

Service	Importance of bottleneck	Survey (direct work) for service type	Survey (meta) for service type	Cost-effectiveness analysis	Weighted factor model (out of 5)	Other strengths	Other weaknesses
Management and leadership trainings	Mixed very high and moderate	39%	31%	High	3.2	- Academic evidence of moderate effects. - Quicker feedback loops than other services. - Trialled in 2020; we can build on our experience from last year.	- Somewhat disappointing results from our small-scale trial in 2020, though we plan to run this in a different manner in 2021.
Headhunting	Mixed (could prioritise easily)	39%	44%	Quite high	2.7	- Higher exploration value for AAC, as we have not worked on this type of service yet. - Outsourcing presents an opportunity to test this service quite easily.	- Unclear to what extent individuals with relevant expertise but low familiarity with effective animal advocacy will make good candidates for roles. - We may struggle to identify a suitable partner to outsource this to, or a suitable candidate to hire to work on this at AAC. - Unclear whether the targeted individuals will respond well, or what the success rates will be.
Improving the leadership and senior management talent pipeline	Very high	NA (mixture of several)	NA (mixture of several)	Moderate	3.4	- Higher exploration value for AAC, as we have not worked on this type of service yet. - Clearer value-add from AAC, relative to what organisations are incentivised to do themselves.	- Unclear to what extent individuals with relevant expertise but low familiarity with effective animal advocacy will make good candidates for roles. - Unclear whether the targeted individuals will respond well, or what the success rates will be. - Less precedent (that we're aware of) for us to draw on from other contexts. - Few available roles at any one point to direct candidates towards.
Fundraising trainings	High	39%	31%	Quite low	3.4	- Higher exploration value for AAC, as we have not worked on fundraising yet. - Quicker feedback loops than other services. - Could be offered to both current staff (upskilling) and potential applicants (recruiting).	- Small pool of potential participants if offered to current staff only. - Less support for this sort of training in the survey than for management and leadership training.

One-to-one careers advising	Mixed (could prioritise a little)	21%	38%	Not modelled (too complex)	2.9	- Will have experimental evidence on the effectiveness of this service by August 2021. - Lots of possible permutations of how this could be run in practice, e.g. for specific high-priority groups. - Clearer value-add from AAC, relative to what organisations are incentivised to do themselves. - Trialled in 2020; we can build on our experience from last year.	- Disappointingly low demand for this service in 2020. - Several more experienced organisations and individuals in the effective altruism community plan to offer this service, so this is not necessarily our comparative advantage.
Online course	Mixed (difficult to prioritise)	5%	0%	Low	2.8	- Will have experimental evidence on the effectiveness of this service by August 2021. - If marketed well, could gain a very high reach. - Easily scalable if participant numbers increase. - Could be adapted from existing materials. - Could be combined with our other services. - Clearer value-add from AAC, relative to what organisations are incentivised to do themselves. - Trialled in 2020; we can build on our experience from last year.	