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BUILDING A STRONGER INFRASTRUCTURE FOR EFFECTIVE ARAB PHILANTHROPY

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INTRODUCTION

The practice of philanthropy is deeply embedded in Arab culture, to be sure. In fact, it is claimed that the first-ever registered act of philanthropy in the world was the University of Al-Qarawiyyin in 859 AD in Fez, Morocco, notably founded by a woman named Fatima Al-Fihri. Despite this deep-seated history and tradition, however, the infrastructure for Arab philanthropy has been slow to develop and has yet to adequately harness the power and impact of the region's philanthropic potential.

The Arab Foundations Forum (AFF) is the only membership-based network of philanthropic associations, foundations, and donors working in the Arab region. As such, the Forum represents one of the few Arab organizations in the sector dedicated to building and contributing to the infrastructure of philanthropy, along with the John D. Gerhart Center for Philanthropy and Civic Engagement, and SAANED philanthropy advisors, and is the only membership-based network of its kind in the entire region.

For a region comprising 22 countries – which represents roughly 10% of the world's geography, and possesses arguably much of the world's wealth in resources – the establishment of a strong infrastructure for effective philanthropy is critical. This chapter will explore the different challenges facing the philanthropic sector in the Arab region – social, political, and economic – as well as posit some recommendations for how these challenges can be mitigated. To do so, the chapter will discuss some of the initiatives undertaken by the region's philanthropy actors, the gaps that still need to be filled, and recommend a modality for how cooperation among the region's various stakeholders can contribute to building a more effective, strategic, and impactful sector.

As a starting point, it is best to define what we mean by "infrastructure organizations" as they pertain to the philanthropy sector. What is the role of such entities and how do they contribute to the empowerment, progress, and success of the sector? We have already noted that the presence of infrastructure organizations in the Arab region is sparse and does not adequately represent the

potential impact of the region and of the sector. By comparison, for instance, in the US alone there are no fewer than 500 associations and forums for donors, foundations, and other grantmaking entities, with approximately 90 of them specifically serving as infrastructure organizations (Council on Foundations Website), whereas Europe boasts no fewer than 24 networks for philanthropy infrastructure as of 2015.

WHAT DO WE MEAN BY INFRASTRUCTURE?

When we say “infrastructure organization,” for the purposes of this chapter, we are referring to organizations whose main purpose is to contribute towards informing the philanthropy and civil society sectors by way of creating connections, building the skillsets and capacities of the sector, and developing a critical mass of thought leadership specifically aimed at practitioners and those engaged with the sector. A good example of such an infrastructure organization is WINGS, a global “network of networks,” which connects a broad scope of philanthropy support organizations (PSOs) from around the world.

A report by WINGS in 2017 suggested that, in general, infrastructure for philanthropy needs to be built from scratch. The report also notes that North America absorbs almost 80% of the expenditure currently spent on infrastructure, whereas infrastructure is sparse and lacking where it’s needed most. (Alliance Magazine, 2017)

According to the 2018 working paper, *Philanthropy in the Arab Region*, published by Philanthropy for Social Justice and Peace in association with Alliance, Arab Foundations Forum, John D Gerhart Center for Philanthropy, King Khalid Foundation, Philanthropy Age, SAANED and WINGS

“The main philanthropy infrastructure organizations in the Arab region are the Arab Foundations Forum (AFF), SAANED for Philanthropy Advisory in the Arab Region, and the John D Gerhart Center for Philanthropy and Civic Engagement at the American University in Cairo.” (Philanthropy in the Arab Region – A Working Paper, C. Hartnell, 2018)

The paper also lists a number of organizations that support corporate philanthropy across the region, including Kaamen in Jordan, Ahead of the Curve in Egypt, and various organizations supporting social enterprise development but, overall, most agree that the ecosystem for social enterprise is still nascent and too fragmented at this time.

When asked if the infrastructure for philanthropy in the Arab region is adequate, Atallah Kuttub says: “There is room for more but there is little demand for it because the sector is not supportive and data is lacking. We need an awareness that infrastructure is needed for the sector to be more effective. The case for infrastructure has yet to be properly made.” (Philanthropy in the Arab Region – A Working Paper, C. Hartnell, 2018)

Among the impediments to the efficacy of the region’s infrastructure is the colonial nature of international aid, funding, and the grantor/grantee dynamic. From the perspective of the AFF, we have been exploring the growth trajectory of infrastructure for philanthropy in the region in tandem with an examination of the movement to decolonize aid. In her pivotal and thought-provoking article, Degan Ali – CEO of Adeso, says:

“Calls to reform institutions that are founded on, and perpetuate, unequal and violent global structures is futile. We should learn [...] that abolition is not abandonment. Instead, defunding and dissolving these institutions is the most effective step towards building a new system that is truly based on equity and justice. The countries of the Global South can help to create alternative institutions that are based on solidarity, and that benefit all.”

(Open Democracy, July 2020)

WHAT DO WE NEED TO ESTABLISH THESE ALTERNATIVE INSTITUTIONS, AND WHAT DO THEY LOOK LIKE?

1 FUNDING

Well, to begin with, they need to be funded. We have found that funding for entities that support the infrastructure for philanthropy, while rarely funded on a global scale, are almost entirely unfunded by regional Arab donors. There are exceptions – Pearl Initiative, for instance, which was established and funded by Crescent Enterprise’s Badr Jafar (although this funding is complemented by Gates Foundation funding, as well) – but they are few and far between. The Arab Foundations Forum, for example, has yet to secure any institutional, core funding from any Arab donor, meaning it relies exclusively on external donors supplemented by membership dues which, although technically regional, make up less than 20% of our budget.

A concerted effort by the sector itself is required to make the case to Arab funders to expand their giving to include funding for infrastructure. We’ve talked a lot about the need to professionalize the philanthropy sector, but we have yet to take purposeful steps towards ensuring this professionalization is implemented, and done so in a systematic approach. Beyond telling a compelling story, the sector needs to embrace the practice of evidence-based approaches to building strategy and measuring impact. While this requires an investment up-front, in the long run, it provides us with the data we need to build a strong case. Funders are increasingly being pressured to overhaul their own giving practices – whether that means transitioning to models of giving that are less restrictive by making more unrestricted core funding, or by employing an approach to their funding that is more strategic, more long-term, and based on research and impact data. By the same token, the sector is required to up its game, as it were, by professionalizing itself in ways that allow it to meet these expectations. Overall, an approach aimed at professionalizing the sector – whether on the practitioner side, or the funder side – will ultimately enhance the impact of the sector overall, but this can only be accomplished if there is agreement by all stakeholders to enable such a model.

2 AN ENABLING ENVIRONMENT

In addition to funding, there needs to exist an environment in the region, supported and enabled by governments, that allows these infrastructure entities to thrive, survive, and contribute meaningfully to the sector. To date, little progress has been made in this regard and it has proven to be a source of great frustration to the sector. At the risk of generalizing, in most of the 22 countries of the Arab region, the laws that govern the NGO and philanthropic sector tend to be restrictive at best, if not entirely cumbersome. In AFF’s case, for example, after almost 15 years of a dual presence in Belgium (HQ) and Jordan (regional operational office), we ultimately opted to dissolve our original entity and re-establish it in the US as a non-profit, 501(c)(3) organization due to how unwieldy it had become to work out of our HQ and regional office.

Everything from the government’s oversight of our budgets and expense allocations – including demands for justification for individual salaries – to restricting our funding allocation strictly within Jordan (which is unhelpful for a regional entity), as well as blocking access to our grants after demanding we jump through several bureaucratic hoops, we found these conditions to be unsustainable for our organization. The reality of having to establish an Arab regional organization outside of the region in order to adequately serve the region is confounding, but also highlights the need for more collaborative approaches, and a more cooperative relationship between the sector and regional governments – one that is built on foundations of trust and respect, rather than one that is punitive and based on suspicion.

One key challenge is with respect to the relationship between the civil society and development sectors and the governments within which we function. That relationship has been fraught and is built on a foundation of mistrust and suspicion. The infrastructure required for the sector to adequately and effectively serve its mission is hindered by a lack of cooperation between the sector and governments and, in

many cases, a lack of genuine understanding of the sector by our governments. We need to build healthy, strategic partnerships and cooperation with government entities, but we must also be independent – as a sector – to function in collaboration with governments, rather than under governments. Arab philanthropy is quickly at risk of having the “N” taken out of the “NGO” and in the long term, this has consequences.

An extension of the increasing restrictions placed on the foundation sector in the Arab region by governments are the consequent challenges that arise in the banking sector. Cross-border giving, and even intra-border giving, are largely thwarted across the region, with very few exceptions. This means that much of the philanthropic capital – and there’s a lot of it in the region – is largely unused or is not deployed strategically in ways that can ensure a more effective and successful sector. An improved, more trusting relationship between the government, private, and public sectors will, consequently, lead to a more trusting relationship between the public and banking sectors. Lack of access to much-needed funding and support has an egregiously negative impact on the kinds of outcomes the CSO sector can bring about.

3 BUILDING NETWORKS

Fostering a trust-based relationship requires a certain engagement of the various stakeholders, and places a portion of the onus on the philanthropy sector itself to ensure it is communicating its value, impact, and strategy to its partners – including the government sector. One of the best, most effective ways to create such a relationship? Investing in the organizations that support infrastructure for the sector. Networks like the AFF, among others, have the requisite footprint and connectivity across the sector to have far-reaching impact in collecting and disseminating aggregate information on a broad scale. Investment in these institutions is paramount to the sustainability of the sector. “AFF is the only attempt to date in the Arab region that provides the philanthropy sector with a permanent platform for discussion of all these issues,” says Noha El-Mikawy, former regional director for MENA at Ford Foundation (Philanthropy in the Arab Region – A Working Paper, C. Hartnell, 2018)

As mentioned, there are less than a handful of networks serving the philanthropy sector in the Arab region. As the only membership-based association of its kind serving the region, AFF was originally established in 2006 by a group of like-minded foundation leaders who wanted to create a network that would provide them and their peers with a space to share knowledge and experiences, to discuss the issues relevant to the sector, and to engage with each other around ways in which they could collectively improve the sector and their roles within it.

A pivotal moment for Arab philanthropy came in 2011, in the wake of the Arab Spring, where a spate of unrest across the region forced the sector to address urgent humanitarian and socio-political needs. The philanthropic landscape of the Arab region in 2011 was different than it had been before, and is a markedly different one today than it was ten years ago. With the onset of the COVID-19 pandemic, the Arab philanthropy sector faces yet another milestone moment in its journey, and one that has necessitated a reckoning of sorts – if not on a global scale, then surely on a regional one.

For our network, if the COVID-19 pandemic has impacted the Arab foundation sector in any way, it has certainly highlighted many of the issues that already existed, but have now become far more urgent and more dire. We are a sector that has faced several challenges in what seem to be an unending array of socio-political and economic instances of upheaval. If you look at the Arab region just from 2011, we can point to many concerns the sector has and continues to face. COVID-19 has offered us an unprecedented opportunity to take stock of our civil society actors and the role they can and should play in building a stronger, more effective sector – one that supports our societies and enhances our potential.

We are at a pivotal moment in our global, collective experience – we need to be cognizant of the important role we play in harnessing the opportunities we are given so we can ultimately optimize our sector’s impact. This is not simply a regional responsibility, it is a global one.

Despite ongoing challenges, the local philanthropy sector in the Arab region has the potential to make a positive impact on the communities it serves. One

key opportunity that remains largely unharnessed is the youth population and the impact it can have on the building and rebuilding of our societies. We are a region with a youth population under the age of 25 that makes up approximately 50% of the 400 million Arabs across the region. This represents an exceptionally critical population that remains, for the most part, disenfranchised and under-represented in our sector. We have an opportunity to galvanize a critical component of our region's population and to engage youth in addressing and achieving the SDGs, but also to engage the youth population in designing and implementing strategic, long-term programs that allow for communities to flourish and thrive with the contribution of such a key demographic.

As AFF looks toward designing the future of the organization, and the sector overall in the region, which includes advocacy for an environment that is more enabling and conducive to sustainability, the main themes that stand out for it are issues around accountability and transparency, for sure, but also the ways in which the sector functions beyond its own regional borders.

The reflection on the core mission of AFF during the first two years of the COVID-19 pandemic resulted in another key shift in AFF's model – for one thing, the membership model was made more accessible to a larger variety of philanthropy and other civil society actors. This change was inspired by the realization that the sector is changing rapidly, and there are new key actors within the sector who were not represented in the network. Additionally, in recognition of the fact that AFF is the only network of its kind in the region, it felt prudent to “democratize” access to the network so it can affect a larger footprint of the ecosystem.

As such, the network reworked its membership model to include any organization within the sector that is contributing, or interested in contributing, to the philanthropic landscape of the region. This includes a membership category for individuals – academics, students, advisors, independent consultants, researchers, etc. – who have an interest in belonging to a network of philanthropy actors.

The fees for joining AFF were also reassessed with an eye towards being more accessible to a broader scope of organizations. The network

created a fees structure that is based on a budget scale, but made it so that all levels of membership are granted equal access to all resources and opportunities within the network. The exceptions to this are organizations that come in at the \$10,000 USD or above, which are considered Supporting Members and are granted additional visibility across AFF's publications, media, and other platforms.

Finally, the governance structure was simplified to include a board of directors and a CEO, and allowing all members – regardless of membership fee category – the opportunity to engage in the governance of the organization.

This transformation of the network was deliberate and very much in response to the global zeitgeist around issues of equity, equality, diversity, and equitable access to resources – somewhat inspired by the consequences of COVID-19's effects on how we interact with our peers – both globally and regionally.

4 GOVERNANCE

When we talk about governance in the Arab region of the philanthropic sector, we can't extricate that from an acknowledgement of the socio-political environment overall. For instance, the concepts of accountability and transparency – while they are not dismissed as unimportant or irrelevant – are also not understood in the same context as they would be in other parts of the world.

For one thing, we are not accustomed to having any expectation of accountability or transparency from our governments but, as a sector that is very closely monitored and regulated by the government, we are expected to be accountable and transparent in ways that may not always be for the most ideal reasons. In many cases, in the Arab region, being fully transparent can actually cause serious problems for a philanthropic organization. So we learn to navigate the system, so to speak. And, it should be noted, that the lack or unwillingness to be transparent isn't due to any sinister or nefarious reasons, it's a mode of survival. Sometimes, to do good, we need to be a little less open about it. The consequence of this leads to the crisis of data – or lack thereof – in the region vis-à-vis the sector. Bottom line, and at the

risk of being overly simplistic, Arab philanthropy data does not exist. This environment, in turn, affects the way our sector is governed, the impact it is able to effect, and that's why this has been on my mind a lot lately.

AFF, which has historically been governed by a General Assembly comprising voting members of the network, is a case in point. Originally, not all AFF members were voting members because the membership had different levels of eligibility, and only one level was eligible to vote. The GA then elected a Board of Directors who represented the GA as the governing body on a day-to-day basis. The CEO, in turn, reported to the Board. One complication to note here is that AFF was registered, first in Belgium as a headquarters, and then regionally in Jordan, as a local office. This, alone, brings with it a whole host of issues, not the least of which is that the organization was governed by two sets of by-laws that didn't always align.

From a structural perspective, AFF was organized similar to other organizations in the sector around the world. Nothing unique or different here. But, from an implementation perspective, that's where things start to vary. For one thing, we come back again to the issue of accountability. Non-profit boards, specifically, have a difficult time regulating accountability from a fiduciary standpoint.

Again, AFF presents an example of this:

At the start of the COVID-19 pandemic in early 2020, the government of Jordan (where AFF's banking was located) reviewed AFF's request to receive a second installment of a grant that had already been scrutinized and approved. AFF relies entirely on its grant money to function, just like any other NGO. But this time, the government refused the application to receive the money into its account. Consequently, AFF wasn't able to receive any money for over two years, which obviously meant no salaries could be paid, and all activities had to be halted. The only reason AFF was ultimately able to survive was because the grant money, while it could not be received by AFF in Jordan, was earmarked for the organization and the funder – Ford Foundation, in this case – was willing to hold it until AFF found a solution.

The solution, ultimately, meant that AFF changed its registration entirely, and incorporated AFF in the US as a new entity called AFF USA, and dissolved its Belgian entity and ceased its Jordanian

presence (the only registered regional presence it had) because the regulations were too prohibitive.

That said, the governance question this situation begs is this: what is the role of a Board, or a General Assembly, in this case? And, in turn, how do these roles position an organization in the sector as it concerns the promotion of good governance and of a more enabling environment? For boards outside of the Arab region that role is very clear: the governance body has a fiduciary responsibility to the organization and to the employees of that organization. The governance body is responsible for ensuring the sustainability of the organization, particularly when the issue is one that is solvable, but may just be complicated. But in the context of the Arab region? That is not necessarily the case in practice, even if it is so in theory. So this precipitated an assessment of AFF's governance and, specifically, a questioning of how the organization can practice better governance that is supportive of the organization, beneficial to the sector, and promotes the sustainability of the organization actively, rather than in name only?

This brings us, once again, to the issue of aid and how that relationship impacts the region. The burgeoning conversation around the "decolonization of aid," particularly given the current COVID-19 context, is a timely and urgent conversation. Not only in the context of how we function professionally in our respective roles, but also how we function personally within those contexts. If COVID-19 has done anything, it has shown us that we cannot be working in separation from living and being true to our values. The COVID-19 pandemic has absolutely highlighted that, when the world is in a crisis, we MUST find a way to work where we live, and we must therefore be empowered to do so.

In the context of the sector in which we work, this is an important moment to take note of as it relates to how we govern, how we are governed, and how we interact with those whom we espouse to support. We are in the business of contributing positively to the growth of society and to improving the lives of our fellow human beings. COVID-19 has leveled the playing field globally by being indiscriminate in its impact. It's critical for us, as we design philanthropic models and the institutions to support them, to bear that in mind.

At the most basic level, it feels important to apply those valuable principles of accountability and transparency to the ways in which we deal with each other professionally and personally, but also to do that thoughtfully and purposefully and, in the context of aid, this is critical.

How can donors and funders be more empowering of the local communities they seek to serve and collaborate with? How do we, in turn, demand and enforce the guiding principles of that collaboration or partnership to ensure that we are empowered?

5 ADVOCACY

Networks, in addition to being strong conveners, also contribute to the strengthening of the sector's infrastructure by serving as a somewhat neutral platform for advocacy for the network. Enjoying a strong regional presence means networks like the AFF can advocate for policy change on behalf of its members, while alleviating the burden of advocacy from being on the shoulders of any individual organization. This helps the sector by bringing the focus more to the advocacy itself, rather than inviting unwanted attention to the organization specifically. This, in turn, allows for a less threatening and less confrontational approach, allowing the message of the advocacy to be disseminated in a collective voice, from a seemingly neutral party. Bearing in mind, too, that advocacy itself carries a somewhat controversial connotation as perceived by governments in the region, it is even more critical for the sector to approach it from a vantage point of collaboration rather than hostile confrontation. Networks and other infrastructure organizations are well poised to serve as intermediaries in this regard.

6 INSTITUTION BUILDING

Beyond networks, other infrastructure organizations that help bolster the impact and effectiveness of the philanthropy ecosystem include think-tanks, academic and research institutions, as well as advisory and consultancy services. Like networks, however, these institutions require the kind of funding we have not yet seen practiced in the region – funding that is long-term, funding that is unrestricted in that it is made with the intent to support the building of these institutions by allowing them to allocate long-term funding to building the capacity of their teams, the freedom to conduct the research that will enable them to support their growth and impact, and the backing to ensure their credibility as regional and, therefore, local experts so they may serve as resources of knowledge to the region, by the region, about the region. This is one sure way to effect the dismantling of the structures which have long impeded the sector's growth and maturation towards a model of self-reliance.

7 CAPACITY DEVELOPMENT

One of the key ways in which we can build an empowered infrastructure for the sector is by customized and localized capacity development modules that are designed to develop the skills, knowledge, and aptitude of the sector and its practitioners. In our most recent needs assessment survey shared with AFF's network, the top 3 capacity development needs identified by respondents were, in order of priority: (1) data collection, analysis, and reporting on philanthropy, (2) research, monitoring, and evaluation, and (3) Arab philanthropy and funding for infrastructure, so we know that the issue of infrastructure development is top of mind for our network, as it is for us. (AFF Capacity Development and Needs Assessment Survey, 2022).

As such, we are committed to making available capacity development opportunities for our network that engage our members in various ways, using different models, around the issues they've identified as priorities for their organizations. One aspect of capacity development we've been particularly invested in is how to ensure

the learning is done in a contextually relevant environment. Therefore, we make every effort to engage regional experts, content creators, and facilitators, and we work with our capacity development partners to customize the modules as much as possible to ensure the relevance of the content.

8 PARTNERSHIPS AND COOPERATION

The value of building partnerships and cooperation among sector actors cannot be overstated. It is one of the key driving messages of the AFF, and one we see echoed by many in our sector globally. For the Arab region in particular, the value of these partnerships extends beyond the cooperation itself, and is critical in allowing the sector to maneuver through and around some of the more cumbersome restrictions faced by philanthropy organizations with regard to banking, cross-border giving, lack of coordination across programs and, perhaps most importantly, avoiding the duplication of efforts by organizations across the region – or within the same country, in some cases – so that more impact can be realized.

Once again, the benefits of investing in infrastructure by funding networks and other institutions are highlighted when it comes to building partnerships because these are the entities best positioned to convene, support, and inform large groups of sector actors at once, thus maximizing the impact of the sector.

9 DATA

Perhaps one of the most critical aspects of building an effective and sustainable infrastructure for philanthropy is data. The need for data on the sector, by the sector, cannot be more critical or overstated. For its part, the AFF has made it core to its mission as an infrastructure organization to address the lack of data in the Arab philanthropy sector. Starting in 2014, AFF identified data and the need for data that is locally produced, owned, analyzed, and comprehensive to be a key component in its activities. Furthermore, the AFF has maintained the need for the ownership of data to be local as a matter of principle, predicated on the beliefs that local expertise exists and must be respected, local narratives can only be accurately

analyzed by those who live and are native to the contexts in which that data is gathered, and that ownership of data equals ownership of narrative, which is ultimately empowering and respectful to local actors. The AFF has committed to encouraging and, whenever possible, promoting local research and data experts to carry out data projects, and has turned down various projects with international organizations when those collaborations have excluded the local voice, or has restricted access to the data in ways that did not allow for local ownership.

In 2022, the AFF has finally built partnerships with organizations that are amenable to working with local experts, and who have collaborated on terms that are conducive to cooperation in ways that empower the local sector. One such partnership established to launch the most comprehensive data survey on Arab giving ever attempted is between AFF and Dalberg Advisors – a global consulting firm – in collaboration with the Centre for Strategic Philanthropy at Cambridge on research, and Philanthropy Age magazine as a knowledge partner. This survey is critical in informing the sector, but also in developing a strong, convincing narrative around philanthropy and its impact to make a case for support on behalf of the sector at every level of advocacy.

WHAT ARE OUR RECOMMENDATIONS FOR THE SECTOR TO BUILD A STRONGER, MORE RESILIENT INFRASTRUCTURE?

1

Civil Society organizations need to be considered full partners – and yet, independent – to governments in order to effectively contribute to their societies. This cannot be overstated.

2

The sector needs an effective business model to help support it in a COVID-19 impacted environment. It needs investment and long-term, strategic planning, as well as crisis mitigation plans in place to help support the sector in the event of future catastrophes.

3

We need more credibility and investment in local organizations and practitioners. It is the more sustainable solution and more cost-effective; it will reduce costs and support local economies when we have local programs, practitioners, and services.

4

In addition to innovative entrepreneurship, we need to recognize the significance of an enabling environment with a focus on better fiscal policies for economic development and growth. Businesses can't flourish, let alone start-up, if fiscal policies hinder them more than support them.

5

International donor agencies and funders must be more responsive to local needs and must empower local partners and foundations to make decisions regarding their communities' needs as only they can, without imposing prescriptive and, in many cases, prohibitive "colonizer" impositions on how aid is deployed.

6

We could benefit greatly from more cooperation on a Global South level. Many of the issues we face in North Africa and the Arab region are similar to those experienced elsewhere in the Global South and we can greatly contribute to shared knowledge and experience by creating more opportunities for collaboration.

7

We know that the available capital poised for deployment on the scale of the Arab region, is huge. What we haven't been great at is the collective, strategic designing of funding and programming that ensures longevity, sustained impact, and a more cohesive model of using even the more traditional models of philanthropic giving to our benefit. Remittances, cross-border exchanges, more informal models of community giving, etc. – these are all valid and impactful ways to put philanthropy to use. We don't need to move all philanthropy to the more "sophisticated" models of impact investing, venture philanthropy, or social enterprise – we can strengthen even traditional forms of philanthropy simultaneously as we develop newer ones.

8

With the world at a moment of collective transformation, this is an opportunity for the sector to step up and build resilient infrastructure. We need to provide the tools and learnings to our communities so we can survive this paradigm shift, and we need to recognize the value of infrastructure organizations in convening and galvanizing the sector around these issues, and delivering these tools on a broad scale.