



2026-2028 STRATEGIC PLAN

Musicians Without Borders

TABLE OF CONTENTS

FOREWORD	3
Radical Empathy- courage and connection in dangerous times	3
MISSION, VISION, AND VALUES	4
Values and culture	4
Guiding principles	4
OUR OBJECTIVES	6
OBJECTIVE 1: Contribute to just, inclusive, peaceful societies	7
Use music to bridge divides, connect communities, and heal the wounds of war	7
Sustain impact of successful practices	7
Respond to emerging conflicts and needs	8
Ensure relevance of project portfolio	8
OBJECTIVE 2: Build networks of changemakers	10
Develop collaborations with musicians, peacebuilding organizations, and cultural institutions	10
Strategic partnerships to increase impact and grow support	10
Combine platforms to grow voice and reach new audiences	11
Grow capacity within Europe for working with people in forced migration	11
OBJECTIVE 3: Change the narrative	12
Promote empathy and build support for human rights by sharing music and stories from people with lived experience of war and forced migration	12
Reflect the relevance and urgency of our work in our presentation and language	12
Change the narrative in program countries	13
Change the narrative in the Global North	13
Advocate for the place of art in peacebuilding	14
OBJECTIVE 4: Grow a movement of solidarity	15
Diversify support base and build new communities of supporters	15
Diversify support base	15
Build communities of supporters	16
Interrelation between objectives	16
OUR FOUNDATION	17
People	17
Funding: context and direction	17
Policy framework	18
Monitoring, Evaluation, Accountability, and Learning	19
Quality, accountability, and governance	20
Organizational form	20
Executive Board	20
Supervisory Board	20

FOREWORD

Radical Empathy- courage and connection in dangerous times

“Strategic Planning for uncertain times” was the foreword of our previous three-year Strategic Plan (2023-2025). While times have become more uncertain in these last years, still we have survived, learned, and grown.

We now plan not only to survive, but also to step strongly into a space of solidarity, community, and resistance, as our increasingly dangerous era demands. A more radical space in understanding context, in speaking up for social justice, in standing with those who live through danger and uncertainty– without losing our imagination, our creativity, our fundamental grounding in empathy.

Radical Empathy: “Radical” means going to the roots, to basic causes and drivers. “Radical” also means acting to achieve fundamental social and political change. “Empathy” is the capacity to feel what the other feels, the ultimate basis of human connection. Musicians Without Borders knows from experience what scientists learn from research: that music can strengthen empathy, build human connection, and envision a better world. Across historical freedom movements, music has given courage, built unity, and made it possible for people to be fearless, radical changemakers.

Radical Empathy: we look to combine these seemingly contradictory concepts, as we strengthen our programs, create fearless collaborations, shape new narratives, and expand a network of solidarity and arts activism.

If our programs cannot stop war, for participants they are life-changing. And when lives change, communities change, societies change.

In this period of increased individualism and materialism, of manipulation through fear of the other, we counter the narratives of hate and mistrust. We build radical empathy through collaborations that transcend borders and defy dehumanization through the shared human language of music.

Laura Hassler



Laura J. Hassler

MISSION, VISION, AND VALUES

Music, like language, is a universal human capacity that can strengthen empathy, heal, connect, encourage, empower, and bring joy: all essential to building just and peaceful societies. From rock 'n' roll to classical, from rap to jazz to body percussion, Musicians Without Borders works through the power of music for peacebuilding and social change.

Our vision is a world where music is a powerful force for peace, bringing people together across differences and divisions and empowering people to fight injustice.

Our mission is to use the power of music to bridge divides, connect communities, and heal the wounds of war.

Values and culture

Guiding principles

The principles guiding our organization are the principles of active nonviolence.

- Do no harm,
- Treat all with respect,
- Oppose unjust behavior, not people,
- Means and ends must be consistent,
- Justice is at the heart of true peace,
- Zero tolerance to discrimination,
- Support those who speak out and encourage ongoing dialogues.



Demand-driven approach

Across all our programs, we follow a demand-driven approach that ensures our work is shaped by the priorities, experiences, and aspirations of the communities we serve. This means we:

- Start new projects only when explicitly invited by partners who identify a specific need that our expertise can address,
- Co-create every project with partners in program countries, grounding our work in the real needs and visions expressed by communities themselves,
- Promote equal cooperation and two-way knowledge exchange with professionals in each program region, reinforcing mutual respect and cultural understanding,
- Build inclusive, welcoming, and safe environments where all participants feel valued, regardless of background or identity,
- Strengthen partner capacities in areas such as management and fundraising to ensure community ownership and autonomy,
- Commit to long-term, sustainable engagement that supports lasting transformation.



OUR OBJECTIVES

Over the past several years, we have seen an escalation of armed conflict around the world, paired with a rise of populism and growing social, political, and economic divides. Human rights are under growing pressure, especially impacting people from minority and vulnerable communities, and people in forced migration. The NGO community is facing a political backlash, and public funding for programs supporting peacebuilding, human rights, and democratization has been slashed. At the same time, we see a growing need for connection, for hope, and for reminders of our shared humanity.

Over the next three years, we aim to make our programs more dynamic: more flexible in the regions, and with a direct impact on the international development conversation in the Netherlands and the EU.

Prevailing narratives are hardening in the Global North, and certainly also in the conflict-torn regions where Musicians Without Borders operates. Fear and distrust are increasing, raising the risk of renewed violence and human suffering. While tensions are rising in Northern Kosovo, our programs in the Democratic Republic of the Congo and the Palestinian West Bank are already facing daily violence.

In the coming three years, we aim to stabilize existing programs while enabling a more dynamic, flexible approach, allowing us to respond to emerging opportunities and evolving situations. This could include relocating activities if a program location becomes unsafe, or expanding a program to a neighboring country if a conflict shifts or spreads.

Collaborations with schools, charities, musicians, and cultural organizers strengthen our organization and our sector, building solidarity among social, educational, and cultural institutions. Educational exchanges give young musicians the opportunity to directly apply their skills to improve society, for instance as workshop leaders or trainers in our programs. These exchanges not only enhance the skills and expertise of both parties, they also alleviate the sense of powerlessness in a polarizing society.

Our programs and collaborations yield stories of life-changing moments. These stories need to be told and shared, to give a voice to those struggling to survive the fallout of war and conflict, and to grow empathy and solidarity in places of growing division.

We're building on the expertise we've acquired through our programs to strengthen connections both in conflict-affected regions themselves and within the countries where solidarity and collaborative action can make a difference.

OBJECTIVE 1: Contribute to just, inclusive, peaceful societies

Use music to bridge divides, connect communities, and heal the wounds of war

Over the next three years, strengthening our peacebuilding music programs in current and post-conflict countries is a priority. We emphasize the importance of partnerships, knowledge building, and anchoring programs in local communities. Protection and safety remain a priority when working with vulnerable groups.

At the same time, we operate in rapidly evolving situations. It is essential that we can respond flexibly to changing circumstances. Our strategy will therefore have two pillars: strengthening and sustaining programs that have shown to have a positive impact on the lives of people in the program regions, while developing our ability to respond quickly to new opportunities and shifts in the regional context.

Sustain impact of successful practices

Musicians Without Borders has over a quarter century of experience using music to promote peacebuilding in post-conflict regions and regions in active conflict. We have developed innovative approaches to peacebuilding in the most challenging environments, and have invested in networks of musicians, activists, and peacebuilders around the world. We have trained people in methodologies developed in partnership and honed by experience. And our programs have been life-changing for thousands of people, especially young people, who benefited from them.

In periods when programs are threatened by war, political polarization, or funding crises, we work urgently to maintain the infrastructure and expertise we have built. These gains have been hard won, and would be hard to recreate. Maintaining these core elements of successful practices is central to the goal of contributing to peaceful societies.

To sustain impact and successful practices, we will invest in regional capacity building and fundraising:

- Knowledge transfer: To counter brain drain and ensure the retention of expertise, we will engage in continuous learning and knowledge sharing at program level.
- Basic security and continuity for successful activities: We will identify priority programs or activities and build a reserve to provide basic, short-term security for successful practices.
- Fundraising capacity in the region: Where needed, we will provide training and support to program partners in the areas of communication, networking, and fundraising, to strengthen sustainability in the regions.

Respond to emerging conflicts and needs

In every region where Musicians Without Borders is active, we identify serious risks of emerging, worsening, or continuing conflict. Our long-term programs have always functioned as hubs of expertise, equipped with skill and infrastructure to work regionally and internationally.

A limiting factor to regional responsiveness has been financial. To counter that limitation:

- We will encourage and strengthen local and regional collaborations between our partners and programs,
- We will refine low-cost online approaches to training interventions,
- We will build urgent response funding into our organizational budget.

Ensure relevance of project portfolio

As we work to sharpen our organizational identity, we will develop a framework to evaluate current and future program collaborations against Musicians Without Borders' mission and vision. The framework will assess the relevance of programs against our peacebuilding mission and weigh the potential impact of new program development against available resources.

Within the time cycle of each program, assessment points are built in to allow for organizational review. This allows for reflection on the infrastructure in place for each program and the readiness of all partners to increase or decrease their roles in collaborations.

- Identify best practices
 1. Increased MEAL (Monitoring, Evaluation, Accountability, and Learning) capacity to learn from and within programs: Invest in our capacity to gather program stories, supplementing MEAL practices already in place. This will help us gain a fuller understanding of participant experience, including unintended outcomes. Additionally, this will provide us with stories and quotes to share with a wider audience, supporting Objective 3 below.
 2. External evaluations: We will develop relationships with academic institutions to collaborate on external impact evaluations, helping us to identify best practices, areas of development, mission relevance, and relevance to beneficiaries' needs.

- Develop a framework for greenlighting new and sunseting existing projects and programs, with criteria for:
 1. Relevance (external context, target group size and needs, mission)
 2. Available resources
 3. Sustainability: Presence of reliable partner organizations, opportunities for transferring the programs to partners in the region
 4. Resource versus impact analysis
 5. Implementation: Time cycles for reviews and decision-making roles.



OBJECTIVE 2: Build networks of changemakers

Develop collaborations with musicians, peacebuilding organizations, and cultural institutions

Throughout history, meaningful social change emerges through collaboration and allyship of social change actors: labor, civil rights, anti-authoritarian and anti-war movements. In a time of increased polarisation, erosion of trust in public institutions, and marginalization of progressive movements, these networks become a matter of survival. With funding sharply reduced, and policies turning against civil society, members of our sector will increasingly depend on each other.

In order to increase our impact and be better positioned to secure funding for our work, we need strategic partnerships with organizations and musicians with complementary expertise. In order to raise our voice on issues and be heard, we need to combine our platforms with musicians and charities who are speaking out about the same issues. In order to create a movement of people who are protective of human rights and active against militarization, we need to join forces and share knowledge with organizations that share our values.

Over the next three years, we will create collaborations with musicians, peacebuilding organizations, and cultural institutions with intersectional and allied interests to strengthen civil society for peace.

Strategic partnerships to increase impact and grow support

To increase the sustainability and grow the impact of our work, we will partner with cultural organizations and non-profits to expand our current programs with new expertise, explore new funding opportunities, and develop new initiatives in the field of culture and peacebuilding.

- We will invest in alliances and collaborations with non-profits and cultural organizations in the Netherlands, focusing on those engaged with people in forced migration, and larger NGOs engaged with global issues.
- We will develop partnerships and consortia with and join networks of non-profits and cultural organizations in the EU.
- We will engage with foundations and other grantmakers through conferences, gatherings, and events.

Combine platforms to grow voice and reach new audiences

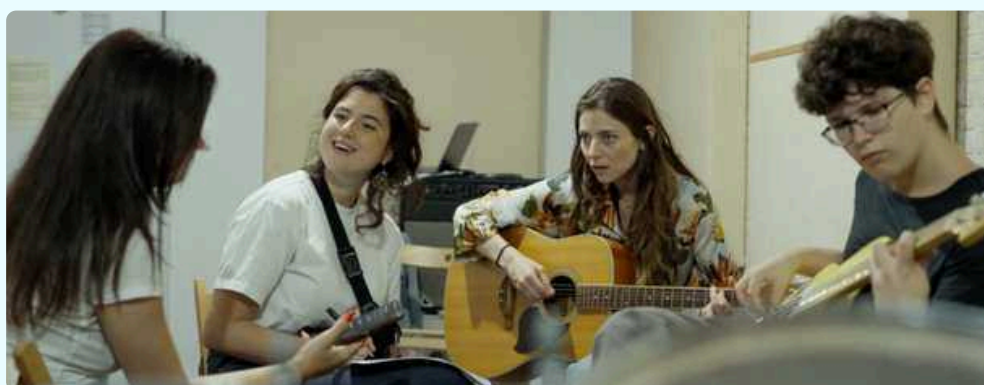
Responding to the increased pressure on human rights, increased vulnerability of non-governmental organizations, and the need for a concerted effort to push back against polarization, we will build alliances with cultural, activist, human rights, and peacebuilding organizations with whom we will combine voices on today's pressing issues.

- We will co-design formal and informal alliances with NGOs, activists, cultural, and educational institutions to amplify our voices and impact. We will prioritize organizations that share our intersectional vision of peace and justice.
- We will join and support collective actions for justice and peace, including campaigns, protests, and petitions.
- We will create opportunities for joint impactful events that center music and art as tools for social change.
- We will collaborate with well-known musicians and ensembles, lifting voices of children and youth in migration, and bringing a message of compassion, empathy and inclusion to their audiences.

Grow capacity within Europe for working with people in forced migration

Recognising the urgency felt by many to be changemakers in their societies, we aim to provide them with agency to do so through training, workshops, and tastings.

- We will work with academic and training partners to offer training opportunities for musicians, facilitators, and co-creators working across music and performing arts, sharing skills and best practices for working with vulnerable people, with a focus on people in migration.
- We will develop partnerships with music education institutions, providing training and opportunities for students and teachers to contribute directly to our programs.
- We will ally with other organizations, working through the arts with people in forced migration to support each other's programs and collectively help lift unheard voices.



OBJECTIVE 3: Change the narrative

Promote empathy and build support for human rights by sharing music and stories from people with lived experience of war and forced migration

“Over the next three years, we want to better leverage our presence in program regions to increase empathy and solidarity. In the regions themselves, we promote nonviolent methodologies and contribute to mutual understanding. In the Netherlands, the EU, the United Kingdom, the United States, and worldwide, we tell powerful human stories from people surviving violent conflict, repression, and forced migration.

We will collaborate with music productions, renowned musicians acting as ambassadors, and program partners to share these stories and thus expand our reach.

Dominant narratives often reinforce fear, division, and “othering.” Musicians Without Borders wants to change that story to show that peace can be loud, brave, and joyful. We will influence public narratives around war, migration, and human rights, amplifying stories of inclusion and creativity through storytelling, music, and advocacy.

Reflect the relevance and urgency of our work in our presentation and language

Coming together, making music, and bringing change in places of extreme hardship takes bravery, energy, and vision. Throughout history, musicians have stood firmly with those struggling for human rights and in solidarity with victims of violence and inequality. Over the coming three years, we will update our language and presentation to better reflect the urgency of our work and the power of music in places where people are being silenced, cornered, and driven apart.

- We will develop new language, a new look, and an online presence that reflects the liberating, defiant nature of our work, the people who are part of our programs, and our approach to peacebuilding. Who said peace can't be loud?
- Using clear language and fresh designs, we will share stories, images and videos that contribute to the humanization of people from conflict areas where we work, and reflect their power and creativity.

Change the narrative in program countries

Our programs have a profound, life-changing impact on the people directly involved. Sharing their music and stories with their communities and throughout the region can expand this impact to a much wider audience and contribute to a narrative of hope, resistance to injustice and a vision of a shared future.

- We will collect and share authentic stories, images, and videos from our programs that celebrate shared humanity and counter stereotyping and “othering”.
- We will support our partner organizations in developing content that celebrates shared humanity, counters “othering,” resists injustice, and gives hope and joy.
- We will use our communications to contrast dominant narratives around war, power, and division against real, on-the-ground initiatives that provide an alternative of inclusion, community building, and mutual respect.

Change the narrative in the Global North

Over the past years, we have seen a shift to the political right in many parts of the Global North. We have also seen a defunding of international aid and cooperation, growing calls for militarization, and growing suspicion and scapegoating of refugees and migrants. To re-center the conversation towards human rights, equity, and solidarity, we need reminders of our shared humanity and of the beauty that arises when we work together to create new realities.

- We will create greater awareness of neglected crises through powerful storytelling, interviews, and targeted advocacy actions that inspire understanding and action.
- We will join campaigns to speak out against oppression, and ground our message in our expertise in program locations.
- We will connect key issues such as migration, climate change, war, and political extremism to the impact of these issues on our partners in program countries.
- We will inspire musicians all over the world to become activists and peacemakers, and encourage them to support or partner with us.
- We will collaborate with musicians in the Global North who share our values, to tell the stories of musicians in program countries and musicians on the move.

Advocate for the place of art in peacebuilding

Our vision is a world where music is a powerful force for peace. War doesn't just destroy lives, buildings, and infrastructure. It destroys the social fabric of a society: the interactions, culture, and social infrastructure that make people feel safe, able to develop, and have confidence in themselves, each other, and the future. Music, and culture more broadly, are not a standalone solution for a peaceful society, but an essential part of reconstruction after a conflict has torn a country apart and a tool for inspiring and supporting social change in every society.

Where a conflict still rages, holding on to one's own culture is also holding on to one's own humanity. And in regions that profit from war and armed conflict, music can be a voice of opposition and resistance. Over the next three years, we want to advocate for the place of arts and culture in the process of peacebuilding.

By participating in conferences, giving keynote presentations, and seeking opportunities to engage with decision-makers in the grantmaking landscape:

- We will position Musicians Without Borders as a leading voice in cultural peacebuilding globally.
- We will engage in conversations about the nature of peace and the kinds of real progress that can be made through cultural interventions (e.g. everyday peace).
- With reference to results from our programs, we will raise awareness of music's role in healing trauma and rebuilding trust, in the context of armed conflict and marginalization.
- We will collaborate with activist musicians, to help raise their voices worldwide for justice and peace.



OBJECTIVE 4: Grow a movement of solidarity

Diversify support base and build new communities of supporters

Over the next three years, we want to encourage people to actively contribute to our programs. We will link the stories from the program countries to targeted donation campaigns. We also want to enable people to donate to a specific Musicians Without Borders program. Many people feel connected to a particular region, music genre, or target group. We want to meet people where they are and respect and facilitate this connection. By enabling targeted donations to specific programs, we connect followers with initiatives they strongly believe in and create communities of supporters.

Diversify support base

In order to reach new audiences across different subcultures, industries, and demographic brackets, we will modernize our messaging, offer real-world experiences, and partner with allies in the music industry.

- We will re-imagine our visual presentation, language, and messaging to reflect the urgency and power of our work and attract new support bases.
- We will partner with festivals and other events to host pop-up stands and offer taster experiences linked to donations.
- We will partner with allies in the music industry to reach new audiences and develop new forms of giving.
- We will work with designers to create a new visible identity and a new language around the message of “music is our resistance” in order to attract a new, activist cohort of donors.
- To source and channel new donors, we will use donation platforms, join fundraising and grantmaking networks, and use donor databases and fundraising knowledge centers.

Build communities of supporters

Recognizing the importance of community in bringing about change, we want to bring people together around the work they feel connected to.

- We will create pathways for becoming a regular giver to a specific project or program.
- We will offer more opportunities for supporters to come to MWB-affiliated events through our ambassadors.
- We will offer support in donor-led fundraising actions, such as benefit concerts, challenge events, and exhibitions.
- We will offer volunteering opportunities at pop-up stands, festivals, and other public-facing events.
- Using current and past donation data, we will create stewardship programs for feeding back information to donors on the ways in which donations have made a difference, and for extending or reactivating their donor experience.

Interrelation between objectives

- Stronger, more dynamic programs directly contribute to a more peaceful society and reduce polarization and extremism. The programs also generate more insights and stories, through information gathering (learning and evaluation).
- programs are further strengthened by collaborations with educational institutions, charities, and cultural organizations. These exchanges also lead to new insights and stories.
- Sharing these stories increases the impact of the programs: in the region, to combat prejudice and promote inclusion and understanding, and in the Global North, giving a face and voice to real people living in conflict situations.
- With a larger, more engaged following, we can expand our donor base. This leads to more structural support for our work in conflict regions.



OUR FOUNDATION

To achieve our strategic objectives, we need a strong foundation. By our foundation, we mean all the work in the realm of generating income and managing our organization. This is the foundation that enables us to work towards our strategic goals. We have built from this foundation in the past 26 years, and will continue to build on it over the coming three years, to ensure that we have a strong and sustainable organization.

People

People are at the heart of our organization. Everyone who contributes to our development and impact - board, employees, freelancers, volunteers, program and funding partners - play a vital role in reaching our mission.

MWB currently benefits from a stable and committed core team, which we aim to strengthen over the next three years. Our priorities include attracting, retaining, and developing qualified staff while ensuring a safe, welcoming, and stimulating work environment.

We are committed to being a diverse, equitable, and inclusive organization. This means actively identifying and removing structural and cultural barriers that may lead to exclusion, and fostering a pleasant working place for everyone.

Team growth will follow an organic and responsible approach, aligned with the resources generated through the fundraising efforts.

Funding: context and direction

The international landscape for aid, culture, and cooperation is undergoing a period of intense transformation, characterized by increasing scarcity and uncertainty. In recent years, the sector has experienced significant reductions in governmental funds and a shift in priorities at both national and international levels. These dynamics have resulted in a reconfiguration of the traditional funding landscape and an intensification of efforts among organizations operating in the sectors to raise the necessary resources to sustain their mission. In this context, financial resilience and adaptability are becoming key elements of long-term sustainability.

Our fundraising approach is built on a diverse income base, with a predominance of private sources. The organization benefits from a mix of contributions from foundations, funds, and private individuals, which has provided flexibility and independence in its strategic development. Maintaining and expanding this base, and the ability to combine different revenue streams — public and private, institutional and commercial — will be critical in the years ahead.

During the next strategic cycle, we will focus on strengthening and stabilizing our financial base, aiming to ensure balance and predictability, guided by the following objectives:

- **Increase and stabilize income**, with a particular focus on strengthening the base of individual donors through multiple engagement channels (online giving, regular donations, campaigns, community engagement, and tailored communication strategies).
- In parallel, MWB will invest in financial stability and growth through the development of **underexplored fundraising opportunities**, including legacy giving, sponsorships, and commercial partnerships with organizations aligned with our mission and values.
- The organization will continue implementing measures to ensure consistent income flows and **manage exposure to external financial risks**.

To ensure that fundraising growth translates into sustainable development, we will also focus on strengthening our brand and visual identity. A coherent, recognizable, and emotionally engaging organizational presence will be important to attract new supporters, build trust with partners, and consolidate MWB's visibility in the Netherlands and internationally.

Ultimately, MWB's strategy aims to balance growth and stability, expanding the reach of its fundraising while safeguarding its independence and ensuring that every financial decision will be made in support of its mission and long-term impact.

Policy framework

A clear and robust policy framework is essential to ensure safe, effective, and consistent operations - for participants, beneficiaries, partners, and staff. In recent years, we have developed a strong set of policies that form the backbone of our organizational practices, delivered targeted training, and collaborated with partner organizations to align our frameworks and approaches.

In the next three years, we will:

- Regularly assess operational needs and update our policies to ensure relevance, applicability, and impact,
- Strengthen safeguarding and integrity awareness,
- Enhance documentation and reporting practices to ensure safety and effectiveness,
- Promote social responsibility across all programs, by ensuring compliance with the Environmental and the Diversity, Equity, and Inclusion Policies and Procedures, helping shift culture and mitigate bias.

Monitoring, Evaluation, Accountability, and Learning

Our monitoring and evaluation systems will evolve in line with renewed organizational messaging and positioning, while continuing to provide crucial accountability and learning for our programs.

At program level, we will continue to monitor and evaluate the implementation and impact of activities, in order to provide accountability to participants and program and funding partners alike. All programs are founded in logical frameworks that consider context, needs, resources, and impact. Systems for monitoring, evaluating, and learning are established for each program, in line with individual goals, context, and available resources.

At the organizational level, quantitative and qualitative data from programs will play a crucial role in advocating for our future, and telling the story of Musicians Without Borders. As we focus on bold collaborations with fearless musicians, we will evaluate their impact and collect stories that highlight the significant changes that are created in individuals and communities. We will monitor the people reached, the songs written, the transformative interactions facilitated. We will capture stories of memorable moments and acts of creativity that are at the heart of our work and vision.

We will analyse impact and participant experience against objectives and needs, and use feedback to learn from our work. These analyses will inform which activities we conclude, which we continue, and which we build on to drive further impact.

Quality, accountability, and governance

We remain committed to upholding the highest standards of quality, transparency, and accountability.

Accurate and reliable financial management is essential for maintaining trust with program and funding partners, and the public. We conduct annual external audits and maintain certification from Dutch charity regulator CBF. This certification tells our funding partners that our organization has been independently assessed and meets high standards for good governance, responsible fundraising, financial accountability, and proven impact.

We aim to preserve these qualifications and will continue to identify and join relevant networks and associations to expand our reach, increase visibility, and strengthen our strategic positioning.

Organizational form

MWB is a non-profit foundation (stichting) established in the Netherlands with public benefit status (ANBI). MWB was certified by the Netherlands Fundraising Regulator CBF in 2021, which status is maintained. The organization's leadership consists of a Supervisory Board (Raad van Toezicht) and an Executive Board (Raad van Bestuur).

Executive Board

The Executive Board is charged with the organization's management under the supervision of the Supervisory Board and is formed by a single member: Founder and Director, Laura Hassler.

During the next three years, the organization will undergo its first leadership transition since its founding. This process will be guided and overseen by the Supervisory Board, ensuring continuity, transparency, and alignment with the organization's long-term strategic goals.

Supervisory Board

The Supervisory Board is composed of members with a wide and relevant range of backgrounds and expertise. Members are appointed for a period of four years, and may be reappointed for a maximum of four additional years. There are currently five Supervisory Board members. In the next three years, we aim to keep the number of members between five to seven.