

Champions for Social Good Podcast

Gender Equality Through Data Equality, A Conversation with Alison Holder, Director of Equal Measures 2030

Jamie: Hello and welcome to the Champions of Social Good Podcast, the podcast for people dedicated to social impact. I'm Jamie Serino, Director of Marketing with the Corporate and Foundation Solutions, Division of Blackbaud. I'm here today with Alison Holder, Director of Equal Measures 2030. Welcome, Alison.

Alison: Thanks very much.

Jamie: It's great to have you here. Tell us a little bit about your background and about the mission of Equal Measures 2030.

Alison: Sure. So I've been an advocate for more than 15 years now, worked on a range of social justice and human rights issues for some of the largest international NGOs, so ActionAid and Oxfam and Save the Children. Before that, I spent some time in India working with women's groups and in South Africa working with entrepreneurs and actually before that I was in the private sector, started with a degree in business. So I've really had quite a kinda cross sector range over the years, and I think some of the things I've picked up over that time that have really helped me and taken me into this new role with Equal Measures 2030, first is the power of cross sector working and really collaborating with different sectors, getting out of that echo chamber and really trying to listen to different perspectives. I think the other thing is really I've seen how facts can change the world or change the conversation. Well placed fact and I think Oxfam does this really well with their facts on eight billionaires on a bus or 82 billionaires on a bus demonstrating the global inequality. So I think facts changing the world is something I've seen. I think I've also seen that being counted really matters, so having worked in very poor communities, I'm seeing how people aren't on any lists, aren't registered, may not even have birth registration let alone access to social services and really that fact of being counted does matter. And I think the last thing that I picked up over the experience, is just the real importance of advocates being at the forefront of change and especially in my experience, and for Equal Measures 2030, that's girls and women themselves really pushing for change in their communities. And I think all of those things have brought me to this role at Equal Measures 2030, which is a new civil society and private sector led initiative. And we are all about harnessing the power of data and evidence to create change for gender equality. And we're working towards the sustainable development goals which were agreed just almost two years ago by pretty much every country in the world, quite extraordinarily. And the goals really contain a number of hugely transformative promises for girls and women. If we reach those goals, the future will be really unrecognizable for the girls and women of today. And so our partnership has come together to say how can we use data and evidence to track progress, to hold governments to account, to really create the change we need to see. Our kind of mission, or the way we describe ourselves, we're about putting data and evidence in the hands of girls and women's movements, advocates and decision makers. So it's not just about data existing being put into the world but let's use it, analyze it, turn it into stories, make sure it's accessible to the people who need it and are really creating change. So that is Equal Measures. I should give a shoutout to our nine partners at the moment, and I do have a list because I always forget one. It's always a different one so there's no favoritism. But we are Plan International, ONE Campaign, KPMG, the Bill & Melinda Gates Foundation, Women Deliver, Data2X,

and we have our regional partners, ARROW in Asia, FEMNET in Africa and we're working on a partner in Latin America. So We've got a really diverse and really influential interesting mix of organizations who've all come together to create Equal Measures 2030.

Jamie: That's great. That's great, really impressive. So When you say it's private sector led what exactly does that mean?

Alison: So I would say civil society and private sector led and all that means is that we've come together across sectors so we have KPMG, a major accountancy and consultancy firm joining together with regional groupings of women's rights organizations in Africa and Asia, campaigning groups, International NGOs, so it's civil society and private sector led reflecting that we really are a cross sector partnership.

Jamie: Gotcha. And so how is it to pull all those organizations together? What was that like?

Alison: Yeah, so I joined as director in end of February this year. So I can't take credit for the huge amount of building work that went into bringing these people around the table. And I think all credit to the groups that were involved in this and the people who remain as part of the Equal Measures 2030 team because the idea that you would take a number of organizations, so cross sector as I said, but also organizations who might have parts of their mission overlapping, you could almost think of them as competing in some spaces. And the fact that all of these organizations said, "You know, we're not gonna try and create the way of tracking the sustainable development goals for girls and women ourselves, we're not gonna brand it ourselves, we're not gonna be proprietary about trying to do all of this on our own, let's pull our resources." We may have differences of opinion but we all believe in a few fundamental things, and I think we all believe that greater gender equality is good for all society not just for girls and women but for all of us. We all believe that the SDGs are really a transformative agenda. It's quite extraordinary especially if you think about the world today that 192 some odd governments sat together and came up with this really extraordinary agenda. So we believe in the power of that. And all of the partners around the table believe that we need to use data and evidence. We've never had more data in our world today but it needs to be harnessed, used, we need the right data and that we need to do that to hold governments to account for those really extraordinary promises they made. And so I think while we may have differences, we agree on the fundamentals and that enables everyone to come together and say, "Let's set aside concerns about our brand, our profile, our ownership of different initiatives. Let's pool our resources, pool our efforts and do something together." Which actually is quite amazing.

Jamie: Yeah, yeah. I agree.

Alison: So, yeah, as I said, I cannot take credit for the early building work that went into that, but just really proud of all the work people did to build a really interesting group of organizations.

Jamie: Yes, it's fantastic. So how do you work with them? If you can give me an example may be with a specific country or region of the world.

Alison: Yeah sure. So we have our partnership as I listed out those nine organizations and they have formed a council and that means that every organization has two people that essentially helped to govern our partnership together and whether the organization is very small or very large it doesn't matter you have the same voice, the same representation in the council in terms of shaping the work that we do which I think is really important. We do essentially three things together, one is that we

work on data and analysis. So we work on deciding what data do we need, where are the gaps, we work on saying the data that's out there, are we even using it in the right ways, we work on thinking about what new organizations might be able to contribute data in a way that they've never thought about before so companies who's sitting on absolute gold mines of data. Have they ever thought about not competitive data but what this might tell them about progress for girls and women? So we do that work together global, regional, and country level data work. We also do work in six focus countries together and this is I think one of the more interesting parts of our model, so we recognize that actually, data, even if you analyze it, even if you make it really accessible, turn it into infographics that's not actually enough to make sure it gets into the hands of the real grassroots advocates who need to create change within their countries. We realize that just putting data out there wasn't going to be enough. So big part of our model is that we invest directly in supporting grassroots girls and women's advocates in six developing countries, to help them better use data and evidence. So they tell us, what do you need to better use data and evidence in your influencing? They recognize they'll be more credible, more influential, they'll be able to engage better with their governments if they really have a strong evidence base for their work. But a lot of organizations don't have the resources or the skills or even know where to find the information. So we are at the national level with our partnership investing directly by subgranting to grassroots organizations. And then finally, we work together at the global and regional level. So I am here in New York this week because there's a big gathering at the UN, so we make sure that we harness the power of all of the organizations we have in our partnership to be pushing for better gender data to make sure there's more and better data on the lives of girls and women out there and also to be pushing that governments are really prioritizing gender equality issues and really striving to reach those amazing goals they signed up to.

Jamie: Yeah, that's great. Yeah, I think a lot of people don't realize that data can improperly skew the perceptions and also funding and decision making. So can you give us an example of maybe how some of your work has helped to move the needle there and maybe helped to begin to correct the situation that existed?

Alison: Yeah sure. So we are at the very beginning of our life but I can certainly talk about the importance of data and evidence generally and moving the needle on critical issues for girls and women. And I think one of the examples that I think is most interesting is, if you look at data and evidence on violence against women and girls, whether that be domestic violence, FGM, other kinds of gender based violence, and what was really interesting is that until we had better data about those issues, I think there was a perception that the problem was confined to certain countries, poorer countries, so that's they must have horrible violence against women and girl problems, but we don't hear in our country or certain groups or certain socioeconomic groups within countries. And what was really interesting is that the data and evidence as we got better data and evidence showed that, in fact, the problem is first of all prevalent in all countries whether rich or poor and actually prevalent at quite similar levels. And that's surprising that changes the conversation and I think I've heard advocates who work on violence issues in developing countries say they found that to be really empowering because suddenly it felt not like a problem about a country that's in poverty but actually a universal challenge that we face together and it changes the way that you think about the issue. So I think for me that's one of the examples I always come back to.

Jamie: Yeah. I think that's a great example because we've spoken also with people that tell us that then the storytelling of that sort of thing then makes other people more comfortable talking about it. Then more people talking about it then educates more people and then all of a sudden people are now focused on the issue. It's not as hidden as it once was so I think that's a great example.

Alison: Yeah and I think for us that really is an important part of our mission as Equal Measures 2030 which is, there's data, there's facts, there's numbers, and that's important they need to be not biased, they need to be accurate, they need to reflect the lived realities of women and girls but it's not enough to have the numbers and put them out there and that's where the storytelling and the two combined I think create a really powerful model. It's really interesting to see, over the last few years, there's been an increasing focus on this idea of gender data so just the simple idea that girls and women and their work and their lives are not being counted and that actually that's... It's not an accident. That that really reflects kind of a profound lack of value; how much we value that and I think an example that probably we can all understand, whatever country you live in, is the extent to which women's unpaid care. So the work that women do caring for children or caring for elderly relatives or other things within the household, these things are not valued at all. If you think of the economy in the US or economic growth, we would never value in that way, count unpaid work. And I think that gives an example, we can all see around how data matters. What we measure matters and tells us a lot about what we think is important. And I think for too long, data and statistics have really neglected completely a lot of what's important for girls and women and this real sort of revolution or movement building which Equal Measures 2030 is just one part of, around saying, every girl and woman needs to be counted in order to count. And that's I think... It's been really interesting. If you even look at surveys, we do census surveys or all kinds of surveys to understand what's happening to our populations and I looked at one recently, a very recent one from Australia, no less, and the question at the end that tried to capture what your employment was like. What your employment's data was. And the way it was framed was, it asked "Do you do paid work outside of the home or are you a housewife?" So you see the inbuilt bias within what questions we choose to ask and how we choose to ask those questions is incredibly important and really telling. And I think this kind of focus on gender data is really trying to overturn some of that inbuilt patriarchy and bias that means we don't actually know enough about what's happening to girls and women.

Jamie: Right. Do you have any other examples where you feel like, women, girls are being left out? So there's the work issue, maybe there's education, are you finding any other real glaring examples where women are either left out or the data's skewed some way?

Alison: Yeah, absolutely. So, the Sustainable Development Goal framework runs a real gamut of issues from poverty, education, health, economic empowerment, right the range. And, in fact, we are finding huge data gaps at every single part of that framework. So some other examples, if you talk about poverty data, so poverty is almost always thought of as households. So the household is the household, a poor household, but that misses huge issues in terms of how are assets or resources shared within the household. And so, there's just one other example. And yeah, so I think we have found, in fact, one thing that's interesting about the Sustainable Development Goals is there's a specific goal around gender equality. So equality between men and women matters for all of the goals, but there's also a specific goal that focuses on that. And it is one of the worst in terms of data gaps. So there's data gaps across the framework. I was just looking at... We looked at the goals and we looked at the ones that were most important, we thought, absolutely essential for girls and women and I think it was less than half of them have any data whatsoever, and much of it is not available for very many countries or it's only refreshed every five years. So we're really seeing profound data gaps, especially around issues to do with gender equality.

Jamie: Yeah. So which are the six countries that you focus on?

Alison: Yeah. So we've got, at the moment, and we're hoping to grow quite quickly, but at the moment we're focusing on Indonesia and India in Asia, Kenya and Senegal in Africa, and Colombia and Nicaragua in Latin America.

Jamie: Okay, and I know it's early days, but have you seen any patterns between those three continents?

Alison: Yes. So it is early days for us, but I think certainly the themes that I talked about in terms of lack of data, poor data, biased data, are absolutely prevalent across the regions, including those that aren't currently reflected in our focus countries. So these problems are prevalent in Europe and North America, as well. So the data gaps are consistent across the board. I think we're just starting our journey, so we have just started our very first subgrant is in Kenya, so that's where we're getting up and running and we're starting to talk to advocates. One of the things we'll be undertaking in the next few months is a big global survey of advocates to really understand what are the most important data gaps from their perspective? What is the challenge they have in using data and evidence in their work? And just to really understand their perspectives and that will give us a really good sense of, from conversations, the challenges feel similar for advocates across the regions but we wanna really know for sure. And so we're gonna be doing some survey work to understand that.

Jamie: That's great, and congratulations on the grant there.

Alison: Yeah, thank you.

Jamie: And so, you're going to help that group as you were saying earlier, you're gonna provide them with data, help them with some storytelling, and help them to become better advocates, I guess, for what they're fighting for.

Alison: Yeah, so we have found that the groups that came forward as part of the subgranting process are doing amazing work in their communities. Really, we've got nothing to teach them in terms of mobilizing communities or influencing their governments. But what they weren't doing was really systematically using data and evidence in their work. And also they weren't engaging in discussions with their governments about the data that their governments were using. So in the particular case of the organization we're gonna be working with in Kenya, they're doing really fascinating work getting grassroots women organized around data. And in some cases, this means that women's groups in their communities, they say the data that the government has doesn't actually reflect at all our reality. That's one example. So for example, what they're finding is that, in their communities, land that's used for public good, so land that would be used for hospitals or schools, is suddenly getting parceled off and sold off kind of underneath their feet, and they don't feel like that data's being captured or being reflected anywhere in the official system and in fact those public services are incredibly important especially for girls and women. So they're recognizing data gaps in their way and mobilizing together to collect data but what we're gonna be supporting them to do is to really take that, the work that they're doing right to the government level so the government is doing loads of work to say, "okay, what should we measure for the sustainable development goals, how are we going to meet them?" And so for the first time, this group is gonna really engage in those discussions about data and statistics and what the government should track and measure.

Jamie: That's great.

Alison: So really looking at how can we sort of bridge the advocates with the governments around discussions on data and statistics to make sure it really reflects their realities.

Jamie: Right, that's great. So do you anticipate... Would there be times when like you were just talking about parceling off and selling land maybe they don't wanna accurately capture that and they want the data to not be accurate. Are you running into those types of situations where they're purposefully kind of skewing things or I know it's early days or are they more cooperative and it really is just the fact that maybe they don't know any better or they just need to be further educated.

Alison: Yeah. I think it's really interesting question and certainly in my experience, data and evidence is often it sounds kind of boring or technical or apolitical and actually can sometimes uncover some of the most political things and so I can think of so many examples of that through my career. One of the things I worked on in the early days was on transparency in oil and mining industries and how if you publish the data showing how much money companies are paying to governments that's incredibly political and where's the money going. Right? And so suddenly data becomes very political. I've also done a lot of work on tax and looking at how do you have more transparency about tax and again where's the money going, so I don't see data and evidence as being apolitical at all. And I think the question of whether, "is data sometimes deliberately misrepresented or ignored?" I think absolutely. And so I think there's definitely an element of that. One of the things that's really interesting with the Sustainable Development Goals is these real calls, a huge part of that agenda has been calls for disaggregated data which again sounds boring but actually what that means is how do you look at what groups are actually being left out.

Jamie: Right.

Alison: And why? And we can think in our own countries, what would things look like if you disaggregated based on race or ethnicity or region or state or whatever it is? It's incredibly telling and so I think the Sustainable Development Goals have really moved on from the Millennium Development Goals which was kind of the previous global goal framework and they've taken that issue head on and they've said, "These goals mustn't leave anyone behind."

Jamie: Right.

Alison: And to ensure that happens, we need disaggregated data. And I think that's really brave and as I say that will confront political issues but it's incredibly important in terms of building the trust and transparency. And I think we'll see through our work as I can only speak from my experience as I say we're quite new but I think we'll see in our work all of the range of things. We'll see data that's deliberately misconstrued but I think we'll see a huge amount where it's just never been thought about. It just hasn't been on the radar.

Jamie: Right. Right.

Alison: And in fact, actually, through some really constructive and collaborative working, we can make a lot of progress. I think we will see issues where advocates can engage with governments and really find that they've never had the conversation and that they can find common ground around what data is needed and how to fill data gaps. So again, our cross-sector model is built on collaboration and the idea that the goals have been signed up to the promises there, so let's figure out how to meet them, and the data and evidence will be part of that story.

Jamie: Right, very cool. So how closely do you work with the UN? You're a separate organization but how closely do you end up working with them?

Alison: Yep. So we've got, one of our partners is Data2X, who has really been at the forefront, and I know was one of your previous podcasts, really at the forefront of this thinking around gender data really pushing the envelope on this issue and they sit within the UN foundation. So one of our partners is really very connected with the UN and then of course the whole partnership, our whole raison d'etre is aligned with a UN global goal framework right? So that's always gonna be an important space. And I think we've, within our partnership, had a lot of interesting conversations. It really comes down to, where do you see change happen, right? And I think for us, our model is based on the fact we think change happens within countries. So national governments ultimately will have to put in place the laws, the policies, put the budget against making these things actually happen, but we see the UN and those kind of global and regional spaces as being incredibly important in setting norms. So what is normal?

Jamie: Right.

Alison: What should countries be doing? Incredibly important in that and also in creating spaces where peer countries or countries can learn from each other and even, yes, compete. So if the partner or your neighbor in your region is making huge progress on gender equality, well now we can ask why aren't you? And I think the UN does a really great job of creating spaces for countries to learn to kind of create a race to the top to compete and to really set the standards and I think part of our reason for being is to make sure that gender equality remains at the very top of that agenda when countries come together at the UN, when companies come together. We were talking about the SDG business forum next week. The UN becomes a place where gender equality is at the top of the agenda, and they know, countries know, companies know, we'll all be coming here asking them, "what are you doing? Where's the progress?" And so, yeah, I see the UN as really creating those spaces, but ultimately our model is based on needing national governments to put money, resources, policies, laws behind the right things to close the gender gaps.

Jamie: Great. Yeah, I mean a lot of people will call that particular SDG, an accelerator. They'll list maybe water as an accelerator, gender equality as an accelerator, and so are you guys referring to it like that? Is that one way that you're looking at it?

Alison: Yeah. I think one thing that's really interesting that comes up for us time and time again, like I mentioned one of the goals in the SDGs is a gender equality goal. So people will often assume, "Oh you're Equal Measures 2030, so you're working on SDG five." Which is the gender equality goal. And we need to say, time and time again, absolutely not, because gender equality, the impact of that and the way that the goals are connected, cuts right across the framework. And so I see, I don't know if I'd, I've never probably used the word accelerator, I would say enabler. I mean not to mention important in meeting the rights of girls and women that have been promised for however many decades through various frameworks, but absolutely as an enabler of all of the other goals is something that underlies our ability to make progress on any of the goals.

Jamie: Yeah. Yeah. So how do you choose an advocacy group that's in one of the countries that you support?

Alison: Yep. Yeah. So we had a lot of discussion. We knew that we, as I said, we knew that us putting data and analysis out there was never gonna be enough. We needed much more direct

support to ensure our advocates were able to use data and evidence. And there was a lot of discussion about, "Well, what should that look like? Should we determine an Equal Measures 2030 approach to doing data driven advocacy and then roll that out or require groups to follow that approach?" And it was really important to our partnership that we make sure, for this to have a real impact, it needs to be context specific. It needs to be what's needed in that country and at that time. And so that meant we had to be quite bottom up. So we've structured it so that we are essentially saying to advocates in our focus countries, "What do you think you need in order to help or improve your influencing and ensure that data and evidence are improving what you're pushing for?" If you might be working on early marriage. That's fine, just tell us what you need in terms of making data and evidence better make your case. So we really kind of threw it open, and it's been interesting because you don't know what you're gonna get back when you do that. And what it means is that the work in the six countries may look really different. So some of the countries may decide that what they want to do is convene so they want to bring lots of groups together and train them all, on how to use data and evidence in their advocacy. Fine. Another group might say, "Actually, there's this one piece of research or data that's just missing and we wanna invest in it. And that's what's most needed to make progress on our issue." Also fine. So we may end up with... I suspect we will end up with a real portfolio of work. But what it means is that we're ensuring that our money is going towards what is most needed in that place at that time. And I think that's the right approach.

Jamie: Right. That's great. And then the contribution from your partners, is it mostly financial or is it also people, like maybe volunteers, is it mostly within those countries or is it global or does it come from headquarters, what does that look like?

Alison: Yup. So there's, I mean, the contributions differ depending on the kind of skills and resources and assets of the different partner organizations. In some cases, it is financial, but actually I'd say more so it's people, it's skills, it's resources. So we're working with organizations that themselves have huge global campaigning reach or big audiences or great access to decision makers. And so people are bringing to the table what they have and I think that's again what makes the model really attractive. We're just now working on... So we describe ourselves as private sector and civil society ledge. At the moment, we've got more kind of civil society representation than private sector and we're working on how do we get out there and balance things out a little bit more. And we're thinking about... Lots of people could go to large companies and say, "Write us a check for this really interesting work that we're doing." And in fact, actually what we think is more powerful is engaging with companies to say, "What have you got, because of your core business that could be interesting?" So what we want to do is to ensure that data and evidence is linked with advocacy and action for gender equality. That's what we wanna do. What have you got that might contribute to that? And it's really interesting when you start the conversation on that. I think it kind of unlocks a whole different way of thinking about, "Okay, well yeah, we do have lots of data and in fact 90% of our consumers are women and girls and we work in 30 countries." So huh, that is really interesting what might that tell us about what's happening for girls and women in those countries. And so, yeah. I think our partnership model's really based on... Of course, we need money to make our, you know, to make the thing work, but actually it's really based on thinking strategically, "This is what we're trying to achieve. What do you have that could bring to that?"

Jamie: Yup. Yeah, that's great. So yeah, you definitely need financial support. But we're part of Impact 2030, and one of the things that they say is "It's human capital." And that is part, that's what ends up driving it and that's what ends up helping to make that financial support actually work. And it's great that you're engaging on that level, 'cause that's something the Impact 2030 is trying to do. I think it's something a lot of companies in general want to do like they're looking for organizations I

think like yours to put that human capital to work. An organization like KPMG is large and also has such talent there for exactly what you guys are trying to do, so it's a great match.

Alison: Exactly and they've been in the early stages contributing strategic thinking and all of that now so our model matures, so now we're moving into spaces where we'll have data, we'll be generating data. Okay, so what neat things can we do to model that, to visualize that. They've got offices in all different countries, so what kind of things can we be doing at the country level to get the message out together. So the contributions will shift and change as we grow and mature as well. I think one of the things that I think is so interesting about this is so we've got all of our nine partners constantly emailing us and saying we were at this meeting, we spoke on a panel, we met this person, you should, you know, we told them what you're doing, you should meet them, and there's almost no money that could bring that amount of people kinda out there with their eyes and ears on the ground and listening to what's happening and connecting us and I think that's another real power of a cross-sector partnership is you just, in all different kinds of rooms having these conversations.

Jamie: Great, so we keep saying early days, but what do the next few years look like for you three, four, five years out, what does that look like for you?

Alison: Yeah great. So we have just completed our first five-year strategy. So getting kind of nine organizations all on board with a strategic direction is challenging but has been really exciting. We, as I mentioned, have just given our first subgrant to Kenya and we are rolling out really quickly across our other countries. So within a few months, we'll have six subgranting partners really working at the ground level to use data and evidence to increase and improve their influencing, so that will be happening. We are, in September, we have just undertaken a survey of policy makers in our six focus countries and we are gonna ask policy makers, "What's your perspective on gender equality? How important is it to the policy making that you do, not just people in the gender ministry, but how important is it to the decisions you make on agriculture? On economics? On planning?" and so that will be really interesting. We're gonna be talking to the policy makers about their perspectives, "Where do they get their data and evidence? How do they make decisions?" And also, just asking them the scale of the problem on a number of issues, "Do they know how many girls are out of school in their country? How many girls are married before the age of 18?" Really just trying to start a dialogue with policy makers about where they sit on these issues and so the results of that survey will be out in September. I'm really looking forward to that. We're gonna be doing a big global survey of advocates. Again, we wanna make sure that we're meeting needs that are out there. So what are the gaps in terms of data? What are their gaps in using data and evidence? We're gonna ask those real questions. And finally, next year, we'll see the launch of our very first kind of global product which will be our attempt to track progress against the SDGs for girls and women, so we're looking across the framework. Our countries are really making progress and so next year we'll see the launch of that big piece of work.

Jamie: Great, so sounds like by 2030 you'll have the whole problem fixed.

Alison: Exactly. We're gonna knock off early... 2020, no problem.

[laughter]

Jamie: Great. Well, it's great progress. It's really inspiring I think to hear about that and a great approach to the problem to bring it into light and to try to get some solutions there in place, it's great. Anything else you'd like to add?

Alison: No, just thanks for having us and, yeah, keep in touch.

Jamie: Okay. Thank you so much for joining us today. It was a great conversation. As I said, it's really inspiring to hear the progress and the approach. For our listeners, I hope you enjoyed this episode of Champions for Social Good. To learn more about Equal Measures 2030, please visit equalmeasures2030.org and you can follow them on twitter @equal2030. You can follow Alison on twitter @alieholder. Please make sure to subscribe to our podcast so you don't miss an episode. And you keep up with the conversation between episodes by following us on twitter @jamieserino, @MicroEdgeLLC and @blackbaud. Thank you for listening.