

ASF's Reporting of Financials (2020)

This document contains responses written by the charity. ACE has made no content changes other than the removal of confidential information.

Program 1

Program name: Corporate Outreach

Program expenses (2019):

€691,350

Proportion of expenses that go to non-staff costs (2019):

47%

Almost all of our aquaculture costs are non-staff as the work is led by an external consultant. Other than that: equipment (notebooks etc.), software license (CRM), travel expenses (meetings with companies), phone bills, a part of our office space, relevant literature, professional development: everything that's needed to build relationships with companies as well as tracking/managing all relevant information.

Program expenses (first 6 months of 2020):

€290,728 (preliminary number)

Proportion of expenses that go to non-staff costs (first 6 months of 2020):

50%

Approximate number of staff hours invested (2019):

10,618h

Approximate number of staff hours invested (first 6 months of 2020):

4,227h

Approximate number of volunteer hours invested (2019):

external volunteers: 0h
Federal voluntary service: 3,137h

Approximate number of volunteer hours invested (first 6 months of 2020):

external volunteers: 0h
Federal voluntary service: 1,040h

Most important outcomes/accomplishments (2019 and the first 6 months of 2020):

2019

- Convinced 14 companies to join the European Chicken Commitment (ECC)
 - a. [Sander](#) (Germany)
 - b. [Procuratio](#) (Germany)
 - c. [Apetito](#) (Europe)
 - d. [Peter Pane](#) (Europe)
 - e. [Frosta*](#) (Europe)
 - f. [Compass Group*](#) (Europe)
 - g. [Aramark*](#) (Europe)
 - h. [MAN](#) (Germany)
 - i. [Primus](#) (Germany)
 - j. [Bofrost](#) (Europe)
 - k. [Wisag](#) (Germany)
 - l. [Prima Menü](#) (Germany)
 - m. [Genuss & Harmonie](#) (Germany)
 - n. [Transgourmet](#): will work out supply for their B2B customers (Europe)
* joint success with other groups
- Got four companies to fully implement cage-free eggs/egg products in their supply chains
 - a. [McDonald's Germany](#) (had been cage-free on shell eggs but not egg products)
 - b. [Real_-](#) (large supermarket chain that had been cage-free on shell eggs but not egg products)
 - c. B&B Hotels
 - d. [H-Hotels](#)
- Convinced four food businesses to go cage-free
 - a. [Transgourmet](#) (Europe)
 - b. [ISS*](#) (globally)
 - c. [Kempinski*](#) (globally)
 - d. [Lindner*](#) (Europe)
 - e. [Deutsche Hospitality](#) (Europe)
* joint success with other groups

- Convinced eight Polish food businesses to commit to going cage-free
 - a. [Kopernik](#)
 - b. [CDN](#)
 - c. [DINO](#)
 - d. [Tarsmak](#)
 - e. [Ambasador 92](#)
 - f. [Cukry Nyskie](#)
 - g. [Cukiernia Sowa](#) (already implemented)
 - h. [Mamut](#)
- Convinced three Polish retailers/wholesalers to end the sale of live carps (coalition work with CIWF Poland and Viva Poland)
 - a. [Tesco](#)
 - b. [Auchan](#) (already introduced a ban for 90% of their shops in 2018; moved up to 100% in 2019)
 - c. [Selgros/Transgourmet](#) (already introduced a ban for 33% of their shops in 2018; moved up to 100% in 2019)
- Worked with seven large retailers to improve their animal welfare policies (in order to prepare for our animal welfare ranking in 2020)
 - a. Tegut
 - b. REWE
 - c. Real
 - d. Aldi Nord & Aldi Süd (one combined policy)
 - e. Kaufland
 - f. Norma
 - g. Lidl
- Convinced KAT (assurance scheme that covers 81 million laying hens in Germany, the Netherlands, and other countries) to include rearing standards and to raise standards above normal rearing standards. Most notably, stocking densities during rearing (no legal maximum, up to 50 birds per m² aren't uncommon) will be decreased. Step 1: max 20 birds per m² in 2022. Step 2: max 18 birds per m² in 2020. The new standards also include pecking substrate, perches, clean feed and water, some daylight, air quality, no electric wires, and the mandatory use of systems (such as aviaries) that are similar to the systems the hens will later live in. Rearing conditions are important for the entire life of a laying hen as behavioral disorders can develop in early stages and chicks need to learn to live in aviaries early on (if they don't this can lead to serious welfare issues later on).
 - a. We had mentioned our ongoing work on this in previous evaluations. The rearing part was finalized in 2019.
- Expanded the work of our Aquaculture Welfare Initiative
 - a. Convinced Tegut and EDEKA (retailers) to join our Aquaculture Welfare Initiative (all major German retailers are on board)
 - b. [GIZ](#) joined our initiative. Ongoing work to improve welfare standards in African aquacultures that want to export to Europe
 - c. Initiative members agreed to start by focussing on stunning prior to slaughter

- d. Improved our standing in the industry by having a booth, a presentation, and several stakeholder meetings at the Aquaculture Europe trade fair
 - e. Worked with other NGOs and industry players at “Fair Fish SummerShoal” event
- Distributed 590 guides on plant-based cooking for catering companies to our target group.
 - a. 346 print versions
 - b. 244 downloads
- Published two vegan rankings
 - a. Bakery chains (some reactions to our ranking)
 - b. Retailers (stronger reactions to our rankings, asking to work with us to improve ranking)
- Developed an online tool for vegan retail ranking to be used by other groups
- Facilitated action days with the umbrella organization of all German university caterers around the World Vegan Day.
- Facilitated two action weeks with three university caterers under the banner of our “Vegan Taste Week”.
- Hosted a workshop on dairy cow welfare for retailers which increased the chances of seeing an end to tethering (and other improvements) as this is now often demanded by retailers.

2020

- Convinced five companies to sign up to the ECC
 - a. [SV Group](#) (Europe)
 - b. [Klüh Catering](#) (Europe)
 - c. [Rügenwalder Mühle](#) (Europe)
 - d. [Dean & David*](#) (Europe)
 - e. [HelloFresh*](#) (Europe)
 - f. [Hanna-Feinkost](#) (Europe) - came in on the 1st of July - not sure whether this still qualifies

* joint success with other groups
- Convinced two companies to go cage-free (implementation)
 - a. [Esskultour](#) (Germany)
 - b. [Dorint Hotels](#) (Europe)
- Supported the action week “Grandma Cooks Vegan” by a university caterer centered around traditional home cooked meals.
- Published a [vegan retail ranking in Poland](#) including a webinar for retailers together with NGO RoślinieJemy
 - a. The webinar was attended by 20 representatives from retailers, food manufacturers, and the media
- [Shared our vegan retail ranking tool with other NGOs](#) - it has already been used by 5 groups, with 3 rankings already published

- Expanded the Aquaculture Welfare Initiative work
 - a. Work is becoming more international - especially ALDI International and LIDL International are willing to extend the scope of our work
 - b. Initiative (including all major German retailers) is asking ASC and GlobalGAP to introduce welfare standards.
 - c. Initiative also included shrimps into the list of species it focuses on (salmon, trouts, shrimps, pangasius, tilapia, sea bass, gilthead, zander -> these are the most relevant species in Germany)
 - d. Improved our standing in the industry by having a booth, a presentation, and several stakeholder meetings at the Fish International trade fair
 - e. Provided training for fish buyers at EDEKA (confidential)
 - f. Covid-19 slowed down our work severely, but the topic is now getting back on the agenda of retailers
 - g. Confidential: Helped to convince GlobalGAP (6% market share) to set some welfare standards (ongoing process). GlobalGAP gave us feedback that working with us has been instrumental for this to happen.
 - h. Rented a small (tiny) office exclusively for aquaculture work, industry meetings, webinars etc. - office is in northern Germany where fish industry is more relevant than in Berlin
 - i. Analyzed two Norwegian online trainings for salmon producers (in English): can be very helpful for producers who want to improve their fish welfare levels.
 - j. Working with PhD student who works on welfare indicators in trout farming

How, if at all, do you plan to expand/shrink this program?

We have been growing the program and just hired two additional full-time staff members for the German team in 2020. Once another staff member comes back from her maternity leave (probably at the end of 2020), we think the German team size is well equipped to cover all relevant parts of the German food industry.

Following some staff changes, the Polish team is currently too small to cover all relevant parts of the Polish food industry. We'll re-grow the team after hiring a new Country Director.

We'll also expand our corporate outreach work internationally.

What do you expect the total expenses for this program to be in 2021?

€909,432

Program 2

Program name: Corporate Campaigns

Program expenses (2019):

€259,588

Proportion of expenses that go to non-staff costs (2019):

43%

These expenses were mostly used for external services such as video editing as well as campaigning equipment, campaign-related travel expenses and allowances for our volunteers.

Program expenses (first 6 months of 2020):

€144,263 (preliminary number)

Proportion of expenses that go to non-staff costs (first 6 months of 2020)

28%

These expenses were used for external services as well as campaigning equipment and campaign-related travel expenses.

Approximate number of staff hours invested (2019):

6,970h

Approximate number of staff hours invested (first 6 months of 2020):

4,933h

Approximate number of volunteer hours invested (2019):

external volunteers: 270h

voluntary service employees: 3,951h

Approximate number of volunteer hours invested (first 6 months of 2020):

external volunteers: 480h

voluntary service employees: 1,443h

Most important outcomes/accomplishments (2019 and the first 6 months of 2020):

2019

- Built up our campaigns department. Hired and onboarded new team members.
- Won three ECC-campaigns against food businesses
 - a. [IKEA](#) (Europe/global)*
 - b. [Sodexo](#) (Europe)*
 - c. [Nomad Foods](#) (Europe)** joint successes with other groups. ASF was leading/organizing the campaign in all three cases.
- Won four cage-free campaigns against companies (all global commitments)
 - a. [Hilton](#)
 - b. [Best Western](#)
 - c. [Wyndham Hotels & Resorts](#)
 - d. [Wyndham Destinations](#)All victories are joint successes with other groups.

2020

- Continued building the new department
- No campaign victories because we had paused all campaigns during the corona crisis. We're slowly restarting our campaigns in the second half of 2020.

Campaigns are a relatively expensive way to get commitments. However, several victories mentioned in Program 1 (Corporate Outreach) would not have happened without direct or indirect campaign threats. So there's quite a bit of spillover into the success of our Corporate Outreach work.

How, if at all, do you plan to expand/shrink this program?

Overall, we're planning to expand this program: We'll increase the number of campaigns we're running which will lead to additional costs (our capacity is increasing with our team getting more experienced and workflows being developed/tuned). In Germany, it's possible that the campaigns team will slightly grow (no decision made, yet). In Poland, we'll increase our campaign activities and probably also our team size. We'll also run campaigns in our third country.

What do you expect the total expenses for this program to be in 2021?

€389,760

Program 3

Program name: Legal Work

Program expenses (2019):

€153,275

Proportion of expenses that go to non-staff costs (2019):

82%

These expenses were used for lawyer's fees (most costs) as well as equipment and travel expenses.

Program expenses (first 6 months of 2020):

€77,261 (preliminary number)

Proportion of expenses that go to non-staff costs (first 6 months of 2020):

96%

These expenses were used for lawyer's fees (mostly) and travel expenses.

Approximate number of staff hours invested (2019):

708h

Approximate number of staff hours invested (first 6 months of 2020):

77h

Approximate number of volunteer hours invested (2019):

external volunteers: 95h

voluntary service employees: 152h

Approximate number of volunteer hours invested (first 6 months of 2020):

external volunteers: 0h

voluntary service employees: 0h

Most important outcomes/accomplishments (2019 and the first 6 months of 2020):

2019

- Milestone in our court case to end the worst practices in “turkey production”: After we had lost in the first instance (this is something we always plan with due to the way the German legal system works) and not being allowed to move to the second instance, we successfully appealed the decision not to be allowed to move to the second instance. Getting to the next instance even though the former instance did not allow it, is extremely difficult, so this is a big achievement. As of July 2020, we’re currently in the second instance.
- Filed an extensive [constitutional complaint \(in German\)](#) against a court ruling that would render all animal protection laws and regulations invalid in factory farms all across Germany ([English article](#)). The (outrageous) court ruling we are fighting against said that - in factory farming - every reason to let animals suffer is a good reason / reasonable cause as the suffering is well-known and therefore (supposedly) socially adequate. As of now (July 2020), we are still waiting for the Constitutional Court of Baden-Württemberg (similar to a Supreme Court in a US state) to make a decision on our complaint.
- [Court ruling against the killing of male chicks](#): Our board member Hans-Georg Kluge (possibly the foremost expert on German animal protection laws and regulations) was the lawyer who won the court ruling. This decision was reached at the highest judicial level of the Federal Administrative, the Federal Administrative Court. This is the first time in German history, that the highest judicial level ruled that the animal welfare law grants all vertebrates have a general right to life that must not be violated for economic reasons alone. This is not directly our victory as Hans-Georg Kluge represented the federal state of North Rhine-Westphalia. As of July 2020, the German Minister of Agriculture just announced that there will be a legal ban on the killing of male chicks that will come into force at the end of 2021.

2020

- German freedom of information act: We won a case against the German Ministry of Agriculture that refused to give us access to documents on the issue of killing male

chicks. We've now received all documents that are only partially blacked out to protect trade secrets of companies developing

- German freedom of information act: We had a partial win against the Federal Chancellery of Germany in the first instance allowing us access to information that hadn't been granted to us before. We'll most likely move to the second instance in order to clarify that the people have the right to access more information. In this particular case, we're asking for access to documents that give information about the work Chancellor Angela Merkel did on animal protection.
- Supported and won a [campaign/case](#) against plans to re-open a mega pig farm ("Haßleben") of the former German Democratic Republic. The authorities had allowed an investor to move forward. These plans have now been stopped by the courts in the final instance.
 - We usually don't engage in fights against single factory farms as we think the costs-benefit-ratio is small compared to other interventions. However, we made an exception as the fight against the Haßleben factory farm became somewhat of a symbol in the movement to end factory farming.

Other relevant information: We had launched several lawsuits in the federal state of North Rhine-Westphalia (NRW). The topics are sow stalls, the pig factory farm that is owned by the former Agricultural Minister of NRW, and the sale of live lobsters (who are later boiled to death). While the cases were ongoing, the government decided to pull the right for NGOs to sue on animal protection issues. It is unclear what this means for ongoing cases. Our position is that we have the right to finish all ongoing cases and we are currently fighting for a court ruling that will allow us to do that. If we lose, we could call on the Constitutional Court of NRW. In the worst case, we would be able to "recycle" some of the work we put into the cases. However, being able to finish the cases is what we are fighting for.

How, if at all, do you plan to expand/shrink this program?

We're planning to expand this program. We'll launch a lawsuit against standard practices in "pig production" (probably in Q3/2020) and probably a lawsuit against standard practices in "broiler production" (in 2020 or 2021) - both will take several years to complete and generate significant costs (a large part is for expert's reports by professors that are important to convince judges). We're also looking at additional lawsuits.

What do you expect the total expenses for this program to be in 2021?

341,000€

Program 4

Program name: Capacity Building

Program expenses (2019):

€153,354

Proportion of expenses that go to non-staff costs (2019):

4%

The expenses were mostly used for specialised literature.

Program expenses (first 6 months of 2020):

€168,096 (preliminary number)

Proportion of expenses that go to non-staff costs (first 6 months of 2020):

8%

The expenses were used for legal consultation (spin-off), allowances for our voluntary service employees and specialised literature.

Approximate number of staff hours invested (2019):

4,285h

Approximate number of staff hours invested (first 6 months of 2020):

4,851h

Approximate number of volunteer hours invested (2019):

external volunteers: 0h
voluntary service employees: 349h

Approximate number of volunteer hours invested (first 6 months of 2020):

external volunteers: 0h

voluntary service employees: 539h

Most important outcomes/accomplishments (2019 and the first 6 months of 2020):

2019

- Helped to make plans to improve the Vegan Taste Week program
- Took over the role of spokesperson for a German NGO coalition that does lobbying and legislative work
- Improved our project management handbook
- Helped to develop several animal protection asks that we used in the KAT campaign (mentioned above), the dairy cow workshop (mentioned above), and in our talks with food businesses
- Hosted a workshop on burnout prevention for another animal protection group and received positive feedback
- Identified “[Five Provisions and Welfare Aims](#)” as the best available upgrade to the old “Five Freedoms” concept. As a result, several large German retailers (Tegut, Aldi, Lidl, Rewe, Norma) have switched to Five Provisions and Welfare Aims.
- Developed personas to better target our audiences
- Culture workshop: worked with an external expert to host a full-day workshop on organizational culture. We described the current culture and found measures to improve our culture (now an ongoing process).
- Nonviolent communication: worked with an external expert to host two workshops
- Worked on a new, more modern compensation system that was introduced in 2020
- Identified Asana as the best tool to manage our projects and tasks & implemented
- Hosted a workshop on bio cyclical vegan farming
- Hosted a roundtable with other animal protection groups on quality assurance
- Continued our work in Poland to build alliances with the feminist movement:
 - Organized the Animal Center (a thematic center focusing on farmed animals) at the [Women’s Congress](#); convinced organizers to only provide panelists with plant-based foods this year and extend this to all 4000-5000 attendees next year.
 - Our country director continued giving speeches about the connection between feminism and animal rights at a few international animal advocacy conferences.

2020

Since December 2019/January 2020 we are mostly preparing the spin-off that is scheduled for Q4/2020. However, some work is still ongoing such as the development of welfare asks.

How, if at all, do you plan to expand/shrink this program?

ASF will fund the new organization for 2-3 years and the new organization will look for additional funding for growth.

What do you expect the total expenses for this program to be in 2021?

€330,000

What was your charity's total revenue in 2019?

2553460

What was your charity's total revenue in the first six months of 2020?

1514000

What were your charity's total expenditures in 2019?

€2,253,880

What were your charity's total expenditures in the first six months of 2020?

€1,030,000 (preliminary number)

What were your charity's financial assets (i.e., cash, savings, investments, etc.) in 2019?

2127233

What were your charity's financial assets (i.e., cash, savings, investments, etc.) in the first six months of 2020?

2412650

What were your charity's liabilities (if any) in 2019?

According to our financial statements we had liabilities in the amount of €226,855 as of 12/31/2019. This is because we received multiple large invoices with performance periods within 2019 that were issued in 2020. These invoices were paid in 2020 but belong and were posted to fiscal year 2019.

What were your charity's liabilities (if any) in the first six months of 2020?

0

Did your charity receive any large (>20% of your budget) grants in the past two years? If so, specify the amount and (expected) date of disbursement if possible.

We received a grant in the amount of €707,577 on 8/16/2019 and will receive another grant of similar amount soon.

If your charity receives any restricted donations, approximately how much did it receive in the past year, and what programs did that support?

Consumer outreach (plant-based): €51,510

Legal work: €31,815

Corporate outreach (animal protection): €66,663

Corporate Outreach (plant-based): €61,666

If your charity has any revenue-generating programs, how much revenue did they generate in 2019 and the first six months of 2020?

No relevant revenues

Did you set a fundraising goal in 2019? If so, what was the fundraising goal and did you meet it?

Our fundraising goal was €2.72m

We raised €2.53m

How many full-time staff are currently employed by your organization? Please specify by country.

32 full-time employees who work for ASF Germany

3 full-time employees who work for ASF Poland

How many part-time staff are currently employed by your organization? Please specify by country.

4 part-time employees who work for ASF Germany

Is there anything else you'd like us to know about your charity's staff?

Additionally to the permanent employees we have six people helping us full-time through the (German) federal voluntary service system. They stay with us for one year on average.

Is there anything else you'd like us to know about your charity's funding situation?

Nothing else

Do you expect your funding situation in 2021 to differ significantly from the situation in the past few years? If so, how?

We don't expect significant changes, but to continue our growth at a similar or slightly lower growth rate compared to previous rates.

Do you make a projection of your financial situation in 2021? If so, what do you expect your revenue, expenses, and assets to be?

We do, but the level of uncertainty is higher than usual due to unclear mid-term effects of the corona crisis.

Revenue: €3,300,000

Expenses: €3,683,500

Assets: no planned changes

As an organization, what are your most important goals for 2021? If we've previously evaluated your organization, have your goals changed since then?

The nature of our goals hasn't changed compared to our last evaluation. However, in the middle of Q1/2020, we decided to switch from annual goals to quarterly goals. We found that too much happens (internally and mostly externally) within a year to set goals in stone for an entire year or even further ahead. Regularly adjusting our annual goals also didn't feel right. Quarterly goals allow us to be more agile and goal-setting is now a smoother, faster process. Our monthly check-ins to discuss how we do against our goals have become a more actionable experience.

We work with this setup: quarterly goals & three-year strategic plan. Every quarter, we take a look at our strategic plan and define goals for the next three months. Every year, we make some adjustments to our strategic plan. This setup leads to us not having worked out specific goals for 2021, yet.

We'd like to give you more insight into what our goals look like, so here are our most important goals for Q2/2020 (with results):

- Secure five broiler wins (80%, fifth win was one day late and we decided to count it in Q3)
- Finish all preparations in order to be able to work out a concept for our meat reduction work (99% -> 100% one day later)
- Finalize all standard text we use when communicating with companies in order to build up pressure on the broiler issue and launch campaigns (100%)
- Launch a lawsuit to end cruel standard practices in "pig production" (0% -> not achieved due to corona delays)
- Finalize and start implementing our strategy around environmental issues and factory farming/animal products (60%)
- Start using regular culture surveys (100% -> we implemented Officevibe)
- Finish our concept for internal comms and start using it (100%)
- Build a new welcome journey for new email leads (85%)
- Start with lead generation through Facebook ads (0%, moved to August)
- Build a solution to automatically count and track the number of our Asana projects (90%)
- Finalize and implement new compensation scheme (100%)
- Finalize the 2020-2022 strategic plan for our Polish foundation until April (100%)
- Finalize our annual financial statement for 2019 (100%)
- Finalize our guide for volunteers (0%, moved to Q3)

And here are our most important goals for Q3/2020:

- Secure six broiler wins
- Finish all preparations in order to be able to launch an international broiler campaign against Aldi (launch in Q4)
- Contact 250 aquaculture producers in Europe to inform them about our Aquaculture Welfare Initiative (and it's buying power) and to start discussing first steps
- Finalize the campaigns training for our Polish foundation
- Finalize our collection of best practice campaign examples and share it with the Open Wing Alliance
- Publish a vegan friendliness ranking of pizza chains in Germany
- Launch a lawsuit to end cruel standard practices in "pig production"
- Start implementing our strategy around environmental issues and factory farming/animal products by publishing three cornerstone articles
- Work with external consultant to increase our level of radical candor (we previously identified an unhealthy tendency to avoid conflicts)
- Use culture survey results to identify at least one measure to increase satisfaction (implementation in Q3 or Q4)
- Implement at least one measure to further improve leadership skills of senior management
- Launch our new welcome journey for email leads in July

- Launch Facebook ads for new email leads in August
- Publish our annual report on effectiveness in German (English soon after)
- Finalize the overall strategy for all of our websites, newsletters, social media accounts
- Finalize our guide for volunteers

Do you have plans to start any new programs? If so, please elaborate and include the expected costs of these programs.

We are planning to work with companies on the topic of setting clear goals for the reduction of animal products in their supply chain. We will definitely collaborate with other groups - either officially or loosely.

Costs are currently hard to predict as we are planning to finalize our concept in Q4/2020.

We are also looking into increasing our lobbying and legislative work as farmed animal welfare is finally becoming a topic in Germany that even conservative governments cannot completely ignore (as they did in the past). We expect salary costs for a great Senior Lobbyist to be much higher than our average salary. Possibly €90,000 p.a. for salary and all other costs.

Do you have plans to start any new expansions to other countries? If so, please elaborate and include the expected costs of these expansions.

Yes, we will expand into a third country. Costs will be easier to predict once we have decided on a country (local costs of labour etc., optimal team size depending on the size of the country). Roughly speaking: €350,000 p.a.

How many new staff members would you like to—and realistically be able to—hire within the next year if you had sufficient funds? Please specify for what roles or programs.

- Special Projects Manager (Germany)
- Senior Corporate Campaigner (Germany)
- Communications Manager (Germany)
- Fundraiser for large donations and bequests (Germany)
- Senior Lobbyist (Germany)
- Country Director (Poland)
- (Senior) Corporate Outreach Manager (Poland)
- (Senior) Corporate Campaigner (Poland)
- Country Director (next country)
- 1-2x (Senior) Corporate Outreach Manager (next country)
- 1-2x (Senior) Corporate Campaigner (next country)
- Communications Manager (next country)
- Administrative Manager (next country)

If you raised 1.5x your fundraising goal next year, what would you spend the additional funding on?

- More and bigger corporate campaigns in order to have more wins and to cement our winning percentage at 100% (only wins so far, but our Subway broiler campaign is taking longer than expected).
- Adding resources to our corporate outreach work: working with external consultants, developing even more professional outreach materials/collateral
- Further increasing our chances of winning lawsuits by commissioning expert's reports from the most renowned professors
- Finding out how effective we can be by making larger investments into lobbying/legislative work
- Increasing our salaries in Poland
- Increasing our fundraising activities: more lead generation, using external consultants to improve our fundraising communications and our fundraising IT
- Adding some staff members to generate a bit of slack that can be used for more professional development
- Becoming more flexible with salaries to be able to recruit the best people for open positions (especially the positions that are hard to fill)
- Further improve our IT infrastructure

Does your organization have a strategic plan? If so, please provide a link here or email it to us.

<https://albertschweitzerfoundation.org/about-us/vision-strategy>