# SUMMARY



### Partnerships for Transformation: Philanthropy and the Sustainable Development Goals (SDGs)

A Special Event at the High Level Political Forum on Sustainable Development (HLPF) under the auspices of ECOSOC

Tuesday 16 July 2019, UNHQ in New York

The Special Event on Philanthropy and the Sustainable Development Goals (SDGs) took place on Tuesday, 16 July 2019, at the United Nations Headquarters in New York. The event was co-organized by United Nations Department of Economic and Social Affairs (UNDESA) and United Nations Office of Partnerships (UNOP), in close collaboration with the SDG Philanthropy Platform (through Rockefeller Philanthropy Advisors), the European Foundation Centre, Synergos and the United Nations Foundation.

The half-day special event was attended by over 400 participants, including representatives from foundations, businesses, academia, civil society, governments as well as the UN system and it served to shine the spotlight on philanthropy in the margins of the HLPF under the auspices of ECOSOC, with a view to identifying opportunities to scale up their leadership and transformational impact in the next decade of SDG implementation.

Following the Special Event in the morning, a small practical workshop with the philanthropic sector was held in the afternoon, highlighting the benefits of leveraging SDGs as a framework in philanthropic activities. The workshop was co-convened by Rockefeller Philanthropy Advisors (RPA) and UNDESA. Two guidebooks prepared by RPA were distributed, offering practical tools for philanthropy to align their activities with the SDGs.















The Opening Session featured welcome remarks from *H.E. Ms. Inga Rhonda King, President of ECOSOC* and *Ms. Amina Mohammed, Deputy Secretary-General of the United Nations,* who highlighted current trends and the urgent need for greater concerted global efforts in bringing about the transformative changes required for a sustainable future, particularly on cross-cutting issues and levers of change such as finance, data, behavioral change, resilience, institutions, technology and local action, including through key entry points such as food, energy, urban development, sustainable and just economies. The 2030 Agenda, with the 17 interlinked SDGs at its core, can act as an effective guiding framework and roadmap for the collective response needed to tackle some of the greatest globally challenges today. Recognizing the philanthropic sector as a key partner in SDG implementation, the welcome remarks noted with appreciation their contributions to global development, including through mobilizing their knowledge, expertise, resources and their deep roots in communities around the world, raising awareness on critical issues, and demonstrating great willingness to innovate. They also invited philanthropic organizations and all stakeholders to use the special event as an opportunity to explore ways to scale up their impact and make the next 10 years a decade of acceleration actions for the implementation of SDGs.



President of ECOSOC H.E. Ms. Inga Rhonda King (middle) and Deputy Secretary-General Ms. Amina Mohammed (second from the right) delivering welcome remarks during the Opening Session while Master of Ceremony Mr. Robert Skinner, Executive Director of UN Office for Partnerships standing behind the lectern (Photo by Predrag Vasic | UNDESA)

#### **Quick-Fire Dialogue: Setting the Scene**

Moderated by *Ms. Heather Grady, Vice President of Rockefeller Philanthropy Advisors*, a fast-paced framing dialogue took place to set the scene, aiming at "demystifying" the philanthropic sector to the UN audience. A panel of different geographies and approaches showcased the diversity and strengths of the global philanthropic sector, which consists of around 90,000 foundations in the United States, around

150,000 in Europe, as well as many more that are part of the emerging philanthropic scene in countries such as India, China, Kenya and Brazil.



Mr. Massimo Lapucci Chair European Foundation Centre

"Support SDG 17 and foster any initiate to join forces – not only financial resources but also non-financial support – especially on global issues such as poverty and climate



Ms. Mable Gunda Representative The Higherlife Foundation

"Be on the ground. Make sure there is a nice blend of high-level dialogues and really being on the ground and observing the foundations in action."



Ms. Neera Nundy Co-Founder Dasra

"I'd say take a seat at the table. Often we are in isolation in the philanthropic world doing work with NGOs. Take a seat at the table but bring some relevance."

#### Moderated by



Ms. Heather Grady Vice President Rockefeller Philanthropy Advisors

"What is the one thing you would like to encourage governments and the UN system to do differently vis-à-vis the philanthropic sector?

Mr. Massimo Lapucci, Chair of the European Foundation Centre (EFC) and Secretary General of Fondazione CRT, noted that the European Foundation Centre (EFC) has over 250 member organizations, not only in Europe but globally, ranging from small family foundations to large corporate foundations and foundations of banking origin. They engage in different types of philanthropy including charity, venture philanthropy, impact investing and other forms of social investment. Emphasizing that many issues do not stop at national borders, Mr. Lapucci said that EFC is "glocal", always keeping an eye on the global context while maintaining a primary focus on Europe. Mr. Lapucci underscored that institutional philanthropy in Europe has an important role to play for the SDGs and there's tremendous potential for synergies. Although the SDGs is not explicitly adopted as their framework, they actively engage in diverse fields of great relevance, from migration, research, environment, health, education, to art and culture. He highlighted the European Philanthropy Manifesto launched in March 2019 to facilitate cross-border philanthropy, co-invest in public goods and civil society, aspiring to work with the European Parliament and the European Commission to pool resources – financial and non-financial – at the service of the SDGs.

Ms. Mabel Gunda, Head of Marketing, Stakeholder and Communications of the Higherlife Foundation<sup>2</sup>, shared the story of the Higherlife Foundation in Zimbabwe and gave the audience an opportunity to peek into the blossoming African philanthropy. Founded by Strive and Tsitsi Masiyiwa in the 1990s in the height of the HIV/AIDS epidemic, the Higherlife Foundation was created in response to a specific need on the ground, to keep the children of their dying employees in school. Over the year, the Foundation has grown, helping more children, and has taken on a more holistic view on human capital investment. Beyond

<sup>&</sup>lt;sup>1</sup> According to Mr. Lapucci, there are over 150,000 foundations in Europe manage around 60 billion euros endowment, producing about 50 billion euros per year as flow.

<sup>&</sup>lt;sup>2</sup> Ms. Gunda was representing *Mrs. Tsitsi Masiyiwa, Founder of the Higherlife Foundation*, who unfortunately could not attend the event due to a last-minute commitment.

education, the Foundation also invests in girls' empowerment, job creation, sustainable livelihood, leadership and health. It employs a direct-services philanthropic model, delivering services directly to the people on the ground, via impact investing and grant-making. Their portfolio of action touches upon a range of SDGs. Ms. Gunda highlighted that community embeddedness has been a strength for the Higherlife Foundation. The proximity to those experiencing the challenges has enabled them to build effective partnerships with governments and the private sector.

Ms. Neera Nundy, Co-Founder of Dasra, brought the perspective of India to the discussion, where the SDGs narrative is said to be relatively new, although it is beginning to appear in the narratives of individual philanthropies. Dasra, meaning "enlightened giving", was founded 20 years ago, initially NGO-focused and later evolved to engage in domestic philanthropy. Ms. Nundy pointed out the trend of pooled mechanisms of financing and the growing role of a neutral facilitator to drive collaboration. Dasra runs the "Dasra Giving Circles", a group of approximately 250 individual philanthropists who pool funds. It currently runs a 15 million collaborative on adolescent girls, as well as collaboratives on urban sanitation and access to justice. Drawing on the experience, Ms. Nundy emphasized the importance of strengthening data and measurement, placing tangible outcomes at the center of interventions, linking them to the SDGs. The collaborative on adolescent girls for example places four outcomes at the center - delaying child marriage, delaying first pregnancy, completing secondary school and increasing agency – and gives flexibility on how the inventions are being implemented. She suggested to move from building disaggregated individual non-profits to building and strengthening the ecosystem that supports an aggregated view. She also emphasized the importance of engaging the government to achieve scale, the importance for philanthropists to engage in the riskier roles of advocacy, changing narrative, changing behaviors and mindsets. Particularly, she said philanthropy should "work on the other side of the average", in the most neglected areas and the furthest behind communities.

## Session I: Key drivers for transformative impact in philanthropic organizations' engagement in SDGs: What is Working?



Dr. Rajendra
Melville
Executive Director
Deshpande
Foundation



Ms. Georgette
Mulheir
CEO
Lumos Foundation



Mr. Pablo Obregón CEO Fundación Mario Santo Domingo



Mr. Jean Paul Bervoets Vice President Community Foundations of Canada

#### Moderated by



Ms. Anne Bahr Thompson Managing Director Philanthropy, Synergos Institute

#### **Key Messages**

- **Bottom-up and community-based approaches** allow philanthropy to understand the context, stay relevant, and build trust by creating sustainable solutions for local communities.
- Best solutions are often at the grassroot level. Philanthropy needs to find a way to genuinely
  engage the grassroot level.
- Philanthropy can be an effective **cross-builders and risk-mitigators** for vulnerable groups who are typically risk-averse when it comes to innovation.
- Philanthropy can achieve bigger impact when addressing the most complicated challenges and targeting the most vulnerable groups, rather than going for low-hanging fruits.
- Starting from one focus area, philanthropy can **create a ripple effect and transform systems through interlinkages**, contributing to multiple SDGs at the same time;
- It is important for philanthropy to **engage the government to achieve scale**. The most effective way to engage governments is **to lead by example, presenting evidence and demonstrating success.**
- The appeal of having a common language makes the SDGs a powerful tool that brings people together with shared goals and measurements. Goal 17 is a powerful narrative.
- Philanthropy is not only about grant-making. Philanthropy can play the role of a convener, a public
  policy advocate, to help advance social finance and really unlock the endowed assets that sit
  within philanthropy to expedite the changes needed for the SDGs.
- Venture philanthropy is an excellent vehicle to mitigate risk on the "continuum of social investment". It mitigates risks for both public and private sector, connecting impact investors with social programmes that demonstrate impact to help them scale up.

Moderated by *Ms. Anne Bahr Thompson, Managing Director, Philanthropy, Synergos Institute,* Session I aimed at highlighting success stories, best practices, lessons learned in philanthropic organizations' engagement in SDG implementation.

**Dr. Rajendra Melville, Executive Director of Deshpande Foundation**, shared his experience from engaging in MDGs and SDGs. Deshpande Foundation is a family foundation that has enhanced the livelihoods of 70,000+ farmers and enabled over 15,000 students to find employment in rural India. Emphasizing that implementing goals linearly will not close the gap, he highlighted the foundation's bottom-up community-based approach to address challenges facing rural India. Dr. Melville pointed out that underprivileged population are oftentimes risk-averse when it comes to innovative approaches, because their entire livelihood is on the line. Starting from ground zero engaging with people in the field in order to understand the context, he highlighted the importance of building trust and working together with the community to gradually change their economic culture through cross-building and risk-mitigation. Seeing changes happened to their neighbors, farmers are more likely to engage. Focusing on core levers such as health, poverty, hunger and education, philanthropy can help mitigate risk and bring in scale, creating exponential growth. Changes that happen within communities to the beneficiaries are the most important measurement for success.

Ms. Georgette Mulheir, CEO, Lumos Foundation, shared how they tackle the issue of orphanage trafficking as an entry point to transform systems and help improve the lives of the most forgotten group of children, the children in orphanages around the world. Emphasizing that philanthropy should target those furthest behind instead of the low-hanging fruits to achieve bigger impact, Ms. Mulheir deconstructed the phenomenon of orphanage trafficking and revealed its key drivers. Over last decades, it became fashionable to volunteer in and to donate to orphanages, especially those near beautiful tourist

sites, driving a surge in new orphanages and the so-called child finders who go to poor villages with false promises of better education and better future to recruit children with living parents to orphanages. Drawing on Haiti as an example, where some 30,000 children in orphanages were abused, beaten and neglected, she called on the philanthropic sector to stop donating to orphanages because over 80 years of research have demonstrated that orphanages harm children and family-based solutions are both better and cheaper. Ms. Mulheir showcased how Lumos worked with the government on proof of concept, anti-trafficking strategies, strengthening law enforcement and putting support in place for families when these children are returned to their parents. She argued that philanthropy should take risks to focus on the most complicated issues and the most vulnerable group, mobilizing funding from governments to tackle problems. Lumos Foundation has mobilized millions from US government to address the issue of orphanage trafficking.

Mr. Pablo Obregón, CEO of Fundación Mario Santo Domingo, shared his foundation's work on social housing, which starts from SDG11 (sustainable cities and communities) and contributes to 12 SDGs at the same time. Mr. Obregón emphasized the importance of building social equipment on site while developing social housing (such as schools, shops, clinics), as well as the need to bring different social economic levels to have cities within cities, making it possible for people to find employment locally. The foundation has worked with the communities to develop plans for education, health, culture, sports, entertainment, and empowered them to negotiate with the government. The foundation also engages with the city government on the benefits of a civilized population, ending poverty, quality housing, food security and nutrition, sustainable agriculture activities, skills training for employment, good clinics and schools, and having all the services as an integral part of the community.

Mr. Jean Paul Bervoets, Vice President of the Community Foundations of Canada (CFC), started by underscoring that community members are best situated to define problems and find solutions for their communities. CFC has adopted the SDGs as the guiding framework in 2018 for community-philanthropy after a 2017 road show named "National Conversation Series on Canada and the SDGs", which revealed that over 90% of Canada's community foundations have heard of the SDGs and about 30% have already started collecting SDG-related data. From community energy roundtables in Northern Alberta, to SDG strategy realignment of the community foundation in Montreal, to the alignment of data and impact measurement with SDGs in Tofino, Mr. Bervoets showcased the diverse ways community foundations are activating around the SDGs in Canada. According to him, the SDGs framework is the perfect inflection point in the next 10 years for philanthropy to reflect on the stewardship, ownership and power behind the philanthropic assets and ask hard questions in the context of leaving no one behind, questions like representation and diversity, and whether the very model of philanthropy can be strengthened by the SDGs. Philanthropy has a rather central role to play in the next 10 years, not only making grants, but as a convener, public policy advocate, to help advance social finance and really unlock the endowed assets that sit within philanthropy to expedite some of the changes needed.

The ensuing discussion covered the following topics:

#### Venture Philanthropy

- The concept of venture philanthropy is not new. Micro-enterprise development in the 1980s was early form of venture philanthropy.
- There is a lot of money in impact investing, but not enough venues to channel them to social programmes. Venture philanthropy is an excellent vehicle to do this, a much-needed phase on "the continuum of social investment".

• Venture philanthropy helps mitigate risks for the private sector and help the public sector identify social programmes with the required impact to be scaled up.

#### Effective ways to work with governments

- Create a better speech for the politicians, for example changing their "building houses" to "building sustainable communities with adequate social services", and prove that it works;
- Take time to build credibility, trust and connections in local communities. Through a bottom-up approach, impact will bubble up and the government will take notice of the value created for their constituencies.
- Governments face the challenges of making top-down programmes effective at the bottom level.
   Philanthropic institutions, on the other hand, are incubators that take up new ideas, mitigate risks, provide scale and efficiency until governments are ready to adopt them.
- Demonstrate success rather than asking government for support.
- Identify champions inside the government, support them with evidence to build their capacity and confidence in the vision, and eventually build a critical mass within the government who support the vision.
- Engage the Ministry of Finance early to demonstrate how cheaper solutions can achieve more impact. Give the government an opportunity to do something good, tangibly, and "don't mention the war".
- A temporary absence of a formal top-down narrative on the SDGs in Canada created a space for an energizing bottom-up narrative to emerge, laying meaningful ground work before the federal government officially stepped in to the SDGs space, leading to the federal government adopting community and grassroot leadership at the core of its strategy.

#### How to encourage philanthropic organizations to leverage the SDGs?

- The appeal of bringing people together around a common language and a shared measurement system and what might be possible is highly compelling in bringing partners from different sectors onboard.
- Lead by example, as people engage after seeing success. Create opportunities in the field to showcase approaches that work, allowing philanthropists to replicate them elsewhere.
- In the case of India, the government has introduced a mandatory requirement for the private sector to set aside 2% of net profit for Corporate Social Responsibility, boosting rise of corporate philanthropy. It is important to channel the funds to effective social programmes.
- Be generous and share expertise. Be open to learning from others. Invest resources in documenting what's working and share best practices.
- Any real systemic change takes time. SDGs could be an effective tool to encourage philanthropic sector to move away from short-term funding cycles of 18 months to 2 years and focus on long term systemic changes needed.
- Work together to achieve collective impact and be prepared to not to take credit. What matters is whether the needed changes have happened.

#### **Younger generations**

- There's a movement within the philanthropic sector led by a number of grassroot organizations (Twitter #ShiftThePower) for the sector to shift power to various communities.
- Young people have already adopted the SDGs whole-heartedly and in many cases the SDGs are not progressive enough for the younger generation. Young people in countries such as Canada already played an important role in shaping the agenda around the SDGs. Canada is also

- investing in youth leadership and youth innovation with respect to developing community-led solutions.
- There are emerging philanthropic networks that are made up of millennials and those actively seeking out young people to support their initiatives. More significant shift will take place in the years to come.

## Session II: How to effectively scale up: What needs to change? What opportunities are there?



Mr. Jesper Nygård CEO Realdania



Ms. Margaret Munene Founder Trustee Palmhouse Foundation



Ms. Antha Williams Head of Environmental Programs Bloomberg Philanthropies



Ms. Pam Foster COO Co-Impact



Moderated by

Ms. Elizabeth Cousens Deputy CEO UN Foundation

#### **Key Messages from Session II**

- The marriage of bottom-up and top-down approaches, developing local solutions and coupling it
  with strong data-backed advocacy for policy change, is a winning formula for impact, especially
  when layering the private sector on top.
- Working together and trusting each other could be very powerful in solving complex problems. There are four elements that allow philanthropy to help de-risk other institutions' ways of work while working together, namely, data, knowledge, convening power, not only money.
- Data can be a unifying force that mobilizes people behind key goals.
- The power of mechanisms that are bringing together a portfolio of funders with diverse approaches was pointed out.
- Longevity of funding and flexibility of support are crucial in supporting systemic change.
- **Diaspora groups** could be an important partner to co-create solutions with in many parts of the world.
- Philanthropists need **to listen actively**, from programme partners and from people they are trying to serve, to better align with society and make sure they have the impact intended.

Moderated by *Ms. Elizabeth Cousens, Deputy CEO of the United Nations Foundation,* Session II focused on the issue of scale - scale to have durable impact to effect changes that are both transformative and resistant to reversal; and scale in fresh ways, having many small things pulling in the same direction and harnessing the collective energy around the important shifts needed in the decade ahead.

Ms. Margaret Munene, Founder of the Palmhouse Dairies and Founder Trustee of the Palmhouse Foundation shared the genesis of her foundation, one of the first education trusts in Kenya that focuses on financing secondary education of very poor children to "realize dreams and transform lives". It was a story of scale from one cow to 500 smallholder farmers, from sponsoring six students to over a thousand. Students who have benefited from the support have gone to universities and some of them came back to their communities to be mentors

**Keywords:** recruiting donors to support a winning strategy; sharing successful model and allowing replication for scale.

and to help their relatives with the economic power they've obtained through education. The foundation has transformed its support into a national initiative, recruiting bright students and partnering with companies to pay for their education, some of which also followed suit to create their own foundations and replicated the successful model of the Palmhouse Foundation. An endowment fund has been created to make sure the foundation is sustainable, to which many of the students are now contributing. Through its primary focus, the foundation simultaneously touches upon many linked sustainable development issues such as women's empowerment and financial inclusion, contributing to multiple SDGs.

*Mr. Jesper Nygard, CEO of Realdania*, emphasized the importance of working together and trusting each other in solving complex problems. Realdania has been in the field of philanthropy for 18 years, after nearly 100 years of business in finance. He also underscored that the SDGs are not the UN's goals. There are four elements that allow philanthropy to help de-risk other institutions' ways of work while working together, namely, data, knowledge, convening power,

**Keywords:** working together, trust, data, knowledge, convening power, money, cocreating shared vision

not only money. He shared Realdania's work in participating in a non-partisan network of 20-30 representatives to support SDG adaptation in Denmark, including the development of an SDG Translation Guide to establish baseline data on SDG11, to demonstrate how these four elements play out to tackle problems. There are five Danish foundations working together to make the Translation Guide available in both Danish and English. In half a year, not only SDG11, all 17 SDGs will be available. And the statistics bureau will release these data every year going forward.

Ms. Antha Williams, Head of Environment Programme at Bloomberg Philanthropies, shared the theory of impact of Bloomberg Philanthropies, the charitable umbrella of Bloomberg to ensure better and longer lives for greater number of people. Through a focus on human health and livelihood, the Bloomberg approach includes a strong belief in data and local solutions, coupled with strong policy advocacy at national and international level, not shying away from seemingly controversial topics. Ms. Williams echoed many other speakers to emphasize the power of marrying the bottom-up and the top-down approaches for impact at scale, especially when layering the private sector on top of that. For example, to advocate for stopping overfishing, Bloomberg Philanthropies worked with strong advocacy partners such as Oceania on policies to stop bottom trawling and stop harmful subsidies. In Philippines, Bloomberg Philanthropies worked with local communities to prove

Keywords: data, local solutions, policy advocacy at national and international levels, strong advocacy partners, marriage of bottomup and top-down, private sector, mechanisms to bring together a portfolio of different funders with different approaches.

that the reserve-in-local-areas approach work in about 40 different places along the Tañon Strait, which helped with advocacy at the national level for policy change, which eventually made it part of the national development plan. Using the area of climate change as an example, Ms. Williams demonstrated how powerful it can be using data to unify people behind key goals. The recent IPCC Report unified people

behind the call for dramatical emission cut in the next 11 years. Easily communicable messages such as that "United States need to be off coal by 2030, China off by 2040 and rest of the world by 2050" can be powerful in bringing policy change. Using C40 as an example, she also highlighted the power of mechanisms created that are bringing together a portfolio of different funders with diverse approaches. Some are more political, some more technical, some from the grassroot.

Ms. Pam Foster, COO of Co-Impact, shared the story of Co-Impact, which was launched around 2 years ago to support system changes in health, education, economic opportunities, especially in lower and middle-income countries. Co-Impact is built on donor collaboration and provides grant support to coalitions, in most cases NGOs working in partnership with other NGOs, private sector, or governments. Co-Impact provides long-term funding (5 years) and brings other

**Keywords:** donorcollaboration, longterm funding, flexibility of support, co-create

donors and contributors onboard to support them. It helps on measurement efforts because Co-Impact believes in the power of data. It also helps them to work together more effectively. Co-Impact's uniqueness is not only the longevity of its support but also its flexibility – it supports these coalitions to build a plan, with targets and goals, allowing them to evolve and helping them pivot as they need to. Working with many well-established philanthropists, Ms. Foster highlighted the importance of fighting bureaucracy from the day-to-day and working together to co-create solutions and partnerships built on trust and shared principles.

During the ensuing exchange with lead respondents and the audience, the following were highlighted:

- The most challenging factor for the SDGs is the integrated approach it requires. It is important for foundations using the SDGs as an organizing principle to change business-as-usual and be mindful of interlinkages.
- Tendencies of change among CEOs and foundations: 1) CEOs are having broader and less strict definitions on what they can do; 2) CEOs are more conscious about their roles, not only providing money and data, but also how they do it. They have to be humble to convene and create changes; 3) CEOs need to be better listeners to be better aligned with society.
- Diaspora funding is often the way things get done, yet remittances is an important area which philanthropies often overlook. Diaspora groups could be an important partner to co-create solutions with in many parts of the world.
- Local grassroot action is crucial. Individuals are most likely to get involved on matters impacting their daily lives. The role of philanthropy is to enable outcome, to educate public, to outreach. And it is important for philanthropy to be mindful of that strength.
- In the implementation of the SDGs, it is crucial to ensure that no one is left behind. It was emphasized that philanthropy starts from the hearts of individuals. Businesses and governments are all made up of individuals.
- Philanthropists need to listen actively, from programme partners and from people they are trying to serve. Work of the likes of Fund for Shared Insight helps philanthropy to get feedback from beneficiaries on the group, to make sure they are having the impact intended.

#### **Closing Session**

Chaired by Ms. Lotta Tahtinen, Chief of Partnership and Outreach, Division of Sustainable Development Goals of UNDESA, the closing session featured remarks from Ms. Maria-Francesca Spatolisano, Assistant Secretary-General of Policy Coordination and Inter-Agency Affairs, UNDESA and Mr. Robert Skinner, Executive Director of UN Office for Partnerships.



Ms. Maria-Francesca Spatolisano, Assistant Secretary-General of Policy Coordination and Inter-Agency Affairs, UNDESA delivering closing remarks



Mr. Robert Skinner, Executive Director, UN Office for Partnerships delivering closing remarks

Building on the experiences shared, they re-emphasized the diverse roles philanthropic actors can play in the implementation of the SDGs around the world, from grantmaking to capacity building, from cocreating local solutions to policy advocacy at the national and international level. In the leadup to September 2019, where Heads of State and Governments will gather in New York to take stock of the implementation of the SDGs, they encouraged the philanthropic sector to continue working together to scale up collective action and ensure durable impact.