



Introduction

Recognizing that behind each product that we buy and use is a person with needs, desires, and dreams is an essential element for transforming how we consume. Those persons deserve fair payment for their knowledge, work, and effort. That is the first step towards improving the living conditions of the most needed in developing countries. Tinto&Co is the result of hard work and determination to help those who need the most in Cali, Colombia. For doing this, we lecided to work together with the community of El Mortiñal and create a leathercraft company. By following the principles of transparency and equality Tinto&Co boost and empower the local artisans with a touch of Nordic influence..

In Tinto&Co, we are committed to understanding how the organization is creating an impact on what it is doing. For this reason, we decided to allocate resources to conduct an Impact Assessment of the activities for the year 2019.

In this document, we are aiming to expand the understanding of the negative (footprint) and positive (handprint) impact that the organization is creating within its activity. Moreover, we are convinced that by doing this exercise periodically, we will be able to create a sustainable culture within the company and serve as an example for other organizations to start doing this activity since an early stage of the business.





Who we are?

Tinto&Co is a social enterprise that was born with the idea of combining the top of the line technology with handcraft expertise to produce the best quality leather accessories. Our main goal is to ensure that our clients received the best quality product while improving the living conditions of the artisans. That is why we decided to create a partnership with local production cooperatives and work together to create a positive impact in their communities.

By opening a constructive dialogue with the craftsmen, we identify their most important needs and try to set up strategies to fulfill them. Bringing more local actors into the conversation, help us to reconstruct the broken social fabric of the in the slums of Cali, Colombia. Our objective is to promote cooperation and coordination that will ultimately lead to the creation of social capital, thus helping the community to overcome their challenges and improve their wellbeing.



Why we do what we do?

Recognizing that behind each product that we buy and use is a person with needs, desires, and dreams is an essential element for transforming how we consume. Those persons deserve fair payment for their knowledge, work, and effort. That is the first step towards improving the living conditions of the most needed in developing countries.

Tinto&Co is the result of hard work and determination to help those who need the most in Cali, Colombia. For doing this, we decided to work together with the community of El Mortiñal and create a leathercraft cooperative. Following the values of transparency and equality, Tinto&Co empower local artisans to create high-quality products, with a touch of Nordic influence.





The artisans



Rossy Ruano

Rossy was born in 1982 in the small town of Almaguer, located in the middle of the Andes Mountain Range of the Department of Cauca, Colombia (one of the most violent in recent years). Due to the lack of opportunities, in 2011 she decided to move to Cali. Since here arrival to the Mortiñal neighborhood, Rossy has worked as a housekeeper, while acquiring knowledge and skills in the art of handcrafting leather goods.



José Ruano

Like Rossy, José was born in Almaguer in 1980. He moved sometime before her sister to Cali, Colombia, in search of a better future for him and his family. In 2010, he arrived at the Mortiñal neighborhood and helped Rossy to settle close to him one year later. José has one son, who is currently in eighth grade at the local public school. Today, his main source of income comes from working in the construction industry. Like his sister Rossy, José learned how to work with leather as a second source of income for him and his family.his has allowed here to create a second source of income for her and her family.,



/in 2019

What have we accomplish during this first year?

2019 was the first year of existence of Tinto&Co. During this time, we have gone through a learning process that led us to propose different business models. In the early stages, we had in mind the introduction blockchain technology as certifier of our commitment to create fair income to the artisans. Sadly, due to the cost of putting in place this technology we decided to postpone that idea.,





Meanwhile, we set the company's online process. We build the website and put in place the social media channels. We have been slow in this process, but we are working to be able to boost the engagement process and improve the communication with our clients. Simultaneously, we worked on the financial side of the company. We learn how to

the financial side of the company. We learn how to calculate our costs, estimate our earnings, and set in place the plan that is helping us to improve the living conditions of the artisans and create a positive impact.



in 2019

During the second semester of 2019, we achieved our biggest milestone. We were able to test the market with a selling pilot of the wallets. In two months, we manage to sell a short bagged of wallets (30), while gathered as much feedback as possible. We were able to collect crucial information regarding our costumers' needs, how do they perceive the company, and how they see their role in creating a positive impact.



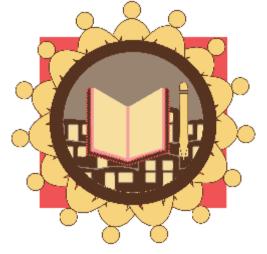




What is impact?

When generally thinking about impact, they imagine grate actions, big enterprises, large scale live transformation initiatives that change hundreds or thousands lives. In most cases that is not true. Impact is much smaller, is about the changes and outcomes that we create with the actions that we do and someone else does. For example, if a company buys stocks in the market they are not creating impact. It doesn't matter if they buy it or not because most likely someone else is likely to buy those stocks. But what happened if that same organization use part of its profit to support local artists? Then we can talk about impact because difficult to establish that the artist could create their collection without the help and resources given by the company.







To better understand impact, we need to define it. For this, we are going to look at the definition used by the World Bank. This organization states that impact is "also known as a causal effect. In the context of impact evaluations, an impact is a change in outcomes that is directly attributable to a program, program modality, or design innovation." (World Bank, 2011). This means that we are going to use the following equation:

$$I = (Y/P=1)-(Y/P=0)$$

Where the impact or causal effect (I) of the company business (P) in the result (Y) is the difference of the scenarios where the company is operating (P=1) and the outcome without the company operations (P=0). In other words, we are saying that impact is the result of all the actions taken place concerning the business that in other cases wouldn't occur.



Create a positive impact in the people that work with us and in the comunitites they live in.





We are conscious that the leather industry is one of the most controversial ones regarding air pollution and contamination. Despite using the leftovers form the food industry (cows' skin), it still produces vast amounts of pollution, energy consumption, and water contamination. Understanding this impact is crucial for us because it will allow us to set a future guidelines and example to push the industry towards sustainable practices.

What types of impact are We Creating?

Looking back to the definition of impact, is possible to say that in Tinto&Co we recognize that we are creating positive and negative impact. The negative impact on the ecosystem, usually known as footprint, is related to the need of resources that the business demands to be able to operate. In more technical words, the ecological footprint is the "amount of the Earth's regenerative capacity demanded by a given activity. Many human activities place demands on the planet's capacity, including the provision and processing of food, the construction, maintenance of housing, transportation, and the consumption of goods and services." (Wackernagel, M. Kitzes, J. 2008).



Contrary to the ecological footprint, the positive impact is known as the handprint. It refers to all the good things the business brings back to its ecosystem. A technical definition of the handprint is mentioned by Morrison (2015) as the outcome that "can be created either by preventing or avoiding negative impacts (footprints) that would otherwise have occurred, or by creating positive benefits that would not have occurred."



In Tinto&Co we know that despite the environmental costs of working with leather, we are changing the well-being of those that are part of the initiative. Additionally, by helping the reconstruction of the broken social fabric, we are planning to help community to overcome their more difficult challenges.

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Our ecologic footprint

We know that the negative impact is what companies hide. If you read impact assessment reports, most likely you will see how they achieve their sustainable goals, the different strategies they are applying to mitigate their footprint, and how the companies are becoming the most sustainable in their field.



In Tinto&Co, we are convinced that recognizing the holistic impact is crucial. For this reason, we are going to try to calculate the real footprint of the organization.

CO2 footprint

Greenhouse effect gasses are one of the most concerning elements in our sustainability approach. Today, the amount of those gases in the atmosphere are the main reason why the climate change is occurring and why the weather is becoming so unpredictable. In Tinto&Co, we know that the production of CO2 is one of the variables that more attention demands and it will be considered one of the core elements for the mitigation strategy that is going to be put in place shortly.,









Today, we recognized that for us is impossible to measure the complete CO2 production. We do not have access to the complete information to calculate the amount of gas produced during the tannery process or the transportation to our supplier. We are convinced that for future assessments, we are going to be able to cooperate with our supplier to calculate the total amount of CO2 produced in the whole chain



Nonetheless, in this stage we can estimate the amount of CO2 result all the trips that where needed to produced and delivered the wallets. We are heavily relying on the multiple C02 calculators available online. For stablishing the distance required, we are using the information from local transportation apps, Google Maps, and third sources. In Tinto&Co we are committed to the transparency, which is why the results are the average obtain from multiple calculators.

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To set the amount of CO2 produced during those trips, we choose three different online free calculators, determine the amount of CO2 produced in each trip, and then stablished the average of the CO2 produced. We were able to estimate that as a result of the various trips done in a middle size vehicle, we produced a total of 140.67 Kg of CO2.,

Automobile

Most of our trips are done by car or public transportation in Cali, Colombia. Those trips are mainly originated in the house of the artisans, El Mortiñal neighborhood, located on the west hillside of the city. The destination is our leather supplier (Peleteria Maya M. CIA Ltda.) in the city center, El Calvario neighborhood. According to Google Maps, the average distance is 13 Km. During 2019, we estimated 30 trips that represent total distance of 390 Km.

Four additional trips were made from our headquarters in Cali to the airport. Our headquarters is situated in the San Fernando neighborhood and the airport Alfonoso Bonilla Aragon is located in the nearby city of Palmira. The average distance from these locations is 24.3 Km. During 2019, 4 trips were made between this two locations adding to a total of 97.2 Km



Airplane

In addition to the automobile, we needed to transport the leather articles by plain from Cali (Colombia) to Helsinki (Finland). In Tinto&Co, we recognized using the plain is the worst possible alternative concerning CO2 emissions. It is largely known that plains are the transportation method that produces the most amount of CO2 per trip. According to ICAO (International Civil Aviation Organization) in average, one plain produces a total of 670 Kg of CO2 per passenger from a London to New York. In contrast, an average of 0.015 Kg of CO2 produced per ton moved in a Cargo Ships.



We recognize that both industries are largely contributors to the total amount of CO2 that is annually released into the atmosphere. But, we are aware that to be able create a positive impact on the handcrafters and their communities, we need to produce our accessories in developing countries. Therefore we are at the crossroads of having to choose between these two alternatives. For 2019, we chose the plain alternatives because of two main reasons. First because of convenience. We took advantage that for that year, one of our team members had booked a couple of trips to the United States for personal reasons. Therefore, we asked him if it was possible for him to bring the merchandise. Second, because of the amount of products that were going to be shipped, the alternative of having a container was out of our scope.



For setting up the CO2 calculations, we divided the trips into stages. The first stage of the trip comprehend the distance between Alfonso Bonilla Aragon Airport and Washington D.C. For this, was estimated a distance of 7882 Km. The second stage is the distance between Washington D.C. and Helsinki Airport in Vaanta. According to the different calculators, the distance between these two locations is of 13834 km. This trip was done one time in 2019 (September) and one time at the beginning of 2020 (January). After calculating the amount of CO2 for each section of the voyage, we estimated a total of 7860 kg of CO2 produced. This is by far, the biggest component of CO2 production that we can calculate.



Although, according to the definition we mentioned before the component of CO2 produced by plane might not be considered a direct impact of our business. This is because the above mentioned trips were going to be made despite the business, and therefore is not a direct or indirect outcome of our activity. We decided to include those trips because is our ethical principle to show that our products are creating an ecological footprint.



Train

Train by far is the most environmental friendly transportation method of all, especially if they are power by electricity. The last kilometers traveled from the airport to Helsinki were made by public transportation. More specific, by electric train. The distance between the city and the airport is about 32.4 Km. According to the calculators, this represent an average of 2.91 Kg of CO2.



We mention this, because for us is important to know the CO2 emissions that we are creating. Additionally, it is also part of our commitment to transparency. We also want to mention that according to VR (the company that runs the trains) they have become CO2 neutral in their operations. This means that there were no mission in during this journeys.

Plain	Trip Vm	Co2 Va	Tring	Total CO2 Kg		Total	Source
Cali-Washigton-Cali	Trip Km 7882	Co2 Kg 1803		Total CO2 Kg	606		
Helsinki - Washigton- Helsinki	13834					9680	greentripper.o
Cali-Washigton-Cali	7882				376		fairclimatefund
Helsinki - Washigton- Helsinki	13834					6502	.nl
Cali-Washigton-Cali	7882				600		co2.myclimate
Helsinki - Washigton- Helsinki	13834	2400	2			7400	org/
Average						7860. 67	
Automobile	Trip Km	CO2 Kg	Trips	TotalCO2		Total	Source
Artisans House – Provider – Artisans House	13	3 4	30		120		greentripper.o
San Fernando – Alfonso Bonilla Aragon Airport – San Fernando	28	8 8	4		32	152	g
Artisans House – Provider – Artisans House	13	3	30		90		fairclimatefund
San Fernando – Alfonso Bonilla Aragon Airport – San Fernando	28				24	114	.nl
Artisans House – Provider – Artisans House	13	3 4	30		120		co2.myclimate
San Fernando – Alfonso Bonilla Aragon Airport – San Fernando	28	3 9	4		36	156	org
Average	140.6 7						
Train	Trip Km	Co2 Kg	Trips	TotalCO2		Total	Source
Helsinki – Vaanta Airport - Helsinki	32.4	1.4	. 2		2.8	2.8	greentripper.o g
Helsinki – Vaanta Airport - Helsinki	32.4				3.2		www.lner.co.u
Helsinki – Vaanta Airport - Helsinki	32.4	1.36	2	2	2.72	2.72	
Average							
Total CO2							8004.24

Other contaminants

In Tinto&Co, we know that the leather industry is responsible for other types of contaminations rather than just CO2 emissions. Even though we don't have the capacity for implementing a holistic impact assessment of our supply chain, we are going to use existing literature and studies to point out the challenges and opportunities that the industry has for improvement.



The information that we are going to show you is a compilation of what is presented in the following documents:

- N.M. Sivaram, Debabrata Barik, Toxic Waste from Leather Industries in Energy from Toxic Organic Waste for Heat and Power Generation. Coimbatore, India.
- PC Sabumon (2016) Perspectives on Biological Treatment of Tannery Effluent. Adv. Recycling Waste Manage. 1: 104.
- L.A.H.M. Verheijen, D. Wiersema, L.W. Hulshoff Pol (1996).
 Management of Waste from Animal Product Processing.
 FAO.
- ➤ A. Agarawal (2013) Environmental Problems Caused By Leather Processing Units. Fiber2fashon.





We know that the information is not a fair representation of the Colombian leather industry, but it is important to show you how the leather industry is





Water Contamination.

According to Sivarom and Barik, the tannery process produced an average of 25.5 m3 (or kiloliters) of wastewater per ton of raw product that is treated. In contrast, the FAO states an average of 35 m3 of wastewater for the same amount of raw material (FAO). From another perspective, Dr. Sabumon set an average of 35 to 56 m3 of wastewater. This water contains "hazardous chemicals such as chromium, synthetic tannins, oils, resins, biocides, and detergents" (Sivarom and Barik. p. 57). Also, the FAO also mentions that the resulting water also contains vast amounts of salts, fat, protein, preservatives, lime, ammonium ammonia, proteins, sulfides, chromium, polyphenolic compounds, dye and solvent chemicals (FAO).







Solid wastes

In combination with water, leather buy itself becomes a solid waste. Due to the tannery process, the leather is a slow of biodegradable material that, in most cases, ends up in the land fields affecting the agro-based activities and degrades the groundwater system (Sivarom and Barik. p. 57). Moreover, during the tannery process, in the initial stages, a considerable amount of sludge is produced. In most of the cases, solid waste management is highly ineffective due to the chemicals and nobiodegradability of the material.



According to a study conducted by Anshu Agarawal (2013) in the Jaj-mau region in India, from every 500 Kg of raw material that is processed, 475 Kg is discarded as solid waste and only 75 Kg is converted into leather. The solid waste is composed of "wrapper of chemicals, animal hair, buffing waste, keratin, flesh, and chrome shaving." (Agarawal p.5)



Toxic Chemicals

A variety of products chemical products are used during the tannery process to prepare the leather to be used. Most of these chemicals, in some ways, are harmful to humans. For these reasons, each country or region has established a set of rules and percentages of concentrations that can be used during the tannery process. Sivarom and Barik (p.60) present the following table showing the most common chemical used in the industry to treat the cow skin.







Toxic Chemicals

Name of the toxic chemical	Chemical formula	Target organs		
Anthracene	C14H10	Kidney, liver, fat, and carcinogen.		
Azo dyes (Orange II)	C16H11N2NaO4S	Blood, liver, testes, and carcinogen.		
Benzyl butyl phthalate	C19H20O4	Eyes, lungs, liver, reproductive system.		
Bis(2-ethylhexyl) phthalate (DEHP)	C24H38O4	Liver and testes.		
Chromium	Cr	Kidney, CNS, hematopoietic system.		
Cobalt dichloride	CoCl2	Lungs, liver, kidney, heart, skin.		
Di-butyl phthalate (DBP)	C16H22O4	Eyes, lungs, gastrointestinal tract, testes.		
Formaldehyde	CH2O	Eyes, lungs, and carcinogen.		
Heavy metals Arsenic	As	Liver, kidneys, skin, lungs, lymphatic system, and Carcinogen.		
Methyl isothiazolinone	C4H5NOS	Skin, eyes, and carcinogen		
N-Methyl pyrrolidone	C5H9NO	Eyes, kidney, lymphatic system, liver, lung, testes.		
Nonyl phenol	C15H24O	Blood, lungs, eyes, skin, CNS, kidneys, and low Biodegradability.		
Organotin compounds (dibutyltin oxide)	C8H18OSn	Gastrointestinal tract, liver, and carcinogen.		
Short chain chlorinated paraffins (PBT)	(SCCPs, C10–13)	Liver, kidney, thyroid, and carcinogen.		
Sodium dichromate	Na2Cr2O7	Blood, kidneys, heart, lungs, eyes, and carcinogen.		

N.M. Sivaram,
Debabrata Barik,
Toxic Waste from
Leather Industries in
Energy from Toxic
Organic Waste for
Heat and Power
Generation.
Coimbatore, India.



Our Handprint

Remembering the definition of impact that we provided at the beginning of this report. In this section we will explain how we generate and are planning to create a positive impact in our artisans and in their communities. By combining a double strategy of sponsoring social programs and helping the artisans improve their working conditions, in Tinto&Co, we hope to create the conditions needed to boost social capital creation processes and improve their well-being.

Economic handprint in the artisans.

Tinto&Co has had a slow start. During 2019, we dedicated most of our effort to set the proper business plan, establish the infrastructure and network needed for supporting the business. Despite this, we were able to produce a small batch of products that represented the first fair payment to our artisans.











It is important to mention that we have encountered multiple challenges when defining fair income and the way we related that concept with the artisans. Initially, we settle a fair income as equivalent to two times the minimum hourly salary in Colombia. That is approximately two euros per hour of work. Under this conception of fair income, Tinto&Co was also going to be responsible for buying the raw material needed to make the leather accessories. Under this model, we were able to produce the 10 wallets. For this stage, we pay our artisans a total of €60 (216.000 COP) which represents 30 hours of work.



First Production Badge.



Second Production Badge.



Third Production Badge.

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After this initial phase, we faced a millstone with our craftsmen. They decided that the model was not the best for them. They fear that if something happened to the material that we provided, they will have to pay for it. For this reason, after a negotiation round, we agree on a new fair income model. This time, they decided that we pay a set price of €10 per wallet.

In June, we decided that we were ready to conduct a first market pilot with a limited amount of products. We ordered 30 wallets. This represented a total €300 (1'080,000 COP). After the success of the market pilot, for 2020 we decided to order 50 new wallets and 10 additional cardholders. These represented a total of 55 new items which transformed in 500 for the wallets and 50 for the cardholders. In total, those € 550 translates into 1'980,000 COP.



Images of the second production badge.



Economic handprint in the artisans summary.



Round	Units	Price EU	Total EU	Total COP
1	10	3 Hour/work	60	216,000
2	30	10 Wallet	300	1'080,000
3	55	10 Wallet, 5 Cardholder	550	1′980,000
Total	95		910	3,276,000



Social Sponsorship Strategy



As part of our commitment to creating a positive impact in the craftsmen's communities, we are allocating 20% (€2.15) of the costs of each wallet to create a social investment fund. The idea of this fund is to promote the initiatives that create social capital and promote general well-being in such communities. To boot our impact, we decided to partner with a local non-profit organization because they have experience, knowledge, and expertise to conduct social programs.





Moreover, as a complementary element, the kids receive an extracurricular reinforcement in a second language (English) to prepper them for a more competitive labor market. For us being able to sponsor one full year of the program that benefits 25 kids, we need to sell a total of 600 wallets.

Today the fund has a total of €43 as a result of the market pilot conducted during 2019. Being aware that such amount of money is not enough to achieve the goals that we envision, we set a strategy to maximize the impact. In this case, after analyzing some potential programs, we decided to partner with PROFAMI to sponsor their Social Workshops for Children initiative. In these workshops, PROFAMI looks to promotes values, self-determination, and critical thinking so the beneficiaries of this program can make accurate decisions in their lives.



Working Conditions Improvements

In Tinto&Co, we are committed to improving the working conditions of our artisans. Following a similar strategy than the one used for sponsoring social programs. We decided to allocate 20% (€1.15) of the costs of each cardholder to buy new equipment or sponsor training programs.

As our first objective for 2020 is to acquire a hand press to improve their working conditions. With this equipment, we are looking to facilitate the manufacturing process by helping the artisans in the process of stamping and punching the leather. To be able to grow the fund to meet the required resources, we calculated that we need to sell a total of 300 cardholders.











In Tinto&Co we were interested in understanding how our artisans perceive themselves, what they think about the job that they are doing, and what are challenges they face in their daily activity. Talking to them, we discover that more than handcrafters, our artisans see themselves as artists of the leather. Each time they work on a piece they are not only making a wallet or a cardholder, but they are bringing to life an object that will live with one person for many years in the future.

When asked about this, Rossy Ruano told us that she sees herself as "part of a process where the accessories are born and developed". Moreover, José mentioned that when we work with leather, he feels that he is putting part of his soul to each of the products. "Each cut, each hole, and each stitch are unique for each product I do with my hands".





By sponsoring programs with children they state that we are creating an impact on future generations by promoting values that they need for achieving a good future. Starting from this point, we inquire about what represents for them the opportunity of working with us. Rossy mentioned to us that if we consider the general conditions in which they live, working with us is the opportunity of them to acquired new knowledge and techniques.

Moreover, José told us that, working with us is the chance for him to become an independent employee and bring progress to his community. Complementing their appreciations, they bought mentioned that Tinto&Co's approach to the community and willingness of sponsoring social programs is crucial to improve their general conditions.

When we asked them about their general perception of Tinto&Co as general. They surprised us by telling us that they bought see Tinto&Co as a path of progress for the communities that do not have the tools, knowledge, contacts, and means to improve become entrepreneurs and start their own company. With this, we realize that our commitment to the community is not only being a source of employment but to be an inspiration for them to improve their conditions and to help their community.



When we discussed the payment for their products, they told us that if we considered that Tinto&Co brought the design, is doing all the commercialization of the product, and is helping the community; the price per each item if fair at the moment. Rossy mentioned that she feels comfortable with us because she is convinced that she can always talk to us when she feels that the conditions are not proper like when we changed the payment model a couple of months ago.





Likewise, Rossy comment us that she is planning to work more in her spare time with leather to improve here knowledge and skills with the leather. This is putting us a pressure to work had into making it this project a success.

Moreover, they mentioned that they are looking forward to receive support from us in different crucial aspects for their performance and work as handcrafters. José mentioned that he is looking forward to have the enough resources to build up a proper workshop, with equipment's, tables, and lighting too properly work while transitioning to became handcrafters fulltime.

For Rossy, the equipment is important, but not as important like learning new skills and improving her technique.

That is why, they are pleased with our strategy to allocate some resources to help them improve their working conditions.



Conclusions

After conducting our first impact assessment, we can say that despite our limitations on the resources we learned how our organization is creating its footprint and handprint. We were able to understand that, at this moment, the CO2 footprint as part of the logistics and transportation of our direct source of environmental impact. Nonetheless, we also learned that the leather industry on its own creates a diverse and vast amount of pollutants that end up contaminating water sources and nearby land.



Those environmental challenges have made us reflect on the relationship and the responsibility that we have towards the environment. Even though we recognize that we are a small business, we are convinced that by setting in place a sustainable strategy to cooperate with our supply chain, we will be able to set an example on how to transform the leather industry. Moreover, we are considering a partnership with a CO2 compensation initiative. We want to give the possibility to our customers to compensate for the CO2 produced during transportation and logistics.,



On the other hand, we learn about our handprint. We understand that the best way for creating an impact is by doing partnerships with local non-profit organizations that know the community, understand their needs, and have the experience working with them. Moreover, we define that to be able to create social capital, we needed to invest in future generations aiming to inculcate values that allow them to make informed decisions in their lives.

Finally, we looked into our artisans' lives. We were able to see in their appreciations that they have towards our business and our plans. We looked at their necessities and design a strategy to tackle them by allocating some resources to improve their working conditions. Moreover, we look at the perception they have towards what they do. It was moving when we saw that they see themselves as artists and not only workers of the leather. This aspect encourages us to keep working had to make this project a reality.



To conclude, we are committed to keeping on improving our impact assessment. That is why we wanted to mention that we will work on improving the methodology used to measure our impact. We are also looking forward to working closely with the organization that we are going to sponsor to help them understand how they are creating an impact in those communities.,



Thank you, see you next time!



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