





GCNF

# 2020-2025 Strategic Planning Update

Board Presentation | 25 June 2020

# Agenda

1. Update
2. Diversity, Equity, and Inclusion
3. External Partner Feedback
4. Partnership Opportunities
5. Global Survey Advocacy Plan
6. Next Steps

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# Update

*June 2020*

- External stakeholder interviews
- Partnership Areas and Opportunities
- Responding to Racial Injustice
  
- Advocacy Committee Engagement by Email
  - Define a 12-month strategy focused on Global Survey and COVID-19 response

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## OUR MISSION

GCNF works together with government leaders and *a diverse network of partners* around the world to deliver sustainable and nutritious school meal programs that *give every child the opportunity to learn and thrive.*

## OUR VISION

We envision a future where school meals sustainably nourish all children—*regardless of race, ethnicity, gender, disability, origin, religion, or class*—and help them, their families, communities and nations to thrive.

## OUR COMMITMENT

*“Powerful things happen when parents, educators, community organizers, local businesses, and government officials within a school system share a common vision for healthy children. Yes, a child’s prospects are changed but it is far more than that. Local farmers work with purpose knowing there’s a ready market for their goods. Jobs are created to distribute and produce food. Local economies grow stronger as children grow up to be healthy, productive citizens who can access and create opportunity. When systems work together in this manner, school nutrition programs are sustainable and scalable. Societies develop in which hunger is not a barrier to children’s learning and local economies thrive. Please join us in our mission to give every child a chance to learn and thrive.” - Gene White, Vice President of the Board of Directors*



WFP Cambodia / Ratanak Leng

# OUR CORE VALUES

Our values are at the foundation of the work we do.



## Mutual Respect and Partnerships

We are objective brokers of partnerships by enabling cooperation, ensuring inclusive participation, aligning common goals, and establishing mutual accountability. We believe mutual respect creates environments in which sustainable partnerships can be built.



## Trust and Integrity

We build trust through our commitment to transparency and accountability to our partners. We promote openness and fairness in the relationships cultivated among our network of governments, civil society, and private sector partners.



## Peer Learning and Sharing

We create opportunities for **inclusive peer learning** and knowledge sharing to inspire connectivity and collaboration **among a large and diverse network. We believe that providing a platform for diverse views and amplifying underrepresented voices improves learning, promotes cooperation, and leads to innovation.** Knowledge is reciprocal—transfers of expertise, knowledge, and insights go both ways.



## Equality and Diversity

**We believe in the inherent dignity and equal value of all people. We believe in everyone's right to education, as a tool of empowerment and means for social and economic inclusion. We condemn all forms of discrimination, oppression, and exploitation. We promote racial and gender equity, and are committed to diversity in our working environment and partnerships. We understand that listening and valuing different points of view allows for better learning and problem solving.**





# DIVERSITY, EQUITY, AND INCLUSION

A child's potential to succeed should not be determined by their race, ethnic group, gender, disability, origin, religion, or class. These discriminations create structural disparities in access to food, income, health services, and education that reflect the problems of growing national and global inequality. Children are especially affected by these disparities, having negative impacts on their health, well-being, and productivity at a critical point in their development and throughout their lifetimes. We believe that school meal programs are a way to reduce these inequities through inclusive education and health policies that eliminate discrimination and ensure equitable opportunity for all children to learn and thrive.

*Within our organization, GCNF finds it important to center diversity, equity, and inclusion in our core values and strategy to effectively work with and serve a widely diverse global school meals community in our collective pursuit of a future where school meals nourish all children.*



## NETWORK

Encourage and cultivate diversity on the GCNF team and leadership, and across our partnerships and network.



## ADVOCACY

Advocate for equitable and inclusive food systems that ensure all children have access to sustainable and nutritious school meals. Invest, empower and amplify the voices of leaders and communities who are working to ensure equitable access to school meal programs that improve equity in education, health, and economic outcomes.



## KNOWLEDGE

Develop a knowledge platform that is inclusive and reciprocal to promote dialogue and collaboration amidst diverse viewpoints.



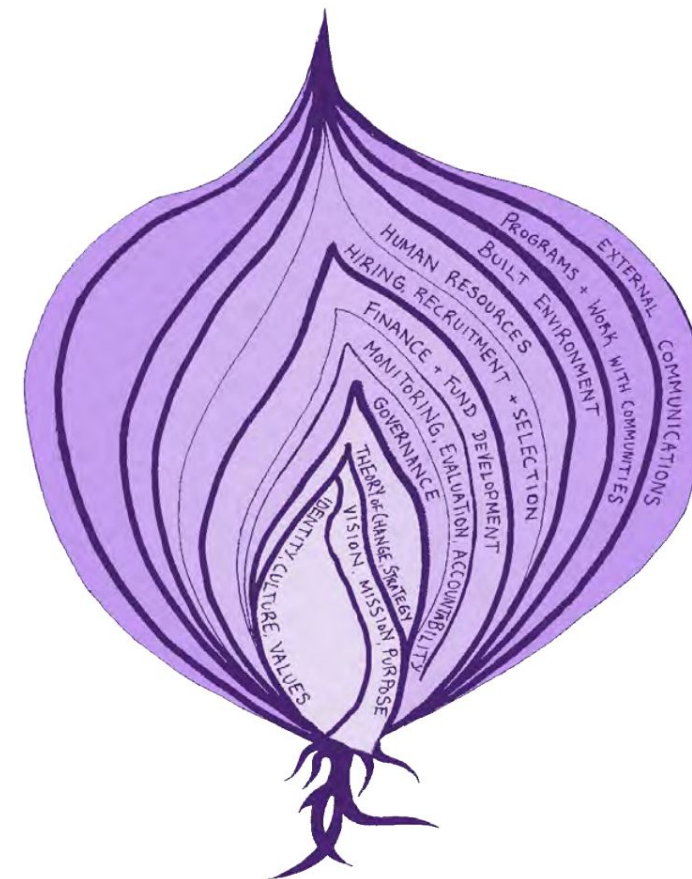
## TECHNICAL

Attract and foster a diverse bench of technical experts that bring different experiences and perspectives to the school meals community of practice.



# DEI Organizational Commitments and Actions

- **Commit to diversity within our organization** (board, staff, consultants, survey associates). Ensure that recruitment strategies and staff development are inclusive and address prejudice and systemic roots of racial inequality. Review organizational policies and governance.
- **Work to be more inclusive of diverse partners and apply a social justice lens to GCNF's programs.**
  - Pivot2Need and the Global Toolkit will engage with partners who work directly with BIPOC and other underrepresented communities disproportionately affected by the COVID-19 pandemic. COVID-19 has amplified the existing structural disparities that daily impact marginalized communities.
  - Amplify voices and experiences of underrepresented people of marginalized communities on GCNF platforms (webinars, Learning Exchanges, Forum)
- **Engage with a wider and more diverse network of partnerships** (donors, private sector, civil society) that are representative of the communities we serve.
- **Encourage organizational learning and create safe spaces for discussion** of racism, privilege, and anti-blackness in our organization and the broader aid sector.
- **Shift the “white gaze” in the aid sector** by retaining a diverse bench of technical experts. Ask ourselves whose expertise do we value? Do we harness expertise within diaspora communities?
- Develop a long-term **Diversity, Equity, and Inclusion Strategy** with Board support.



Anti-Racist Organizational Change, CommunityWise Resource Centre, 2017

# STRATEGIC DEI KPIs

## **Mission, Vision, Values**

- Reflects and highlights equity in our organizational mission and values.

## **Strategic Framework**

- Involve external partners and community in strategic development so their needs are reflected

## **Governance, Policy, and Evaluation**

- Explicit anti-racist and anti-oppressive policies and frameworks are developed.
- Required anti-racism training or learning for all staff and board members.

## **Human Resources**

- Set goals for diversifying board and staff
- Revise and review job postings and recruitment strategies to be more inclusive (# minority applicants, # minority staff)
- Create mentorship and talent development opportunities for underrepresented populations.

## **Communications**

- Ensure visuals reflect diverse organization and community that GCNF embodies. (Advisors, consultants visible on GCNF web site)

## **Programs and Work with Communities**

- Create space for speakers from underrepresented communities (webinars, Forum, Learning Exchanges)
- Programs are viewed through a social justice lens and value disproportionately affected communities



# GCNF Strategic Framework

## STRATEGY



## KEY INITIATIVES

Advocacy Campaigns

Media Engagement

Global Forum

National & Regional  
Learning Exchanges

Global Survey

Knowledge Hub

Facilitate Technical  
Expertise

## OUTPUTS

Active global coalition advocating for equitable, inclusive food systems ensuring access to school meals for all children

Attention called to key opportunities and challenges for government leaders

Increased policy and financial commitments to school meals

A platform that gives voice to a diverse school meals community and network

Inclusive peer knowledge sharing

Global school meals data systematically collected & shared

Enhanced access & availability to school meals information resources

Reciprocal Transfers of Knowledge/Skill/Insight

Improved and innovative school meal programs that enhance access and equity to health, nutrition, education, and social safety nets

## OUTCOMES

School meals acknowledged & measured as contributors to global dev agendas

Governments invested in sustainable school meal programs linked to local agriculture and supply chains

Evidence generation and research agenda developed on school meals impacts on child health & economic development

Governments innovate and improve sustainable school meal programs at scale linked to local supply chains

## IMPACT

Governments invest and deliver sustainable and nutritious school meal programs linked to local agriculture and supply chains that improve equity in food systems and broader education, health, nutrition, and economic outcomes

All children, especially the most vulnerable, receive nutritious school meals that enhance their education, nutrition, and health, ultimately contributing to their human capital and the equitable economic development of their countries.





**Thoughts and Feedback?**

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# External Partner Feedback

## Partners consulted:

- Christiani Buani, WFP Center of Excellence Côte d'Ivoire
- Aulo Gelli, IFPRI
- Harold Alderman, IFPRI
- Ben Muskovitz, USDA
- Louise Iverson, General Mills Foundation
- Carmen Burbano, World Food Programme
- Yannick Foing, DSM
- Anne Sellers, Catholic Relief Services
- Eugene Absalom and Karl Muller, Tiger Brands Foundation
- Amb. Chris Goldthwaite, American Peanut Council

# Key Themes and Tensions

- GCNF's **greatest comparative advantage is in its network**. As a neutral player, GCNF can bring together governments across income levels and geographies, competing implementers, and the private sector. GCNF can expand its network by including non-traditional players and developing stronger relationships across sectors.
- The Forum is highly valued but there is a **need to revitalize Forum format**.
- Many see **GCNF as well positioned to do more advocacy work**. At the country level, GCNF acts as a “research advocate” translating research for governments and implementers as well as communicating school meals value and ROI. Cross-sector advocacy is needed to be a voice in SDG steering committees and bilateral donors. GCNF needs to invest in these capabilities to become more visible.
- **Advocacy can threaten the survey's credibility**, especially with private sector sponsorship i.e. Coca-Cola. Can you do both knowledge generation and advocacy well?
- **Credibility about GCNF and the Global Survey** was expressed by some. An external validator or partnership (with IFPRI) could lend credibility.



# Key Themes and Tensions

- A **knowledge hub would be a welcome resource** for many partners but requires content generation (toolkits, handbooks, etc.). Can be an opportunity to strengthen partnerships by creating sectoral working groups that incentivize knowledge sharing and maintain dynamic resource generation.
- It **wasn't clear to some what the School Meals Secretariat would offer** that GCNF didn't currently offer. GMF could see it as a funding and facilitation mechanism where they would pay membership dues for their partners to access GCNF services.
- A number of partners recommended that **GCNF hire a fundraising consultant**. There is a sense that there is donor/philanthropic/private sector interest but GCNF is not getting their story out there effectively.

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## Partnership Opportunities | Network

- **Convener:** Reach out to key partners to explore if there are needs and opportunities for GCNF to play more of a convening role such as a McGovern-Dole workshop for USDA, Government recipients, and partner implementers. This could be well-timed with evaluation plans and budgeted within country evaluation plans.
- **Forum:** Partner with Devex or digital conference organizer to revitalize the format of the Forum.

## Partnership Opportunities | Advocacy

- Work with **WFP and UNICEF on cross-sectoral advocacy work**. Help to develop partnerships with different stakeholders to have a strong voice in SDG steering committees and with US and non-US bilateral donors.
- **Develop advocacy materials with key partners** (2-4 products/year) that translates evidence to practice for the government and practitioner audience.
  - School meals as a social safety net during COVID-19 (World Bank)
  - ROI of school meals (IFPRI, Alderman, TBF)
  - Adolescent girls (CARE, UNICEF, UN Women)
  - School meals in the food system (FAO)
  - Schools as food environments to influence nutrition and health behaviors (GAIN)
- Partner with **CARE** to develop an **Advocacy Handbook for School Meals**.

## Partnership Opportunities | Knowledge

- Develop a partnership with IFPRI or UW to lend credibility to the Global Survey.
  - Clarify roles for each partner - IFPRI as the '*research institution*', GCNF as the '*research advocate*'.
- Develop an online Knowledge Hub led by sectoral working groups (Education, Health & Nutrition, Agriculture/Supply Chains, Social Protection) that builds cross-sectoral partnerships and supports cross-sectoral advocacy for school meal programs.
  - Education: Catholic Relief Services, Save the Children, GPE, UNESCO
  - Health and Nutrition: GAIN, Save the Children, PCD, UNICEF,
  - Agriculture and Supply Chains: IFPRI/CGIAR, HarvestPlus, DSM, Gates Foundation, FAO, SUN
  - Social Protection: World Bank, UNDP

# Partnership Opportunities | Technical Assistance

- Seek a partnership with **SUN Business Network** and/or **Partners in Food Solutions** to create a mechanism that connects private sector resources and technical expertise to government programs
  - Food safety and quality
  - Strengthening links between schools and farmers
  - Fortification
  - Other supply chain interventions

# Strong Recommendations from External Partners

- Hire an **Advocacy and Communications Strategist** with school meals program experience.
- Hire a **Fundraising Consultant**. There is a sense that there is donor/philanthropic/private sector interest but GCNF is not getting their story out there effectively.

## Revenue Generating Partnership Ideas:

- **Provide organizational and convening services for a fee.** GCNF to play more of a convening role such as a McGovern-Dole workshop for USDA, Government recipients, and partner implementers. This could be well-timed with evaluation plans and budgeted within country evaluation plans.
- **Technical Advisory Services:** Larger partners and/or funders (General Mills Foundation) would pay on behalf of NGOs or smaller businesses to gain access to GCNF's advisory services.



**Thoughts and Feedback?**



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# Global Survey Advocacy Plan | Target Audiences

**Because of the initial launch of the Global Survey in October, we recommend that the Advocacy Plan is focused on developing products and messages that reach target audiences for the survey results.**

- Required: USDA McGovern-Dole
- Top: 'Convincible' Philanthropic Entities (Private Sector Philanthropy, Charitable Foundations)

## **Secondary Audiences**

- Civil Society and UN Agencies
- Global media (NY Times, the Guardian, Al-Jazeera, Xinhua)
- Research Community
- National Government Stakeholders
- US Congress

# Global Survey Advocacy Plan | Primary Target Audiences

## Required: USDA-McGovern Dole

### Goals:

- Build confidence in the Administration in McGovern-Dole investment by equipping program managers with data on the scale of government investment in their own school meal programs in MGD countries.
- Build confidence in GCNF as an organization that can sustainably execute the Global School Meals Survey and other projects aligned to USDA interest

**Desired Outcome:** USDA reinvests in GCNF to continue the Survey

### Strategy/Product Description:

- Finalize and share embargoed McGovern-Dole report with USDA, plan private briefing, joint public launch
- Lead: Arlene, Support: Consultant



# Global Survey Advocacy Plan | Primary Target Audiences

## TOP: 'Convincible' Philanthropic Entities (Private Sector Philanthropy, Charitable Foundations)

### Goals:

- 'Put GCNF on the map' as a thought leader in global well-being for school age children and position GCNF to attract financial resources in 2020-21
- Validate school meals as an important, systems-oriented platform, ripe for investment (multi-sectoral)

*Examples: European Community, Japan, CIDA, SIDA, Rockefeller Foundation, NoVo Foundation, IKEA Foundation, Children's Investment Fund Foundation*

**Desired Outcome:** GCNF recruits 1-3 new donors by Spring 2021

### Strategy/Product Description:

- 2-pg Survey Overview for philanthropic business community
- Personalized outreach by influencers to high priority targets, GCNF on 1-3 influential digital stages with donor participants likely to present and tweet/share survey
- Lead: Rebecca, Support: Jenny



# Global Survey Advocacy Plan | Secondary Target Audiences

## Civil Society + UN

### Goals:

- Mobilize a large ‘Splash’ when the Survey launches on social media among key civil society validators to raise awareness among governments and funders
- Build solidarity across the community of implementers for speaking about McGovern-Dole in a common, unified voice using Survey data

Examples: EAT Forum (CHEW initiative), Save the Children, CRS, Share Our Strength, No Kid Hungry, SDG2 Advocacy Hub/Chef’s Manifesto, UNICEF, Global Citizen, Global FoodBanking Network, SUN Network (We should think broadly and beyond the traditionals).

**Desired Outcome:** Web traffic to Survey site increases by 150%; Social Media Impressions exceed XXXX and have broad geographical reach. Report downloads. Survey Hashtag mentions.

### Strategy/Product Description:

- School Meals Implementers Preview Webinar, Social Media Toolkit and Blog for Survey Launch, Recruit partners for Forum on Survey themes
- Lead: Rebecca, Support: Jenny



# Global Survey Advocacy Plan | Secondary Target Audiences

**Interested Global Media** *(New York Times, the Guardian, Al-Jazeera, Xinhua)*

## Goals:

- Raise awareness about the previously overlooked school meals story and link to current events and narratives
- Validate GCNF as a global thought leader among bilaterals

**Desired Outcome:** At least 1 major outlet mentions GCNF's Survey or cites data (not simply development-oriented media).

## Strategy/Product:

- 1-pg fact sheet for press/media & media toolkit
- Build media list and reporters following school meals, pitch media outlets, solicit/submit op-eds and blogs from validators
- Lead: Rebecca, Support: Jenny



# Global Survey Advocacy Plan | Secondary Target Audiences

## Interested Research Community

### Goals:

- Ensure high awareness of the Survey so that it is widely cited across literature related to school-age children, nutritionists, social protection, agriculture, and WSH.
- Raw data downloaded and independent analysis is published beginning in 2021

**Desired Outcome:** GCNF's survey is seen as credible and as the publication of record. Stretch goal: Research entities actively seek partnership with GCNF (sharing or jointly pursuing resources together).

### Strategy/Product:

- Build email list of interested researchers/university programs
- 1-2 academic collaborators to blog about survey launch (Aulo Gelli, Harold Alderman, Ron Kleinman)
- Post 'survey methodology' description on site and how to access raw data
- Lead: Ryan, Support: Intern



# Global Survey Advocacy Plan | Secondary Target Audiences

## Interested National Government Stakeholders

### Goals:

- Participating national governments feel pride of participation and non-participating governments become interested in participating in future Surveys of school meals
- National-level stakeholders and advocates can use fact sheets and the Global Survey to consider programmatic options, make comparisons with peer countries, and pursue improvements to the quality of their program on an individual basis
- Stretch: National governments request fee-for-service, custom analysis and technical assistance from GCNF's roster.

**Desired Outcome:** National governments use the Survey to improve program quality and advocate with important stakeholders (donors, parliamentarians). The next round of the Survey includes all existing countries and has a significant increase in participating countries.

### Strategy/Product:

- Forum/Survey List blast, add USG national press contacts and others
- Develop Survey Amplification Strategy for Forum, and post-Forum plan (share country fact sheets with stakeholders)
- Lead: Ryan, Support: Alice and Mamta





# Global Survey Advocacy Plan | Secondary Target Audiences

## US Congress

### Goals:

- Using Survey findings, work to recruit new champions for international school meals in strategic committees for sustained McGovern-Dole in the next Farm Bill.
- Build confidence in school meals as an important intervention globally, even during the Covid-19 lockdown

**Desired Outcome:** 1-3 members of Congress take interest in global school meals and begin to advocate for McGovern-Dole, school age children, and GCNF's important role, laying groundwork for continued support during 2023 Farm Bill deliberations.

### Strategy/Product:

- 2-pg brief of McGovern-Dole highlights with policy recommendations
- Recruit 2 bi-partisan validators to champion findings (Bertini, Harden)
- Virtual briefing in January in collaboration with CCGA DC office
- Lead: Arlene, Support: Chicago Council (Grace B)



# Board Feedback on Advocacy

- Disagreement on importance of certain audiences: McGovern-Dole, media, and balance of effort focused on national governments vs. others
- Should the primary advocacy goal should be increasing resources for school meals, rather than focused on GCNF org goals?

## *Responding with proposed next steps:*

- A long-term focus on increasing funding and the quality of school meals is critical and should be developed and should target national governments. The content for this component of the Advocacy plan should be derived from the findings of the of the Survey. We propose that the Advocacy Committee and selected consulting partner support the identification of key messages and tactics for this component.
- Given the interruption of school meals due to Covid-19 a pure focus on increasing resources is unlikely to succeed and using the launch to build GCNF's credibility and funding sustainability is the primary strategy for organizational health in the near term.

# Global Survey Advocacy Plan | **Products**

- Global Survey of School Meals Report
- McGovern-Dole Survey of School Meals Report
- Standalone Country Snapshots
- Survey Landing Page and Web Design/Content Management
- 1-pg Business-Focused Fact Sheet
- 1-pg Press-Focused Fact Sheet
- McGovern Dole policy brief or Executive Summary (Congressional audience)
- Social Media toolkit
- Various Op-Eds (Commissioned and Internal)

# Global Survey Advocacy Plan | Timeline

June 25	Draft Global Survey Report shared with Advocacy Committee, Board, and trusted reviewers
July 6	Advocacy Committee & GCNF staff Content Consultant / Digital Design Agency selected
July 13 - 27	First Round of Edits: McGovern-Dole and Global Survey Reports
August 3	2nd Round of Edits: McGovern-Dole / Global Survey Report and Executive Summary
August 17	Final McGovern-Dole Report
September 28	Final Global Survey Report (Executive Summary, acknowledgements, references)
September 30	McGovern-Dole Report Briefing
October 5	McGovern-Dole Report Launched and Promoted via social media

# Global Survey Advocacy Plan | **Timeline**

<b>October 12 - 30</b>	<b>Virtual Forum / World Food Day, Social Media/Blog/Op-Ed Media Push of Key Survey Messages</b>
<b>October 26</b>	<b>Soft Launch: Global Survey Report</b>
November 30	Embargoed Global Survey shared with media and VIPs / Social Media toolkit shared with launch partners
<b>December 4</b>	<b>Global Survey Microsite Goes Live</b>
<b>December 9</b>	<b>Launch: Global Survey Report</b>
December 20	Congressional document ready
January 13	Capitol Hill briefing in partnership with Chicago Council on Global Affairs

# Global Survey Advocacy Plan | Key Events & Dates

**GCNF needs to 'launch' the various products, so having a sense of upcoming event opportunities. The most critical is the Global Survey itself, which can be previewed and launched for specialized audiences.**

- Monthly: GCNF Webinar
- June 24th: EAT Forum (CHEW initiative)
- September: *(anticipated)* Joint USDA McGovern-Dole launch
- October 16th: World Food Day (various events globally)
- November/December, tbd: Nutrition for Growth
- December: GCNF Digital Forum
- February: World Education Summit 202
- Spring 2021, tbd: UN Food Systems Summit

*\*Once goals and priority audiences have been determined, the event schedule can be aligned around goals.*



**Thoughts and Feedback?**

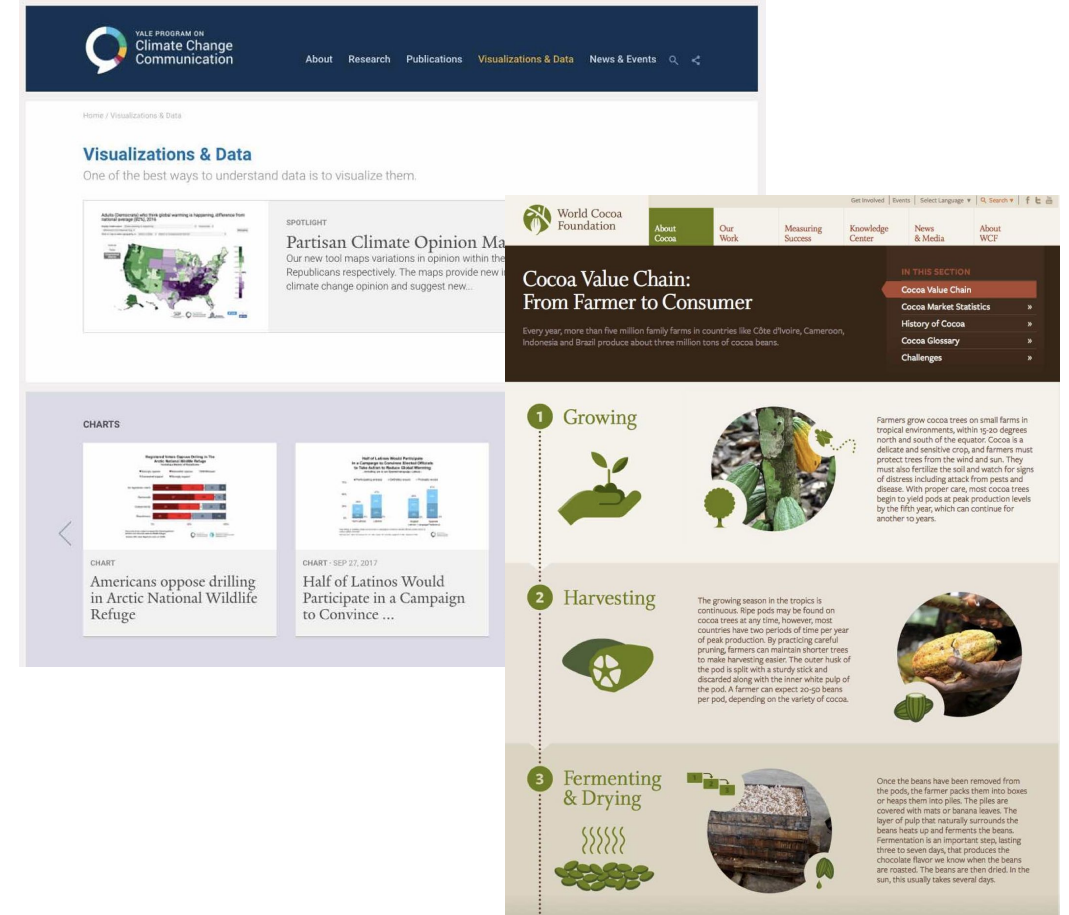
# Global Survey Advocacy | Digital Design Agencies

**Constructive<sup>®</sup>** STRATEGY & DESIGN FOR SOCIAL IMPACT

- Non-profit focused
- Specialized in **content and editing** to make ideas and language more accessible
- Specialized in **working with data and research institutes**
- Dynamic report builder: searchability, shareability, visibility, analytics, different consumers can custom build PDF reports (\$75K-\$100K+)
- Multilingual (Babblic - French, Spanish, Mandarin)

## Work:

- Legal Aid Society 2019 Annual Report
- Climate Impact Lab
- Air Quality Life Index





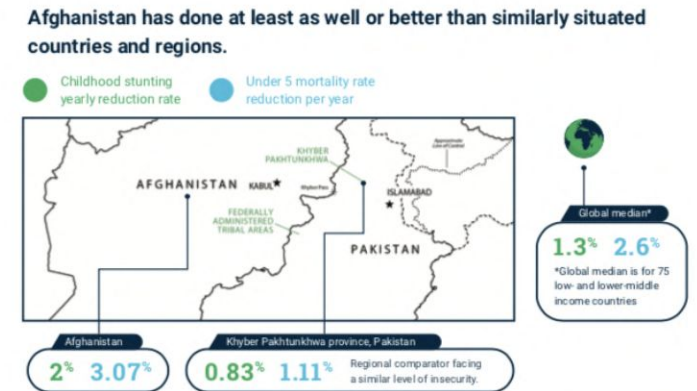
# Global Survey Advocacy | Digital Design Agencies



- Seattle based
- 25% clients are nonprofits including **UN agencies**
- Provide a significantly reduced nonprofit rate, donated \$5m in services
- **Strong editing and writing team**, emphasized importance of narrative
- A fully dedicated project team: writer/editor, digital designer, art director
- Owned by an insights & research company, **skilled at working with data**

## Work:

- [9/11 Memorial Annual Report](#)
- [UNDP-Global Fund Population Health & Recovery Video](#)
- [AAP Child Vaccinations Across America](#)



American Academy of Pediatrics  
DEDICATED TO THE HEALTH OF ALL CHILDREN™

## Child Vaccination Across America

Routine childhood immunizations are vital to individual and society health. Across the United States, immunization rates vary, and as a result, some communities have experienced preventable disease outbreaks. Higher immunization rates protect vulnerable children who are too young to be vaccinated as well as those who cannot be vaccinated for medical reasons.

- ▶ Hover over each state to see how many of our children are protected from illness.
- ▶ Click on each state to learn more about rates and immunity.
- ▶ Click here to learn more about individual diseases and outbreaks.



# Global Survey Advocacy | Digital Design Agencies



- Work specifically with nonprofits
- Design Director is former WFP
- Can provide design and layout of report, but not content editing
- Comparative advantage is in digital fundraising utilizing social media and targeted Google/Facebook ad strategies

chicago**creative**group

- Provides significant writing and editing services with high comfort level in subject matter
- Long-time clients include the Chicago Council and Global FoodBanking Network
- [The Global Food Donation Policy Atlas](#)



# Global Survey Advocacy Products and Quotes

Global Survey Products	<u>MediaCause</u>	<u>Killer Visual Strategies</u>	<u>Chicago Creative Group</u>	<u>Constructive</u>
Global Survey Report Design and Layout (60 pgs, 20-30 graphics, 15-20 photos)	\$10-15,000	\$18,500-\$24,500	\$25,000	\$30,000-\$50,000
Copywriting / Editing	<b>Not provided</b>	Included	Included	Included
Microsite 1 page		\$18,900	\$7,750	\$10,000
Microsite 5 pages	\$3-4,000	\$27,500	\$23,250	\$30,000
Executive Summary	\$500	\$5,500-\$7,500		
Fact Sheet (1 pg)	\$500	\$2,500-\$3,500		\$3,000-\$6,000
Social Media Toolkit	\$2-15,000	\$500 / \$750 / \$1500	\$2,480	\$3,000-\$6,000
Video		\$15,000-\$25,000	\$10-20,000	TBD
Fill Interactive Report Website (alternative to PDF and minisite, includes interactive, embeddable data viz, PDF generation)	N/A	N/A	N/A	\$75K-\$100K+



# Potential Funders of the Global Survey Launch

*We ask that the Board Members reach out to any contacts at the following organizations (or others not mentioned here) that would be potential and likely funders of the Global Survey Launch. It is critical that we maximize the value of the survey's potential as a strong advocacy tool through engaging content that reaches and appeals to our target audiences.*

- USDA
- General Mills Foundation
- Kellogg's
- Chobani
- Danone Communities
- The Bel Group
- Mars Wrigley Foundation
- Unilever
- Barilla Foundation
- Sodexo
- Google
- The IKEA Foundation
- Children's Investment Fund
- The Rockefeller Foundation



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# Next steps and suggestions

## *July to December 2020 (Suggested Follow up for Board)*

- Global Survey Launch: Fundraising and Advocacy Implementation
  - Budget availability and fundraising
  - July 11: Follow up with Board Members on fundraising outreach
  - ASAP: Advocacy Committee reviews Global Survey Report and pursues engagement with design agency
  - Finalize launch timeline for the McGovern-Dole and Global Reports
  - Transition Plan for Advocacy // Executive Director Transition
- Diversity, Equity, Inclusion Commitment and Plan (staff-led, board supported)
- Two-year Implementation and Fundraising Plan
- KPI and Impact Review Plan
- If not yet scheduled, plan Fall board meeting - Revisit strategic partnerships, especially for Global Survey