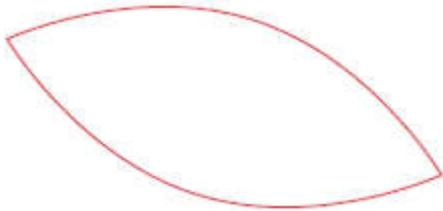HUMANITY · FUTURE POSSIBILITIES · ENGAGEMENT
COLLECTIVE INTELLIGENCE · INNOVATION · WHOLENESS

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Digital Dialogues for Collaboration and Sustainability

How can we enhance digital dialogues to help enliven development cooperation?

DIGIPEER STUDY Vol. 2

BY COLLECTIVE LEADERSHIP INSTITUTE

COLLECTIVE LEADERSHIP INSTITUTE

ENGAGEMENT GLOBAL
Service für Entwicklungsinitiativen

Bundesministerium für
wirtschaftliche Zusammenarbeit
und Entwicklung

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ACRONYMS

BMZ – German Federal Ministry for Economic Cooperation and Development

CLI – Collective Leadership Institute

EG – Engagement Global

FAO – Food and Agriculture Organization

ITU – International Telecommunication Union

LAN – Local Area Network

NGO – Non-Governmental Organization

OECD – Organization for Economic Co-operation and Development

SDGs – Sustainable Development Goals

UN – United Nations

UNCTAD – United Nations Conference on Trade and Development

UNESCO – United Nations Educational, Scientific, and Cultural Organization

VENRO – Association of German Development and Humanitarian Aid Organizations

WBGU – German Advisory Council on Global Change

WLAN – Wireless Local Area Network

ACKNOWLEDGEMENTS

EXECUTIVE SUMMARY

The purpose of this study is to promote awareness about the practice of digital communication and process management to enliven dialogues for successful development cooperation; to share experiences from German and international NGOs; and to give an overview of the results of the DIGIPEER capacity building program and basic information on international trends. This study is divided into four main sections:

Section 1: We reflect about the impact digitalization can have on sustainable development and take a critical look at current developments.

Section 2: We emphasize the contribution of dialogue facilitators to creating spaces in digital settings that foster reflection and co-creation, enabling joint collaboration. We also explore his/her role in transforming the current practices of digitalization towards more inclusive development.

Section 3: We share best practices and selected examples for civil society actors to engage with others through existing platforms or networks around the topic of digitalization, as well as share a summary of concluding DIGIPEER participant interviews and surveys.

Section 4: We ask ourselves what a future would look like in which all people are able to co-create reality, including in digital settings.

This study also includes a list of references (practice-oriented websites and literature) in section 5.

DIGIPEER learning materials can be downloaded free of charge from CLI's website:
https://www.collectiveleadership.de/blog/article/digipeer/.

1. DIGITALIZATION FOR SUSTAINABILITY

In 2015, all UN Member States agreed to the 17 Sustainable Development Goals (SDGs). At that time, digitalization was not part of the discussion, except for telecommunication technologies. Only paragraph 15 of the United Nations 2030 Agenda refers to the digital divide and that sharing of information and technology could reduce this disparity: "The spread of information and communications technology and global interconnectedness has great potential to accelerate human progress, to bridge the digital divide, and to develop knowledge societies, as does scientific and technological innovation across areas as diverse as medicine and energy."[1] Since then, all countries have been working to implement this shared global vision and to ensure to leave no one behind.

To this day, however, there are still significant differences in access to and use of digital facilities between urban and rural areas, developed and developing countries, high and low income households, younger and more senior generations, genders, and diverse groups of people, among others. These disparities were recognized by several UN organizations and their international partners, which resulted in taking up global actions to bridge the digital divide.

The Broadband Commission for Sustainable Development, for instance, which was set up by the International Telecommunication Union (ITU) and the United Nations Educational, Scientific, and Cultural Organization (UNESCO), provided in its last Broadband Report recommendations "to tackle digital inequalities and ensure resilient connectivity, affordable access and safe use of online services for informed and educated societies, including children, people with disabilities, women and the most vulnerable communities," These recommendations are based on the three

pillars – (1) resilient connectivity; (2) affordable access; and (3) safe use of online services for informed and educated societies – of the Commission's Agenda for Action."[2] This report highlighted, for instance, actions regarding connectivity, access, and use of digital technologies, in which civil society organizations are specifically called to support with expertise, research, innovation, thought leadership, resources, training materials, capacity building, and monitoring.

The DIGIPEER program offered participants opportunities to explore the possibilities of hosting digital dialogues for their international cooperation projects. International development cooperation occurs in service of realizing the SDGs and digital innovations can support this when developed in a thoughtful, inclusive, and innovative way.

The people we interviewed from December 2019 to February 2020[3] recognized that digitalization has great innovative potential for digital dialogues to support development cooperation. This included, above all, the

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[1] See UN, 2015.

[2] State of Broadband Report 2020.
[3] See Digipeer Study 1.

management of knowledge, roles and responsibilities, and processes, whereas team learning and process evaluation were not in focus. It became obvious that facilitating digital dialogues and collaboration processes able to put tools or software to good use as well as to meet the respective technical requirements, was and still is needed.

The discussion on the impact of digitalization on societies, human lives, and the planet has advanced considerably. Indeed, there are advantages on many levels, but it is clear that digitalization needs to be designed in a more just, accessible, and inclusive way.

Our experiences setting up enlivening dialogues and collaboration processes across sectors, institutions, and borders during the DIGIPEER program was in support of civil society practitioners involved in international projects. Together, they will need to continue facilitating the conversations in their teams and abroad on how to further close the digital divide and allow for a socially just and ecologically friendly participation for all. For this purpose, they can take advantage of various initiatives and networks that deal with the topic of digitalization and sustainability.

The German NGO Forum for Environment and Development (*Forum Umwelt und Entwicklung),* which was established after the Earth Summit in 1992, for instance, developed guidelines for sustainable digitalization[4] emphasizing that:

- The protection of human rights and a good life for all are of utmost importance
- It must serve the common good within planetary boundaries
- It requires competence and appropriate design (not everything that can should be connected)
- The control of data has to lie with the people providing the data

- Autonomy of decisions and self-determination is key

The starting point of a global digital transformation is the realization that we are already experiencing profound transitions through which not only technologies are changing but also cultures, behaviors, and institutions.

VENRO, the umbrella organization for development and humanitarian aid NGOs in Germany, mentioned in a recent report[5] that, in 2020, it became more evident that digitalization has negative rebound effects, e.g. the use of digital devices increases consumption as well as demand for energy and resources while often causing detrimental impacts to human well-being and health.

Digitalization brings with it advantages on many levels when designed appropriately. It is unclear, however, what impact it will have on societies, human lives, and the planet in the longer term. In order to better align achieving the goals of sustainability and digital development, digitization should stress the importance of investing in people and the planet.

[4] Source: https://www.sustainable-digitalization.net/

[5] See: VENRO (2020).

2. DIGITAL DIALOGUES FOR SUSTAINABILITY

One important key to collectively creating change for sustainable development is to facilitate dialogues as generative and transformational conversations amongst diverse people that lead to joint collaboration. This is about creating spaces where people from every angle come to solve challenges together – for collaboration, not competition.

With practical guidance for planning and facilitating dialogues as international project teams, we explained in our DIGIPEER program the *aliveness concept*, the *collective leadership approach*, and the *digital dialogic practices* (inspired by Bill Isaacs, 1999) to help create functional *collaboration ecosystems* aiming to change the status quo towards a better future for all.

With this mind-set and the ©*Collective Leadership Compass* as a planning tool, facilitators for digital dialogues can work on the following fundamental questions:

- How can we bring awareness of digital dialogic quality into our team?

- In what ways can we ensure that the facilitation of digital meetings is fruitful and outcome-oriented?

- What are effective ways of engaging people in a digital environment to ensure that collective intelligence, individual experience, and expertise can be sufficiently harvested?

Dialogic facilitation requires a high degree of awareness regarding group and conversation dynamics. It also calls for a certain degree of knowledge about oneself and awareness about how one communicates with others. At the core of dialogic facilitation, regardless of whether we are in a digital setting or together in one room, is the presence of the facilitator who helps set a tone and a context for the conversation that enables people to become aware of and potentially transform their habitual way of communicating.

A facilitator of digital dialogues is an artist who enables a flow of collective meaning-making among people, thinking together in a way that leads to progress through understanding differences, enacting respect, and engaging with future possibilities.

The tools that we shared in our DIGIPEER program[6] for facilitating digital dialogues in order to plan change jointly included:

- ✓ Digital tech checks and check-ins for bridging the digital divide
- ✓ Digital dialogic practices and good quality break-out group discussions
- ✓ Facilitating a process of exploring and engaging digitally, e.g. using the ©*Dialogic Change Model*[7] and stakeholder mapping and analysis
- ✓ Digital approaches to change and the Collaboration Catalyst assessment of stakeholder systems

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[6] For learning about these tools, please visit our website.
[7] More information see: www.collectiveleadership.de/blog/article/the-dialogic-change-model/ (last access 11/ 2020)

- ✔ Future-oriented planning based on Collaboration Catalyst assessments, complemented by FeedForward
- ✔ Building capacity for digital or hybrid collaborations, e.g. by shifting travel costs to investments in digital infrastructure, access, and competence

The dialogic approach is meaningful to discover and demonstrate new paths towards a livable and sustainable future for all on planet Earth. What we must note however, is that the present divides between online and offline populations highlighted in section 1, as well as the current lack of alignment between the goals of sustainability and the future of digitalization are challenging us as facilitators, coordinators, and implementers of sustainability projects.

A key question which arises is "How can digital collaboration not only be effective and efficient, but also democratic?" In other words, participation needs to be accessible to all involved, equitable, and meaningful, recognizing differences in capacity to engage. This is at the heart of legitimate and credible collaboration processes.

The following three suggestions are food for thought for facilitators of development cooperation in order to incorporate digitalization in their work in a way that enhances equal participation:

I. **The Digital as Commons**:
Can the idea of digital commons offer an opportunity to reduce the digital divide?

II. **Digitalization as Global Collaboration**:
Can meta-collaboration narrow the digital divide?

III. **Digital Transformation as a Bottom-up Approach**:
Can a collaborative system for digital transformation be designed from the community level on up?

Digital commons such as online resources or goods are considered to be immaterial and nonexclusive (based on the logic of making a contribution), anti-rival (based on cooperation), collaboratively developed, and administered by the multitude of users. They are freely available and allow the creation and spreading of knowledge to open data or software applications, and provision of secure communication channels or networks. Well-known examples include the multilingual, open-collaborative, online encyclopedia Wikipedia or the open and free licensing organization Creative Commons. Other examples related to the use of the development of information and communications technology are the open-source repository code hosting platform GitHub or the Digital Commons Network, to mention only a few.

Digital commons have been very effective in demonstrating that there is a different approach, based on a sharing attitude and culture that fosters public welfare and sustainability. The challenges, however, that facilitators need to deal with are data security and protection, preservation of intellectual property, and unclear legal framework conditions.

Digital commons as public property offer new forms of social organization. They help

to overcome silo-thinking and are an incentive to cooperate, which results in reducing the digital divide.

Digitalization understood as global collaboration contributes to realizing internationally coordinated, responsible, and cooperative policy for a world society, such as the SDGs. Again, this approach means breaking out of silo thinking, and instead strengthens equal participation and transparency. Solutions co-developed through multi-stakeholder processes and partnerships are likely to be more workable at a substantive level, are more credible, and build commitment for implementation of shared goals. To achieve this, digital infrastructures, didactic models, and capacities need to be developed. The UN Secretary General, as one example for meta-level collaboration, published a roadmap for digital cooperation in June 2020 with eight key areas to work on: *Global Connectivity, Digital Public Goods, Digital Inclusion, Digital Capacity Building, Digital Human Rights, Artificial Intelligence, Digital Trust and Security, and Global Digital Cooperation*.[8]

Meta-collaboration[9] and transparency are integrated into many dilemma games, which challenge different stakeholder groups or institutions to co-create. The existing cultural disparity between more formal, linear management systems and informal, open management thinking requires patience from facilitators of change processes. Sharing relevant information, elaborating comprehensible documents or reports, as well as communicating openly and transparently without hidden agendas need to be encouraged by facilitators. Further challenges include coordinating different departments, institutions, and actors, as well

as sharing and using existing resources and tools appropriately.

The fact remains that the number of households, especially in rural areas, that cannot access broadband or afford internet access is high[10]. In order to help ensure equal participation, facilitators must continue to ask themselves when in-person work needs to complement digital interventions.

Facilitators of international development cooperation must think about their digital work in coexistence with in-person opportunities and services. In addition, before we take for granted that global collaboration will empower all individuals and drive sustainable development, it requires conscious reflection around possible negative, long term effects and how to avoid them.

Digital transformation as a bottom-up approach. A **digital transformation** is a change of behavioral and structural patterns in an organization, a society, or a Collaboration Ecosystem through a meaningful and appropriate integration of digital resources (technologies, digitized[11] data or information) and processes (regarding their adoption, use and management). It means that our mind-set and the way we communicate and inter-relate with each other will change. A jointly developed digital transformation strategy can build bridges, allowing for the identification of what connects the technology and digitization to the purpose of a given collaboration. For true participation to happen, barriers should be overcome and awareness about existing necessities, motivations, and competencies of local societies raised.

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8 See: https://www.un.org/en/content/digital-cooperation-roadmap/ (last access 11/ 2020)
9 Meta-collaborations are structured collaborations based on a more open approach and common language that provide comprehensive information, resources or experience, etc. to interoperate, connect and collaborate with other collaborations around the world.

10 59 % of the global population used internet as of October 2020. See: "Worldwide digital population as of October 2020"by J. Clement, Nov 24, 2020 in statista.com (last access 11/ 2020)
11 Digitization is the conversion of analog to digital.

A **bottom-up approach** helps to involve all relevant stakeholders, ideally in a way in which all people can participate in decision-making and problem-solving. This often takes a nested approach in which decision-making is devolved to the lowest appropriate level, where expertise for that decision is located. Since people are experts of their respective situation and context, they know best what would support their part of the Collaboration Ecosystem. Change processes that are grounded at the local level with robust connections to the national, regional, or even global levels, allow for meaningful transformation. Purely top-down approaches ignore valuable local-level expertise and generally lose credibility because of this lack of equal participation or at least consultation. CLI generally advocates for change processes in which bottom-up and top-down approaches are combined to engage the full stakeholder system.

A key challenge is that resources for a just digital transformation such as information, data, or infrastructure are not freely accessible. At the current stage there is a lack not only of true participation, but also of self-determination and ownership.

In the end, it is not the technology that will create the change, it will be people. Facilitators of such change need to actively seek out and integrate the values and collective interest of communities and ask how they can enliven and complement digital and in-person collaborations from the local to global levels.

In the previously-mentioned report by VENRO[12], interesting ideas were shared on how digitalization can be inclusive and support sustainable development for all. The reflections covered, inter alia, the establishment of a competition law for the data economy, taxes for digital companies,

national or regional cooperative platforms, and social and ecological standards.

To conclude this section, it is not enough to understand what you can achieve with digital technologies and services. It is important to understand how, in the end, they matter in your collaboration context. To do so, one needs to grasp what role technologies play in the Collaboration Ecosystem and identify what connects technology to the collaborative purpose. The design and implementation of projects is, consequently, based on co-creation, which calls for a thorough, *joint* understanding of the dynamics and structures of the existing ecosystem. True participation is highly dependent on the meaningful engagement of local actors, which calls for planning *with* them and not *for* them. It is essential to create a culture of awareness and joint reflection at all levels of society in order to collectively realize the changes we desire.

A baseline check-list for facilitators regarding the use of tools could look like this:

GUIDING QUESTIONS	YES	NO
Is my digital intervention essential for the collaboration?		
Have I chosen the communication platform in accordance with the purpose of the event?		
Do all participants have access to sufficient digital infrastructure, including devices to join event?		
Are the technologies intuitive and easy to use for everyone? (Or: Did I integrate sufficient capacity building for usage of necessary technologies for everyone?)		
Can people participate on different devices, so that no one will be excluded?		
Did I adapt my facilitation to the digital environment?		

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[12] See: https://venro.org/publikationen/detail/machbar-impulse-fuer-nachhaltiges-handeln-2020

Technical hints for facilitators:

- Use programs or platforms that are already installed and suitable for all devices.

- Clarify in your team, which program(s) should be standard. Think about open source and climate friendly providers.

- Clarify which back-up programs you will use in case your standard one does not work.

- For a stable internet connection: use Local Area Network (LAN) if possible. With Wireless Local Area Network (WLAN), do not move around with your (mobile) device to avoid getting disconnected frequently.

- If necessary, switch your camera off at peak times when everyone is online. If offered, activate background blur. Stop cloud synchronization and close all running programs to enhance your connection.
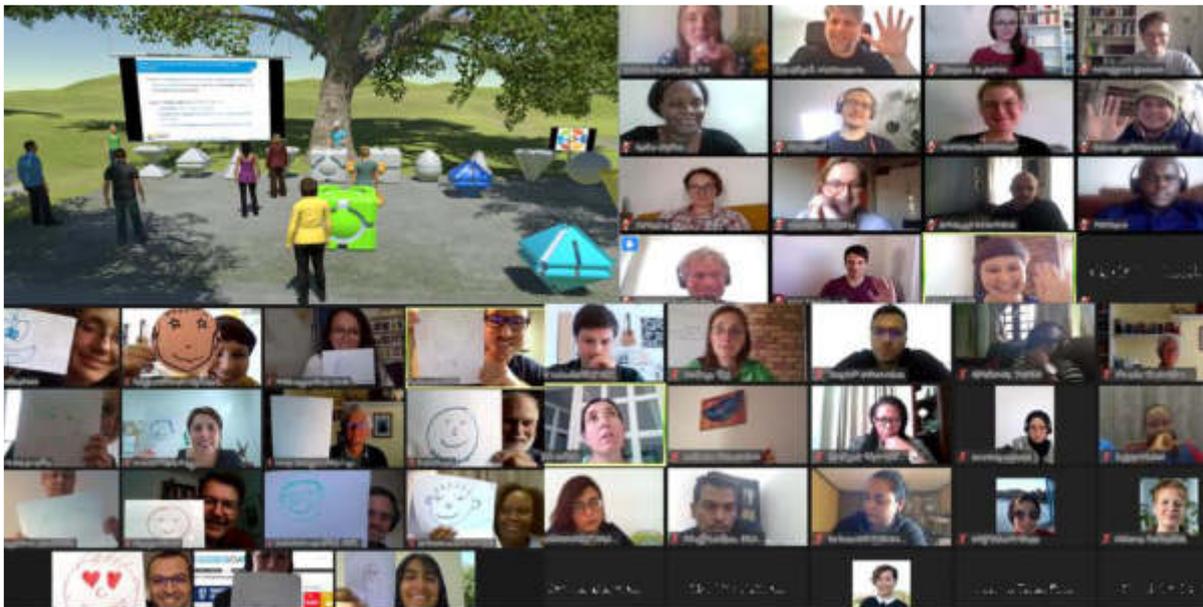
3. DIGITAL BEST PRACTICES

2019 marked the 30th anniversary of the World Wide Web, a major innovation. Sustainability requires innovation, but not all innovations lead to sustainability. The following table summarizes best practices for digital dialogues and collaboration around the ©*Collective Leadership Compass* that were shared by participants of DIGIPEER. With best practices like these, digital innovations can serve sustainability, even in times of pandemic.

Table 1 : Best Practices – Digital Dialogues and Collaborations from DIGIPEER Participants

	Maintain focus on visions during pandemic and work toward them in new, innovative ways **Expand visions** together to include addressing inequities of necessary digitalization **Enliven systems and structures for shared visions** with digital and in-person interventions
	Engage in stakeholder mapping to understand the full scope of involved system **Hold regular core team meetings (container with shared values and collective leadership culture**) that draw on the **diverse strengths** of members **Co-develop a clear stakeholder engagement plan** with **value propositions** for each grop; **involve relevant stakeholders at the appropriate moments** **Public-private partnerships remain a valuable approach** in the context of the pandemic **Keep stakeholders updated** of progress in a regular and transparent manner
	Shift budgets to fund necessary **digital infrastructure** (e.g. satellite dishes, generators, and solar powered devices) as well as **capacity building for stakeholders in using digital tools** Use **social media and other digital applications for connecting** relevant stakeholder groups
	Be inclusive of the full diversity of relevant stakeholders, e.g. including those with disabilities, different languages, genders, rural locations, etc. **Address inequities among stakeholders** to ensure full digital participation Pay attention to **physical and mental health** of participants when in digital settings for extended periods of time
	Model active listening among stakeholders in digital and in-person settings to draw out diverse perspectives and collective intelligence **Engage in digital consultations** of stakeholders that are free of any manipulation, e.g. use block chain to enhance credibility **Engage in exchange, review, and learning,** including reflection on the respective merits of digital vs. in-person dialogues and collaborations
	See the greater whole: be deliberate about when to **choose digital, hybrid, and/or in-person engagements and events** Establish an **Advisory Board for high level strategic guidance and support** Map the larger stakeholder system to **identify opportunities for contribution and mutual support to catalyse change collectively**

Interviews and surveys conducted with DIGIPEER participants in October and November 2020, confirmed the potential of *wisely using* digital tools with international partners for better collaboration. Key reasons named included:

- Digital tools allow for easier communication and management of joint activities without time lags
- Collaborating digitally is more participatory because more stakeholders can be involved in the process
- Working digitally is cost effective and efficient
- Digital collaboration allows for a shift in mind-set regarding project conceptualization and grant writing, which can be done jointly from the start
- Digital work makes global networking and collective leadership easier

Digital dialogues can effectively support development cooperation, especially when complementary to face-to-face work, but still need to ensure:

- Internet access, stable connection, and good infrastructure
- Gender equality, social inclusion of all people
- Digital literacy and building competence for digital participation
- Data security and self-determination

In order to take full advantage of digitalization, interviewed participants mentioned that facilitators of digital dialogues can:
- Provide technical and financial assistance to ensure access to the best internet connection
- Involve participants from areas with unstable connection in planning of meetings from the beginning in order to adapt to real conditions

- Design digital dialogues based on capacities of the target group and clarify expectations beforehand
- Bring humanity, joy, and humor into digital settings
- Create awareness around data security in your team from the beginning and review regularly
- De-emphasize hierarchies to ensure that all voices are heard and allow participation of all involved
- In order to allow for better continuity of exchange, ensure good preparation and stakeholder engagement leading up to digital dialogues, as well as robust follow-up

The following platforms represent a small selection of examples of how we can bridge the digital divide thoughtfully and effectively (see section 5 for additional related resources).

2030agenda.de is a project of the Global Policy Forum and the Environment and Development Forum to provide information about the 2030 Agenda for Sustainable Development.

netzpolitik.org is a platform for digital freedom rights. The members address issues relating to the internet, society, and politics and show ways to promote digital freedom and openness with the help of the internet.

RESET.org is a German not-for-profit organization that provides commentary on digital trends, case studies, and background information to support ecopreneurs and social entrepreneurs.

digitalezivilgesellschaft.org collects recommendations from digital civil society organizations, who advocate for an independent digital infrastructure and free access to knowledge.

4. LOOKING TO THE FUTURE

The question: "How can digitalization support sustainable development while guaranteeing that people can equitably participate in the co-design and implementation of transformations?" remains dynamic and open to explore. Nevertheless, after our ten-month DIGIPEER program, we can glance into the future by summarizing insights that have been developed collaboratively with participants, as well as lessons learned along the way.

In order to identify entry points for change, the following insights and lessons are organized according to the Dimensions of the ©*Collective Leadership Compass*.

FUTURE POSSIBILITIES

- Change can be achieved through **collaborative efforts**.
- Focus on **vision and impact** is possible through digital engagement and collaboration.
- **Good leadership and facilitation** play a key role in providing clear goals and direction.

ENGAGEMENT

- Our '***leave no one behind'*** approach to our work has helped us in understanding group and event dynamics. This was very critical as it resulted in success. We were able to pay attention to preparation, facilitation styles, culture, time zones, languages and which participatory formats were key to our context.
- It is important to know **which stakeholders are part of your ecosystem**, and **when to engage** them.
- There are **no shortcuts when it comes to stakeholder consultation and engagement.** These same principles should apply

when engagement is conducted through digital forms.
- A **thorough stakeholder mapping** is essential for high quality engagement. **Differentiate between internal and external stakeholders.**

INNOVATION

- Make digital platforms **as interactive as possible for stakeholders,** in accordance with the technical skills of participants.

HUMANITY

- Be **sensitive to time commitments** of different stakeholders, setting ground rules of engagement from the start.
- Digital engagement can provide for a **participatory process that allows people to connect meanginfully with one another**.
- Understanding of where stakeholders are in terms of their **roles** within a project is possible through digital forms of engagement.

COLLECTIVE INTELLIGENCE

- Include diverse voices from grassroots to board rooms. This is to **ensure that no one is left behind** and to **increase the quality of resulting partnerships.**
- Promote **knowledge exchange** among stakeholders. Building connections and learning across communities and groups is important.
- **Run effective stakeholder-centered campaigns.**
- Recognize the **value of Collective Intelligence**. Get away from the thinking that change can be achieved by only our partner organization and us.

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- An **active and quality facilitation** invites diversity and leaders who are comfortable with disagreement within collaboration.

WHOLENESS

- **Discourage duplication** while encouraging better and more inclusive collaboration.
- **Model a 'collaborative approach'** throughout, making use of initiating teams, advisory boards, containers etc. "...*to create the domino effect within a partnership...*"
- Digital collaboration can fill systems with **aliveness**.
- Broaden perspectives on the surrounding stakeholder ecosystem and think more about how we can **catalyse change collectively**.
- The ©*Collective Leadership Compass* is a circle and calls for **developing cycles of reflections into action**.

The German Advisory Council on Global Change recommends convening a UN summit on 'Sustainability in the Digital Age' in 2022 – 30 years after the Earth Summit in Rio de Janeiro – to set the course for continuing the sustainability agenda beyond 2030. A key outcome could be the adoption of a charter entitled 'Towards Our Common Digital Future.' A Charter for a sustainable digital age is dearly needed, and civil society organizations should play an important role in writing it.

Indeed, imagine a **collaborative, commons-based digital world** – what would it look like? And **how will you contribute?**

We would like to express our gratitude to all who supported us in developing this DIGIPEER program, and for having taken the time to offer valuable information, experiences, and expertise through interviews and surveys; for having attended our online sessions; and for having connected us to other initiatives and people working in this field. We believe that our collective commitment to collaborate with one another will help bring about a more inclusive, just, and sustainable society.

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THE COLLECTIVE LEADERSHIP INSTITUTE

The Collective Leadership Institute gGmbH is an internationally operating non-profit organization located in Potsdam, Germany and Cape Town, South Africa with a focus on educational programs in the area of collective leadership and stakeholder dialogues.

We offer capacity building for sustainable approaches in stakeholder dialogues, provide process consultancy, enage in research, and build networks and communities. In Europe, Asia, Africa, and Latin America, we work with leaders, project managers, and change agents from the private, public, and civil society sectors. We support and empower them to create and implement collaborative change initiatives for innovative and sustainable solutions to global, societal, and local challenges.

We specialize in large-scale change processes around sustainability with a focus on transformation through high-quality stakeholder engagement and with collective leadership as our core methodology.

The Collective Leadership Institute is a cutting-edge organization with deep expertise in bringing emerging paradigm leadership concepts to multi-stakeholder processes and projects to support achieving the Sustainable Development Goals. This work is vitally important to the long-term flourishing of the human family, as well as serving the preservation of life and its beauty on planet Earth.