



2020 ANA VIRTUAL NONPROFIT CONFERENCE

AUGUST 5-6

RETAINING EMERGENCY DONORS

Madeline Stanionis, M+R

Sheridan Marfil, World Food Program USA



#ANAnonprofit



M+R

We are communicators, marketers, fundraisers, and campaigners who help causes that inspire people to act. We work exclusively with nonprofits who are alleviating suffering, fighting for human rights and democracy, dismantling inequality, making art and knowledge accessible to everyone, and fostering a healthier and sustainable world. Our services include:



DIGITAL FUNDRAISING
+ ADVOCACY



DIGITAL
ORGANIZING



MEDIA
RELATIONS

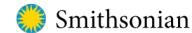


ADVERTISING



SOCIAL
MEDIA

Some of the clients we have worked with:



M+R Lab

#fundraising #social media #data #email #advertising #media

Search



Mediamarks 2019 is here! How do your nonprofit media results compare?

by Danny Hajjar | Jun 25, 2019

There are a dozen charts and deeper analysis by nonprofit sector awaiting you. But first, here are the four colorful scoops from this year's study.

[Read More](#)

Facebook Fundraisers Tips, Trends, and Benchmark Data

by Amy Peyrot | May 28, 2019

A deeper look into our Benchmarks findings about Facebook Fundraisers.

[Read More](#)

Better representation starts with more diverse voices submitting letters to the editor

by M+R | May 22, 2019

Submitting a letter to the editor can be a powerful way to amplify essential voices and broadcast your message. Check out our Fast LTE Tool to break through the noise.

[Read More](#)

Toolshed

When our tech team builds them, we share them for free. If you have any tools on your wishlist, please tweet us @mrcampaigns or email hallo@mrcss.com.

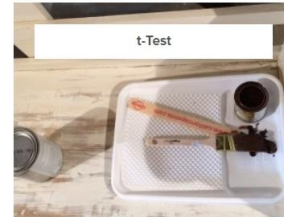
Social Media Manners Manager



Fast Pitch Tool



Chi-Square Test



t-Test



Revenue Per Recipient



Benchmark Yourself



63% of your donors never come back.

- It's hard or time consuming to donate
- They don't have confidence that their donation is being used properly
- Their credit card expires
- They forget you exist
- They don't remember they donated before
- They don't feel like part of the solution

Recipe for Retention



**EFFORTLESS
DONATION
EXPERIENCE**



**CLEAR AND
CONFIDENCE
-INSPIRING
CONTENT**



**AUTOMATIC
GIVING**



**ASK
(AND ASK
AGAIN)**



**ACKNOWLEDGE
AND THANK**



**IMPACT AND
FEEDBACK**



Entire Parks and Recreation Cast Reuniting on NBC for Feeding America Benefit

State Farm, Subaru of America and NBCU will match donations

By Jason Lynch | April 23, 2020



435K donated 1.3M invited 402K shared

Created By

 **Charlotte Willner**
On Facebook since 2004

 1,772 friends

Additional Organizers

 **Dave Willner**

Fundraiser Questions [Learn More](#)

[▶ How do nonprofits receive donations?](#)

[▶ More Fundraising Tips](#)

Reunite an immigrant parent with their child
Fundraiser for RAICES by Charlotte Willner and Dave Willner

[Donate](#)

[Invite](#) [Share](#) [More](#)

ATLANTIS

PARADISE ISLAND BAHAMAS

HURRICANE DORIAN
RELIEF FUND
FOR THE BAHAMAS

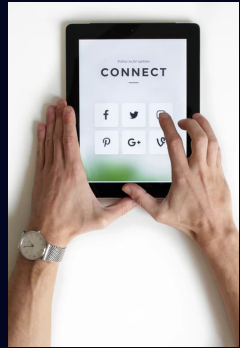
#BAHAMASATHEART  #BAHAMASSTRONG

The pillars of crisis donor retention



Be Prepared

There is a lot you can do during the crisis itself to set yourself up for better retention later.



Build a Relationship

Donor centric, channel-diverse engagement.



Keep Track of What Works

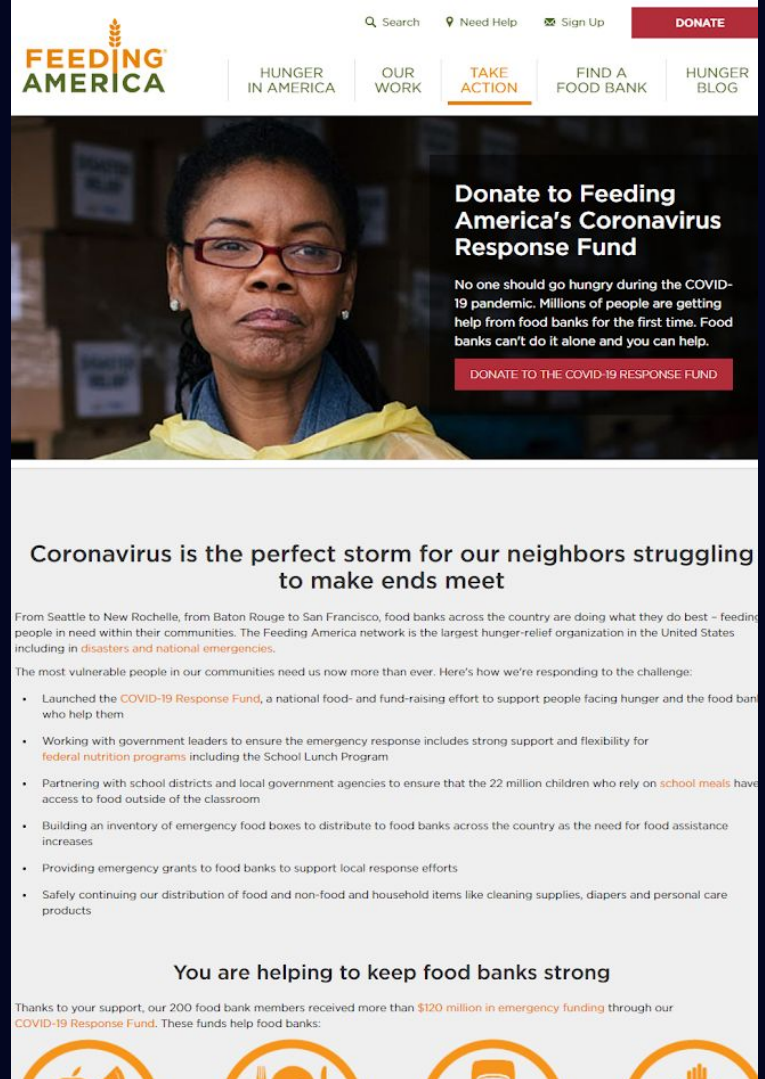
Test and optimize, and scale your success!



Welcome
please
Come In

Direct traffic

<https://www.feedingamerica.org/take-action/coronavirus>



The screenshot shows the top portion of the Feeding America website. The navigation bar includes the Feeding America logo, a search icon, and links for 'Need Help', 'Sign Up', and 'DONATE'. Below the navigation are five menu items: 'HUNGER IN AMERICA', 'OUR WORK', 'TAKE ACTION' (highlighted with an orange underline), 'FIND A FOOD BANK', and 'HUNGER BLOG'. The main content area features a large image of a woman with glasses and a yellow garment. To the right of the image is the heading 'Donate to Feeding America's Coronavirus Response Fund' and a sub-headline: 'No one should go hungry during the COVID-19 pandemic. Millions of people are getting help from food banks for the first time. Food banks can't do it alone and you can help.' Below this is a red button that says 'DONATE TO THE COVID-19 RESPONSE FUND'. The text below the image reads: 'Coronavirus is the perfect storm for our neighbors struggling to make ends meet'. This is followed by a paragraph explaining that food banks across the country are doing what they do best – feeding people in need. It states that the Feeding America network is the largest hunger-relief organization in the United States, including in disasters and national emergencies. The text then says: 'The most vulnerable people in our communities need us now more than ever. Here's how we're responding to the challenge:'. This is followed by a bulleted list of five points: 1. Launched the COVID-19 Response Fund, a national food- and fund-raising effort to support people facing hunger and the food banks who help them. 2. Working with government leaders to ensure the emergency response includes strong support and flexibility for federal nutrition programs including the School Lunch Program. 3. Partnering with school districts and local government agencies to ensure that the 22 million children who rely on school meals have access to food outside of the classroom. 4. Building an inventory of emergency food boxes to distribute to food banks across the country as the need for food assistance increases. 5. Providing emergency grants to food banks to support local response efforts. 6. Safely continuing our distribution of food and non-food and household items like cleaning supplies, diapers and personal care products. Below the list is the heading 'You are helping to keep food banks strong' and a paragraph: 'Thanks to your support, our 200 food bank members received more than \$120 million in emergency funding through our COVID-19 Response Fund. These funds help food banks:'. At the bottom, there are four circular icons representing different aspects of food bank operations: a house with a flame, a person holding a bowl, a person holding a box, and a person holding a hand.

FEEDING AMERICA

HUNGER IN AMERICA | OUR WORK | TAKE ACTION | FIND A FOOD BANK | HUNGER BLOG

Search | Need Help | Sign Up | DONATE

Donate to Feeding America's Coronavirus Response Fund

No one should go hungry during the COVID-19 pandemic. Millions of people are getting help from food banks for the first time. Food banks can't do it alone and you can help.

DONATE TO THE COVID-19 RESPONSE FUND

Coronavirus is the perfect storm for our neighbors struggling to make ends meet

From Seattle to New Rochelle, from Baton Rouge to San Francisco, food banks across the country are doing what they do best – feeding people in need within their communities. The Feeding America network is the largest hunger-relief organization in the United States including in [disasters and national emergencies](#).

The most vulnerable people in our communities need us now more than ever. Here's how we're responding to the challenge:

- Launched the [COVID-19 Response Fund](#), a national food- and fund-raising effort to support people facing hunger and the food banks who help them
- Working with government leaders to ensure the emergency response includes strong support and flexibility for [federal nutrition programs](#) including the School Lunch Program
- Partnering with school districts and local government agencies to ensure that the 22 million children who rely on [school meals](#) have access to food outside of the classroom
- Building an inventory of emergency food boxes to distribute to food banks across the country as the need for food assistance increases
- Providing emergency grants to food banks to support local response efforts
- Safely continuing our distribution of food and non-food and household items like cleaning supplies, diapers and personal care products

You are helping to keep food banks strong

Thanks to your support, our 200 food bank members received more than [\\$120 million in emergency funding](#) through our [COVID-19 Response Fund](#). These funds help food banks:

Collect Contact Info

And clean up your data as you go, if you can

MOBILE



SOCIAL



EMAIL



Give subscribers a choice (and honor it)



EMAIL PREFERENCES

"I love Oxfam – I just get too many emails."

If that's how you feel, we understand – but here's why we hope you'll stick around:

Oxfam supporters make amazing things possible in communities around the world. Every day, you're helping us work with people in more than 90 countries to fight hunger, poverty, and injustice. And together, with your help, we're winning. But our work isn't over yet – we hope you'll stand with us for the challenges ahead.

Just looking to get fewer emails? Use the form below to change how often you hear from us.

- Newsletters and emergencies** — Yes, only send me the monthly newsletter and emails when an emergency strikes.
- Newsletters only** — Just send me the monthly newsletter, nothing else.
- Please unsubscribe me from all emails.

Your Email:

Submit



Like us on
Facebook   

 (800) 776-9326
 donorinfo@oxfamamerica.org

Boston, MA
226 Causeway Street, 5th Floor,
Boston, MA 02114



Occasion donors are 146% more likely to want an impact report for their gift than be thanked or acknowledged.

Demonstrate Impact Right Away



Progress reports

Use the opportunity to introduce new donors to the work you do at a larger scale.

Bonus: these generate additional revenue.

You've read the headlines: Food banks are experiencing a tremendous surge in families needing food right now. That wave of children, families and seniors isn't slowing down – and neither are we.

Each week we ask the Feeding America network of food banks about the difficulties and successes they're experiencing to help us quickly and efficiently get resources to people facing hunger. The answers have helped me understand what's happening across the country.

Here are a few of the facts that astonished me:

1. **Distributing more food than ever.** In March and April, food banks distributed over *852 million meals* – and they're keeping up the pace. It makes me thankful for the workers, volunteers and supporters of food banks.



**“SitRep” Style
included a soft
donate liftnote at
the top.**

UNICEF Typhoon Haiyan Crisis Update No. 1

Date: November 13, 2013

Situation in Numbers

4,598,000 children affected out of

11,500,000 people affected

217,800 children are displaced

544,600 people are displaced

Highlights

- An estimated 4.6 million children have acutely felt the most devastating effects of one of the most powerful typhoons in history.
- Water and food continue to be among the top priorities as the risk of malnutrition and infectious disease is given with the disruption in water, sanitation and hygiene services (WASH).
- With thousands of schools damaged or destroyed, more than four million children have had their education interrupted.
- Protection concerns are widespread including the risk of children being exposed to gender-based violence, and other forms of violence, abuse and neglect, as well as family separation.
- Given the challenges on the ground, all efforts are being made to reach the most vulnerable children and women. UNICEF is working closely with the Government of Philippines and other partners to find logistical solutions by air, land and sea to urgently reach all affected areas.
- On November 11, UNICEF activated its Level 3 Emergency Procedures to quickly mobilize global support and has already deployed staff to four of the most affected areas.



In it for the long haul: Monthly Giving

Monthly Checkbox and Upsell Lightbox

Don't turn these off during emergencies!

Monthly Appeals


To recent emergency donors explaining a monthly gift is the best way to help that emergency right now.

Match Incentive

Becoming a monthly donor would kick in an additional 1x gift toward emergency efforts.

The Restricted/ Unrestricted approach

INDIA AND BANGLADESH

 OXFAM

**JUST ONE MORE QUESTION...
WILL YOU MAKE YOUR SUPPORT
MONTHLY?**

Will you designate **\$10** of today's gift to start a tax-deductible monthly donation? **Bonus:** for every new monthly donation started today, an anonymous donor will pitch in **\$100!**

I'll use **\$10** of today's gift as my first monthly donation

I'd like to stick with a one-time donation of **\$20**

On We...
the f...
threate

This is...
will b...
cyclone...
hygien...
the are...
to cy

This u...
donate now.



World Food Program USA

High-profile emergencies are crucial to WFP USA's fundraising, bringing millions of dollars in revenue, but in the past they would see steep drop-offs in support during "non-emergency" periods.



WFP USA looked at which emails performed best with donors who joined the organization by making a gift to a major emergency.

The best performers were more news-driven updates with softer asks vs appeals.

Dear Diego,

Yemen has become the world's worst humanitarian crisis. Increasing conflict threatens millions with what could become the worst famine in 100 years.

Families are struggling to survive. People have little to no income. Many children are not in school. Evidence of hunger is everywhere. In many places, women are begging on the road — often mothers desperate for money to feed their children. **Famine will only make their situations even more dire.**



+63%

Over expected donation response rate

Dear Diego,

Do you remember Amal, the 7-year-old girl recently featured in the New York Times? She was severely malnourished, and her story brought to light the extent of Yemen's suffering. Last week, Amal died. She needed treatment at a hospital just a short drive away. But a ride cost \$15 — far more than her mother could afford. There was nowhere for her to turn — nothing she could do — and for Amal, time ran out.

Imagine that you are hungry and there is nowhere to turn. Imagine food is unaffordable, and conflict prevents you from foraging it by land or sea. Imagine you cannot borrow money from family and friends; they have no more to give. Imagine you have exhausted your resources and are nearly out of hope. Finally, imagine you are desperate for any help to simply survive.

This is the situation in which *18 million Yemenis* — 2 out of 3 — people find themselves. Each day gets worse. **War has pushed the nation to the brink of famine, and thousands are dying from hunger and disease.**

[Now, imagine you can do something to help. Make a gift today that will bring lifesaving food to children like Amal and their families, before it's too late.](#)

+62%

Over expected donation response rate

Leaned into Monthly Giving

Transformed their donation forms and messaging strategy to emphasize monthly giving as the most effective way to make a difference for people in crisis around the world.



1 2 3

Your Gift

One-time Monthly

\$250/month	\$100/month	\$75/month
\$50/month	\$25/month	\$ OTHER

Built out a branded program



Three months ago, Rabia and her husband fled for their lives. When they crossed the border, Rabia says she didn't know what to expect. But much to her surprise, she and her family immediately received a hot meal and nutritious biscuits from WFP. In camps around the world, WFP staff makes sure that refugees have the food and nutrition they need to survive when they first find safety.

[Learn how WFP helps refugees with their first meal after arriving to safety.](#)



Email: steve.daigneault@gmail.com

ZeroHunger Hero Status: **Active**

ZeroHunger Hero Since: **Jan 26, 2018**

As a generous sustaining donor to WFP USA, you're a ZeroHunger Hero — part of a global community committed to ending hunger together. Thank you for making a difference.



Emergency Constituent Lifecycle



Prioritized Sustainers

In partnership with WFP USA we developed a new strategy that leverages emergencies to recruit monthly donors. We also worked with WFP USA to revamp their sustainer ask audience targeting, cultivation, and developed a match pool to better incentivize sustaining giving.

A tailored experience

01	Non-Donors	<ul style="list-style-type: none">• 1x emergency appeal• Monthly upsell lightbox
02	Emergency Donors	<ul style="list-style-type: none">• Follow-up sustaining ask
03	Sustaining Donors	<ul style="list-style-type: none">• Upgrade appeal• Denser content that shows impact
04	Mid-level Donors	<ul style="list-style-type: none">• Lower volume• Denser content that shows impact

We are so grateful for your monthly gift. And we wanted you to know about this opportunity to take your support even further. [Click here to increase your monthly gift now, it is quick and easy — and your donations will be MATCHED for the next year.](#)

That means twice as much food, aid and support for families around the globe.

“We cannot survive without the help the U.N. World Food Programme is giving us — if it was not for them, I’m not sure what we would do right now.”

— Maidei, a mother in Zimbabwe



Results

Overall digital revenue more than doubled over four years as did the share of revenue from sustaining gifts

2015

13% →

2019

53%





Build a Relationship

Donors who gave to your organization as an extension of their compassion in a crisis - not necessarily because they were inspired by your organization.



Regular updates on the crisis and rebuilding

Commit to a schedule



Dear Beth,

YOU MAKE US SMILE – and you made a mom or dad smile today too!

Thank you for your monthly gift of \$15.00 on 5/21/2019 – we smile each time we see your gift come through, knowing what a big impact your donations are making.

You may not realize it – but period products are an unspoken and under resourced necessity. These necessities are also not covered by assistance programs, and often face high “luxury” taxes as well. We launched our period product program in November of 2016 and have distributed more than 450,000 period products since then. Your gift helps keep that work going every month.

Love & Diapers,
Corinne

PS- Could your employer match your gift? Find out [here!](#)

--

Corinne Cannon, MAT, MSc
Founder and Executive Director | Greater DC Diaper Bank
corinne@greaterdcdiaperbank.com

Transparency and insider info



Get Personal

[sample] I think you're doing something incredible ▷ Inbox ×



Victoria Smith, Oxfam impactcircle@oxfamamerica.org [via](#) bounce... 12:55 PM (1 minute ago) ☆ ↶ ⋮

to me ▾

Hi there,

My name is Victoria, and I've worked at Oxfam for the past five years. Helping the world's most vulnerable communities has been an incredibly rewarding experience, and I'm so glad you're in the fight with us.

I wanted to write you to say hello and tell you a little more about what we're trying to achieve – and what makes us different.

I think it's hard to fathom, but *you're part of a truly powerful community who believes in the difference a gift can make* for families living in poverty and those affected by humanitarian emergencies. It's because of people like you that we're able to help in the places where we're needed most – places like Yemen, Bangladesh, and Indonesia.

I'm so proud of the work we're able to do together, not just because of the lives we can help change, but also because of the emphasis we put on local partnerships and empowering entire communities.

Take Rubelina's story. Rubelina Guevara, a single mother of two, started two stores in Calvario, El Salvador, using a loan from her Saving for Change group – a group started with help from Oxfam. Along with our community partners, we're helping women like Rubelina form these groups so they can save money, build their savings, and then start lending other women money to do the same. It's so uplifting to see women gaining such power over their own lives – how such a small loan can add up to a big change.

But Rubelina isn't alone. Every single day, people like you make it possible to invest in communities – whether it be building and protecting village wells to help families avoid water-borne diseases or helping farmers weather drought to produce more crops.

I'm going to be honest with you, friend – this year, families living in poverty around the world are up against more challenges than ever before. It's going to be up to all of us to help ensure they have the resources needed to survive in the aftermath of crises, while continuing the proven programs that help people take steps out of poverty. I'm so glad you're a part of this, friend.

We'll be in touch in the weeks to come with more ways to get involved. In the meantime, I hope you'll [follow us on Facebook](#) and [take a peek](#) at what the Oxfam community has helped accomplish.

Best wishes,
Victoria

P.S. if you have any questions or concerns, don't hesitate to reach out – just reply to this email and I'll be in touch!

**Be creative
(and appropriate for
each channel)**

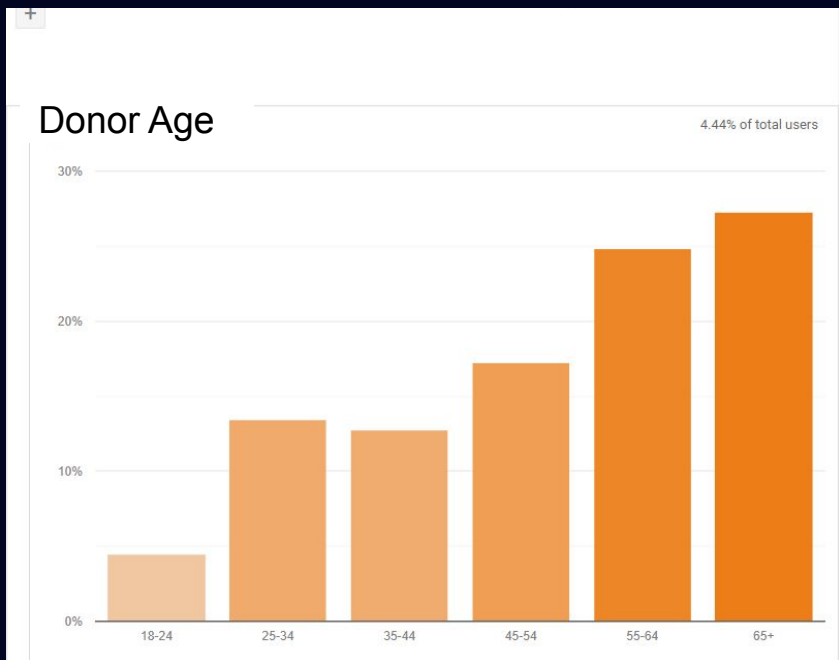


Donor-Centric Communication and Creative

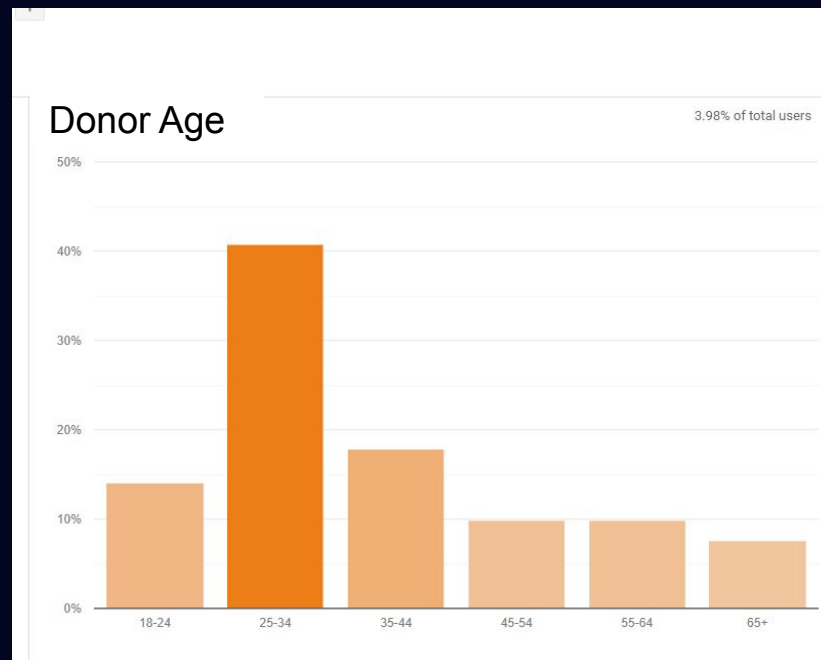


Same Nonprofit, Different Promotions

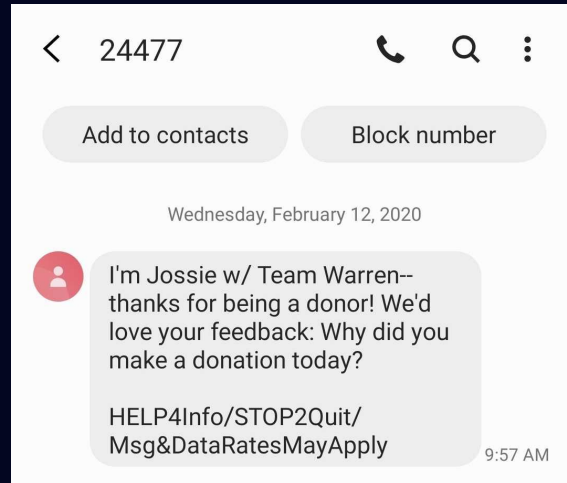
Avg gift \$75, 65% gifts made on mobile



Avg gift \$49, 81% gifts made on mobile



Get to know their motivators



Get to know their motivators

VOLUNTEER



DONATE

Kenny,

We're so glad you've subscribed to receive American Cancer Society emails. Our goal is to only send you the most useful and critical information about cancer and our fight to end it.

The truth is, we rely on supporters like you to fuel our work, to help us fund the next breakthrough, and to help cancer patients and their families get critical information. And, we want to serve our supporters best by sending you what you want to learn more about.

Can you take two minutes to help make our work more effective by filling out this quick survey?

TAKE THE SURVEY

We know American Cancer Society supporters are as committed as we are to a world without cancer, and we're so grateful you're on this journey with us. That's why we count on people like you to help us provide programs and services such as:

- **Lifesaving cancer research** – aiming to find more and better treatments, uncover factors that may cause cancer, and improve cancer patients' quality of life
- **24/7 Cancer Helpline** – giving answers and support from a live person through our national cancer information center
- **Reach To Recovery** - offering a peer-to-peer breast cancer support network that is 100% phone-based
- **Hope Lodge** – lodging facilities that are being temporarily repurposed to house front line health care workers during the crisis
- **Cancer.org** - a resource with comprehensive cancer information for prevention, detection, treatment, and support

We hope you'll take a moment today to fill out our short survey and let us know what you think about our work in the fight against cancer.

Thank you again for joining us.

Sincerely,
Your American Cancer Society



WE WANT TO HEAR FROM YOU

TAKE OUR SURVEY

Dear Michael,

You've been a great supporter of the work we do, and in this ever-changing time, we wanted to take a minute to check in.

As you know, this has been a moment like no other. We've all seen the terrible human and economic cost of COVID-19, as well as the extraordinary heroism of health care professionals and essential workers across sectors.

And in a matter of weeks, COVID-19 has also rewritten the rule book on how we organize, mobilize, and empower climate advocates. Our trainings have taken on a different format, our chapters have stepped up in big ways to continue to press for actions at the state level, and thousands of you have pushed back as the White House continues to prioritize Big Polluter profits over the health and well-being of Americans.

Your input on our work is invaluable, and that's why we wanted to take a moment to ask you [what climate issues concern you the most](#) and what you would find most helpful as we face this new reality together.

TAKE OUR SURVEY

**In times of uncertainty,
ask.**

[DONATE](#)

Take our survey and tell us how we can best stay in touch with you!

As communities around the world face the unprecedented global health crisis brought on by COVID-19, we at NRDC are working hard to continue our mission of defending our air, water, and climate, our communities and health, and our wildlife and wild places to ensure a livable future for all.

In this moment, we want to make sure we are providing supporters like you with the most helpful advocacy opportunities and information possible. Please take a few minutes to complete our survey and let us know how we can best stay in touch with you right now.

1. What kinds of communications would you like to receive from NRDC during this time? Check all that apply.

- Updates on NRDC's work that relates to COVID-19, including campaigns in defense of science, public health, environmental justice, and climate
- Ways to take online actions to protect the environment and public health, and stay engaged on environmental issues online
- Updates on NRDC's ongoing litigation and work on issues not directly related to COVID-19, like public lands, endangered species, clean air and water, and other topics
- Educational resources, including our favorite books, movies, and podcasts on the environment, and eco-friendly things you can do while staying indoors

2. During these difficult times, NRDC's work to protect science, our environment, climate, and public health continues. Are you interested in supporting this work in any of the following ways? Check all that apply.

- Taking action online
- Making phone calls to local leaders and Congress
- Virtually volunteering in support of NRDC's issues
- Joining video and tele-conferences with NRDC staff experts

Your Information

Let them tell you how and when they want to be contacted

**Not everyone likes
or uses email
anymore.**

In fact, we find that up to 65% of recent donors are not receiving or opening emails.



Younger donors are different.



Gen X

- 20% of US population
- 49% are monthly donors
- 45% donate to crowdfunding campaigns
- Prefer text message or voice calls. They regularly check email and stay up to date on social media feeds
- Email prompted 31% of online donations made by Gen Xers

Millennials

- 26% of US population
- 40% are monthly donors
- 46% donate to crowdfunding campaigns
- Respond best to text messages and social media. Rarely check personal email or respond to voice calls

Facebook Ads

We tested promoting organic posts to both donors and prospects, and increased monthly conversion rate and lifetime value.

**UNHCR Canada**
Sponsored · Paid for by UNHCR Canada · 🌐

"I want them to know that they are in the right place, it might be cold here nine months of the year, but the people's hearts are warm."

Equipped with smiles, warm hearts and applause, Sudbury welcomes its eighth Syrian refugee family to the community.

Read the story via [Sudbury.com](https://www.sudbury.com/.../sudbury-welcomes-syrian-family-to...): <https://www.sudbury.com/.../sudbury-welcomes-syrian-family-to...>



SUDBURY.COM

Sudbury welcomes Syrian family to their new home
Eighth Syrian refugee family arrives in Sudbury

👍❤️😄 Demetrio Pagano, Gary Wolfe and 1.3K others · 75 Comments 131 Shares

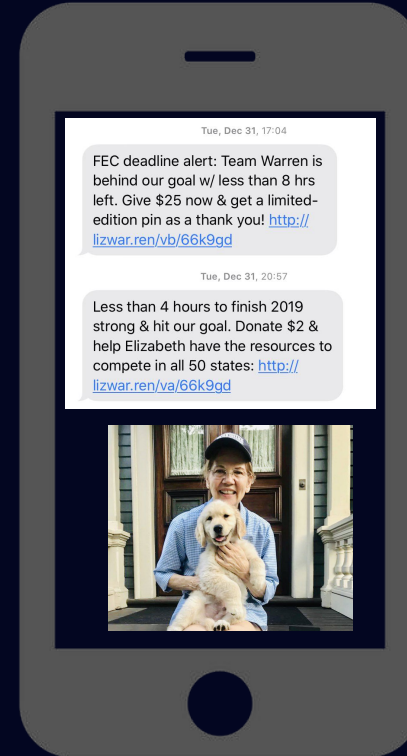
👍 Like 💬 Comment ➦ Share

SMS is paying off for early adopters



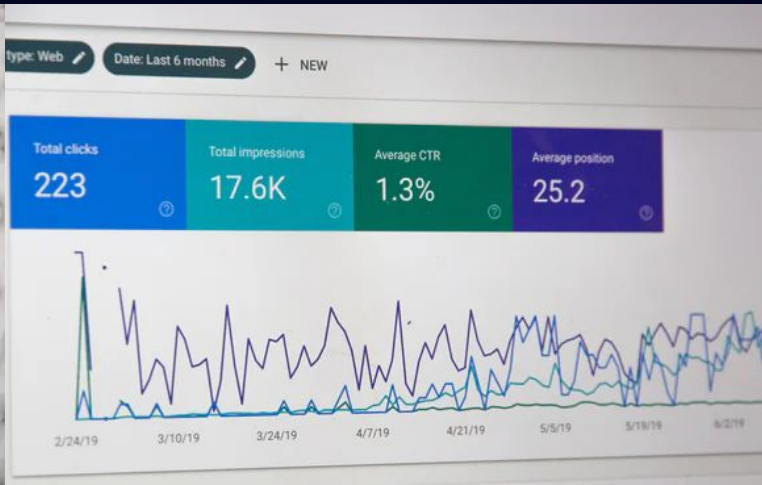
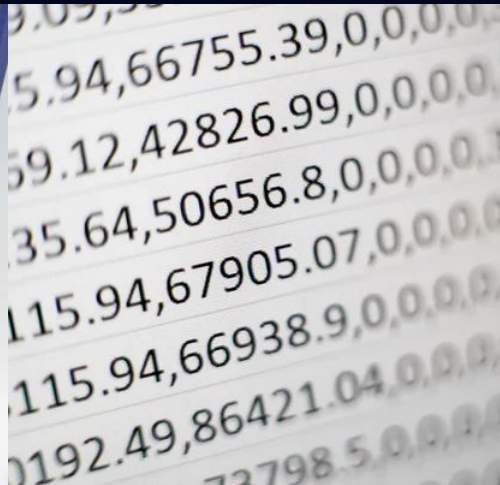
One organization tested adding 3 SMS messages alongside a 10-email campaign.

They saw a **97% increase in donors responding to the campaign**



Metrics

How to keep track of crisis donors



Recommended Metrics to Track

Number of donors who came in through a crisis form, as well as organic donations during the timeframe of the crisis.

Make sure you have a way to identify them in your CRM for future reporting!

Recommended Metrics to Track

Donors who came in through a crisis who make a second gift.

Research shows that crisis donors who make a second gift are more likely to be retained over time than those who give once and never again.

Bonus: you can benchmark this against your “regular” donors to see how you’re doing.

Recommended Metrics to Track

Donors who came in through a crisis who are receiving and opening emails, and those who have unsubscribed.

This will give you an idea if they are receptive to your regular communication stream, and the unsubscribed list will give you a place to start for communicating with them in other channels, such as Facebook ads.

Recommended Metrics to Track

Donors who came in through a crisis who are responding to emails (and which ones they respond to).

This will help you determine what your crisis donors are interested in, and be able to craft messaging specifically for this valuable group of donors.

Segment Performance Reports



Donor Retention

Monthly gifts that continue to process.

One-time donors who give in subsequent years.





BEGIN.

Before the next crisis

Set yourself up for success

Prepare in advance for a crisis, especially if your organization responds to them on a regular basis.

Preparation

Have a plan

Build out a crisis communication document, complete with templates.

Always be Optimizing

Build from your previous successes.

Streamline Decision-making

Have a clear chain of command and approvals so that your communications don't get wrapped up in endless review.

Thanks! Questions?

THE END