-profits. The ABW open-source repository and PISA platform democratize access to advanced analytics tools, making them available to any organization. Our academy, through the MOOCs, is designed to close the skills gap at scale, equipping thousands of non-profit professionals with practical, actionable knowledge and skills to apply analytics themselves. By focusing on open-source tools, peer learning, and community-building, we ensure that solutions are not just effective, but also accessible and sustainable. This holistic approach is essential for breaking down silos and enabling true sector-wide transformation.

## Our Approach

At ABW, we believe that data science alone doesn't create impact—people do. That's why our approach is rooted in deep collaboration, long-term capability strengthening, and a relentless focus on real-world outcomes. We don't just deliver analytics solutions; we help organizations embed them into their DNA.

We bring together non-profit leaders, data scientists, academics, and corporate professionals in a dynamic ecosystem where knowledge flows across sectors and disciplines. By fostering and nurturing this community, we ensure that good practices, innovative tools, and proven methodologies are not just shared but applied meaningfully in context. We provide hands-on support, open-source tools, strategic advice, proven methodologies, and customized training.

\* While focusing proactively on SDG 3, 6, 13, and 17, we remain (reactively) open to impactful projects in other SDGs.

\*In 2026 we will outline our organizational values and priority behaviors. When finalized, we'll add them to our strategy



## Our Approach

### What are the key principles of our approach?

- **Co-creation:** We work with organizations, not for them, ensuring ownership, reducing 'guesswork', applying contextual relevance, and focusing on sustainability.
- **Dual focus on applying analytics and increasing capability:** Each project solves an analytics challenge and builds the internal skills and systems needed for lasting transformation.
- **Agile and iterative:** We use a flexible, step-by-step way of working on data science projects. We build and test small pieces of work quickly, get feedback often, and keep improving until the solution works well to remain flexible, responsive, and outcome oriented.
- **Collaboration:** Every actor in the ecosystem brings an essential piece of the puzzle. Mission driven organizations bring the challenge and the data, businesses bring their expertise in implementing analytics solutions and capability, and researchers bring their ability to find new models and solutions to the new and big challenges we face. Together, we find solutions and create long-lasting change.
- **(Scalable) Impact focused:** We don't apply technology for the sake of it; we apply it for impact. And we focus on solutions that contribute significantly to accelerating the mission of non-profits.
- **Equity, diversity and inclusion:** We believe that equitable access to data and technology is essential to creating meaningful, sustainable impact. Our work centers on amplifying voices and solutions from underrepresented communities, especially in LMICs. We intentionally designed the Impact Accelerator Program to be inclusive: removing barriers to entry, supporting localized solutions, and building capacity where it is most needed. We recognize that diversity—in perspective, geography, gender, experience, and expertise—is a strength that leads to more effective, innovative, and just solutions. Consequently, inclusion isn't a side goal: it's embedded in how we co-create, how we build partnerships, and how we define success.

## Risk and Mitigation Overview

To realize its bold 2025–2028 strategy, we must navigate a rapidly evolving landscape characterized by fast-paced technological development, constrained non-profit budgets, global talent shortages, and growing expectations for measurable impact. As ABW shifts from early-stage experimentation to system-scale transformation, managing risk becomes critical to long-term success.

The matrix on the next page outlines the most significant risks facing ABW's strategy execution, categorized by strategic objective, along with mitigation strategies designed to maintain momentum, build resilience, and safeguard ABW's mission. By proactively addressing these challenges, ABW strengthens its ability to deliver on its vision of scaling data-driven impact across the non-profit sector.



# Risk and Mitigation Overview

Strategic Objective	Risk	Likelihood	Impact	Mitigation
SO1 Apply: Turning Data into Impact	Difficulty sourcing nonprofits ready to co-develop analytics solutions	Medium	High	Build a pipeline by conducting early outreach, creating lightweight engagements (e.g., leadership course, pre-accelerator), and leveraging partnerships with umbrella organizations
	Inconsistent quality or scalability of analytics solutions developed	Medium	High	Establish quality standards and reusable design templates; peer review processes; invest in robust MVP testing and community feedback loops
	Dependency on external technical volunteers/pro bono support	High	Medium	Diversify (technical) partnerships; recruit paid or contracted talent for critical functions; document and automate tools
	AI/ML landscape evolving faster than nonprofit adoption	High	High	Create continuous learning programs for nonprofits; form partnerships with AI/ML experts; adopt modular, easily updatable toolkits
SO2 Strengthen: Building Data Capacity	Nonprofits lack time or incentives to follow/complete training	High	Medium	Design short, modular content; offer certificates and community engagement; integrate training into program/project requirements
	Privacy regulations limiting data sharing	Medium	High	Provide privacy-compliant analytics solutions; integrate data anonymization tools; conduct regular legal/regulatory reviews
SO3 Mobilize: Activating a Global Movement	Slow community uptake and participation in peer networks	Medium	High	Invest in storytelling, impact use cases, and webinars to demonstrate value; incentivize contributions (recognition, speaking roles); appoint community champions



# Risk and Mitigation Overview

<b>SO3 Mobilize: Activating a Global Movement</b>	Lack of shared standards for interoperability and tool reuse	Medium	Medium	Collaborate with partners to develop and promote open data/tool standards; document thoroughly and offer support channels
	Tech giants entering social impact space	Medium	High	Differentiate through community trust, nonprofit-centric design, and deep sector expertise; form alliances with large-scale actors; emphasize transparency and open-source approaches
<b>SO4 Sustain: Strengthening the organization</b>	Failure to secure sufficient funding to scale programs	High	High	Prioritize fundraising from large foundations (e.g., Gates, McGovern); diversify income streams (sponsorships, strategic partnerships); build lean pilot phase for proof-of-concept
	Limited internal capacity to manage program growth	Medium	High	Phase hiring strategically; implement systems for project and knowledge management; cross-train staff for flexibility
	Overextension of team due to rapid expansion	Medium	Medium	Focus on fewer initiatives; regularly reassess priorities and team workload capacity
	Brain drain to higher-paying private sector	High	High	Offer competitive non-monetary benefits (mission-driven work, flexibility, recognition); invest in career growth; create alumni networks; secure targeted funding for key staff retention



## Our Journey and What Comes Next

Since our founding in 2022, ABW has grown from a bold idea into a global community of changemakers. We've been proving what's possible when analytics meets purpose. In the first three years, we have completed many projects with many non-profit partners across the world, from optimizing ocean cleanup operations to expanding healthcare access in Vietnam and Timor-Leste. Our team, though small, has demonstrated what's possible when analytics expertise meets mission-driven ambition.

We have also learned valuable lessons. Running ABW like a start-up, we enthusiastically jumped at every opportunity and experimented with a wide range of projects, often stretching ourselves thin. While this approach helped us build a track record and a vibrant network, it also revealed the limitations of isolated, pro-bono projects. With new focus, a stronger team, and growing global partnerships, the next chapter is about scaling that possibility into lasting, system-level change.

Our journey is just beginning. With the right partners and resources, we can unlock the potential of thousands of non-profits to harness the power of analytics, transforming lives and accelerating progress toward the SDGs.

**We have proven the potential.  
Now we are ready to amplify it.**