# Maximize Social Impact

HOW TO MAXIMIZE SOCIAL IMPACT OF YOUR PORTFOLIO OR **PROGRAMS IN A SHORT TIME?** 

### **IMPACT MEASUREMENT AND MANAGEMENT (IMM) TRENDS**

Impact Measurement and Management is an approach to build impact evidence of programs or products that benefit people and the planet.



Strong growth in Impact Investment & Impact Measurement and Management



References -

1. Sizing The Impact Investing Market

2. The Impact Investing Market in the COVID Context

3. Impact Investing Hot-Right-Now

Impact accounting is moving from nice to have to must have

3



COVID-19 has pressured business<sup>2</sup>, impact investors and philanthropy to rethink sustainability and impact

## **PROBLEM WITH IMM TODAY**

Impact Measurement and Management is an approach to build impact evidence of programs or products that benefit people and the planet. Historically it has been managed by impact practitioners who often use backward-looking, time-consuming, and resource-intensive processes.





Inconsistent or non-existent impact evidence and reporting reduces trust and impact capital growth



Organizations cannot achieve their greatest impact and funders do not get their Social **Return on Investment.** 



We will keep the status quo and miss the opportunity to bring about social change

# THE SOLUTION - IMPACT CLOUD®



Faster and more consistent data collection providing deep data insights for informed decisions and better resource allocation



Data collected directly from the people experiencing change increases traceability and trust from funders



The advisory to design the right measurement strategy + the technology to leverage multiple data sources to surface the true impact



Organizations can reliably demonstrate impact all the time, attracting more funding and scaling change as a result

Better Program Decisions

Sopact is a market leader in Impact Measurement and Management. Corporates, impact investors, and philanthropy can maximize social impact return on investment and reduce 5-7 times resources with our solution.

Improved Impact Data Visibility Better investment decisions

Connecting stakeholder and funds



Continuous Impact Learnir



Reliable Impact Communication

5

## **Current funders** challenges

Trust

SROI

# **Sopact's Solution**

Data Integrity

Data Transparency

## A new way to look into Social Return on Investment

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### Accelerating Social Impact by building IMM capacity in Miller Center and their portfolio of Social Enterprises with Knowledge + Technology

Impact Advisory with Sopact's Experienced Team:

- IMM support to Miller Center to manage their own aggregated portfolio impact and the additionality of their Entrepreneurship program.
- Advisory for all the social enterprises (one cohort at a time) to build their Impact and data collection strategy.
- Advisory for all SEs and Miller Center to design stakeholder surveys.
- Advisory for all SEs and Miller Center on how and what to demonstrate on the dashboard for continuous impact learning to make informed decisions.

#### Impact Verification with Impact Cloud®:

- Miller center manages its portfolio on Sopact's signature platform Impact Cloud®
- All the Social Enterprises also have access to the Impact Cloud® sponsored by Miller Center to manage their impact data on the platform.
- Having a connected system will take the burden off the social enterprises of reporting data to Miller Center.
- Miller Center will have an impactful portfolio available for funding for future impact investing programs.
- Miller Center and SEs will have all their impact intelligence on demand and continuously.



#### CASE STUDY



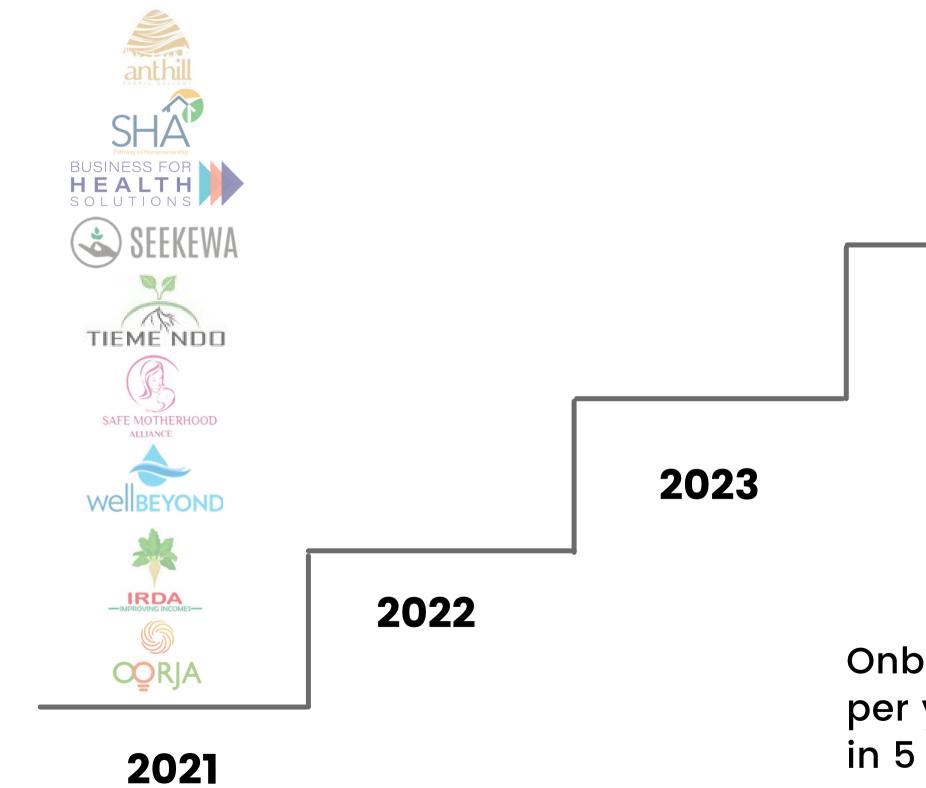






Miller Center is accelerating social entrepreneurship to end global poverty and protect the planet. It accompanies social entrepreneurs on their journeys to impact - creating innovative and sustainable solutions to some of the world's most pressing challenges.

## Building Impact Management Capacity of 300+ Social Enterprises Over 5 Years





### 2024

Onboarding tens of organizations per year to reach the goal of 300 in 5 years.

### Streamlining the Measurement & Evaluation process for Fairtrade International across multiple countries with Knowledge + Technology

#### Impact verification with Impact Cloud®:

- Fair Trade manages the impact of multiple programs, projects, and countries on Sopact's signature platform Impact Cloud®
- All the countries collect data from their respective stakeholders in alignment with Fairtrade's global goals and targets using our platform.
- Having a connected system allows for more effective communication across multiple countries, as well as higher availability of aggregated results for external reporting.
- Each country can make its individual processes more efficient by harnessing technology to perform tasks that would otherwise be done manually on Excel.
- Each country can plug its tools to collect data according to its capacity, access to the internet, tech-savviness, etc.
- Each country can decide what data to share with the rest of Fairtrade International and what data to keep confidential and accessible to their team only.

#### Impact and Technical Training with Sopact's LMS:

• Our Learning Management System provides information about impact measurement concepts, best practices, and practical exercises on the platform, which allows to build capacity within each country and reduce the global team's burden on training and engagement.





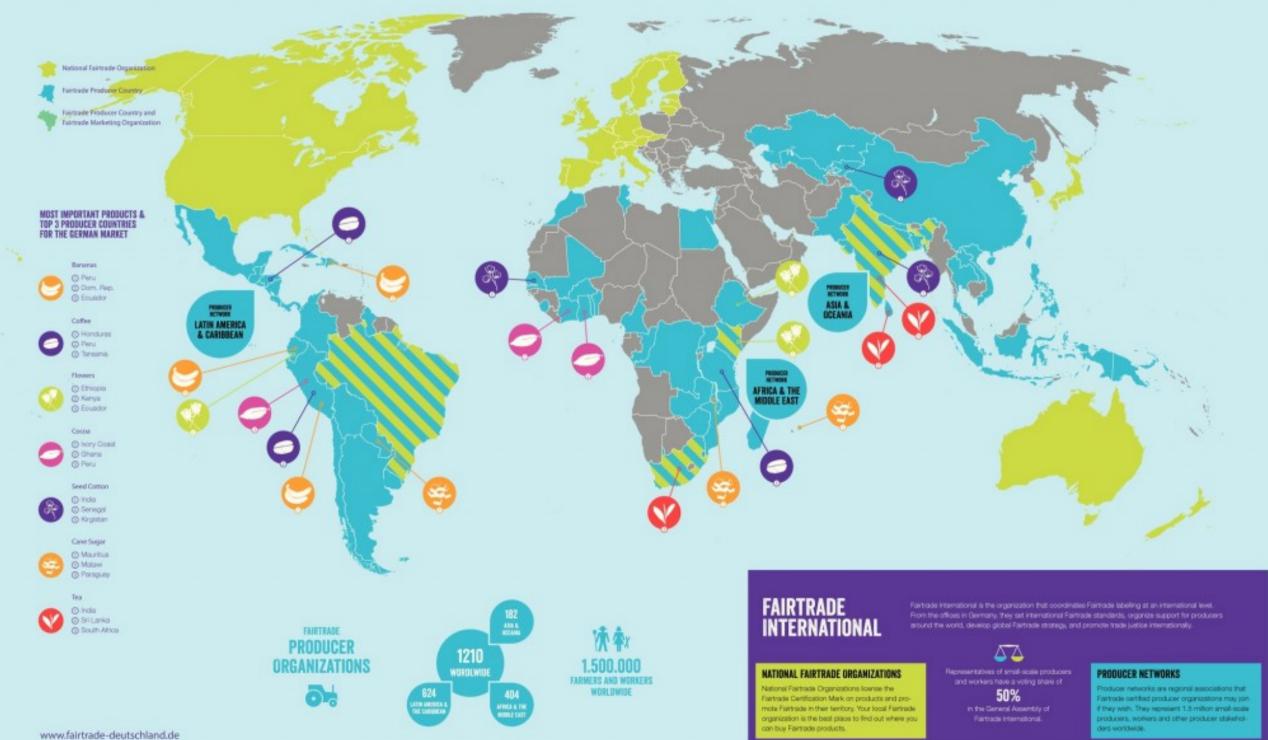


FairTrade is a global organization that is co-owned by more than 1.8 million farmers and workers who earn fairer prices, build stronger communities, and have control over their futures.

### Geographically dispersed organizations and languages brought onboard in 3 years

#### THE FAIRTRADE WORLD

Fairtrade works to benefit small-scale farmers and workers, who are amongst the most marginalised groups globally, through trade rather than aid to enable them to maintain their livelihoods and reach their potential.





# ABALOBI



ABALOBI contributes towards thriving, equitable, and sustainable smallscale fishing communities globally through the joint development of Technology For Good.

# **Creating Sustainable Social Change with Impact Experiments** with Knowledge + Technology

- ABALOBI produces knowledge, stewardship of marine resources, and resiliencebuilding in the face of climate change.
- Helps fishers empower themselves to connect directly with restaurants and consumers for the sale of their artisanal products.
- Promotes traceable and transparent seafood at an equitable price and enables fishers to make better harvesting choices.
- Traceable and transparent seafood at an equitable price.
- Disrupts unequal power relations and transforms the value chain for women fishers

What social impact evidence ABALOBI must have?

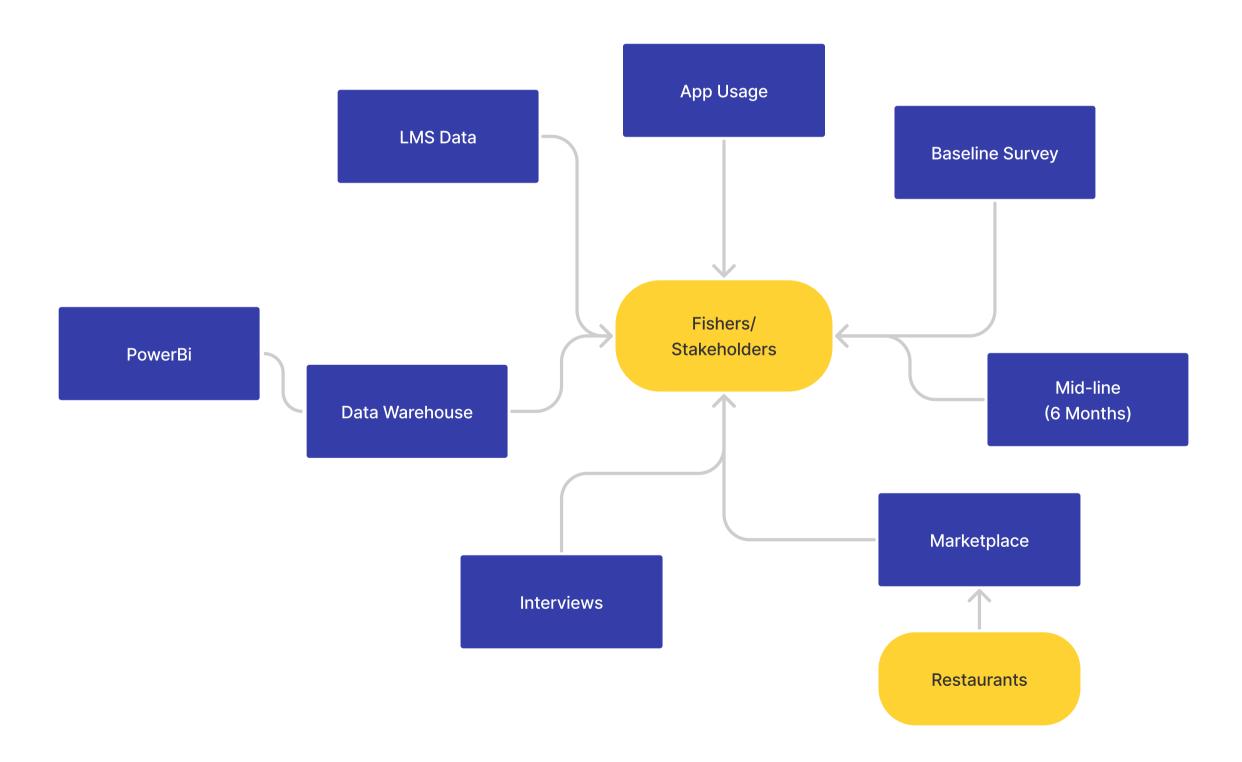
- How are we improving food securities for the fisher community?
- How is Abalobi improving fishers' income and financial security?
- What is their impact on the marginalization of women fishers?
- Is sustainability of the fishery and its associated supply chains improving?
- Change in traceability and transparency of seafood at an equitable price.
- Are fishers able to make better harvesting decisions?

# Transforming lives of fisher communities with Impact Experiments ABAL OB

Data integration with Sopact's Impact Cloud®

Outcomes -

1. Food Security
 2. Women Empowerment
 3. Quality of life of fishers
 4. Sustainable Fishing







# **Optimizing Large Portfolio**

"Sopact is helping us not only aligning to UN SDG goals but also streamlining our current scorecard connecting targets to the goals."

### **Food For The Poor**

Food For The Poor" works to uplift poor children, families, and communities in need by providing essentials and long-term development opportunities

#### CASE STUDY

- Astrid Cortes Impact Officer



#### **CASE STUDY**





#### **Food For The Poor**

Food For The Poor" works to uplift poor children, families, and communities in need by providing essentials and long-term development opportunities

### **PROBLEM STATEMENT Optimizing Large Portfolio**

#### RESULT

"Sopact is helping us not only aligning to UN SDG goals but also streamlining our current scorecard connecting targets to the goals."

#### **BEFORE**

- Data collection by hand
- Intense data cleaning, scoring, all in Excel
- Data collected in different language made it difficult to learn without manual translation
- Limited insight due to long learning cycle
- No automatic global alignment
- Long reporting cycle

#### **AFTER**

- Efficient data collection by connected Survey CTO
- Data cleaning made efficient
- Scoring and aggregation is automatic All the data will be collected, translated, and aggregated automatically.
- Deep Insight
- Continuous learning
- Speaking global language with SDG alignment







Is building a thriving economy, the one that is equitable, dynamic, and resilient.

#### CASE STUDY

Access Ventures

## **Inclusive and Creative Economy**

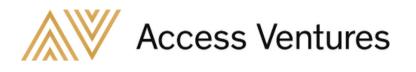
• "Sopact is helping us demonstrate how investing in early-stage, risk capital can positively impact a regional economy."

> Bryce Butler, Founder



#### **Access Ventures**

#### **CASE STUDY**





#### **Investment Approach**

The investment approach begins with a process of reviewing a company's mission alignment with our organization.. After determining a fit, we then move to a financial review of the opportunity.

#### **PROBLEM STATEMENT**

#### **Scaling Local Economy**

#### BEFORE

- Data collection by hand
- Lack of data insight for investment decisions
- Limited insight due to long learning cycle
- Lack of Impact verification with Outcome data
- Long reporting cycle





#### **AFTER**

- Moved from Output to Outcome with stakeholder data
- Impact verification
- Clear understanding of impact
- Ability to maximize place based impact
- Thriving community with successful

enterpreneurship in Louville

#### RESULT

"Sopact is helping us demonstrate how investing in early-stage, risk capital can positively impact a regional economy."



\$1.1M debt financed

#### Aligned with Global Standards



SOCIAL VALUE

IMPACT MANAGEMENT PROJECT



#### Awards and Partnerships







Leading Journals







**IMPACT***C***<b>LPHA** 





Sopact is recognized thought leader working to improve trust and **SROI of** ecosystem

Sopact is recognized as a trusted partner by the industry standards and main news websites

# Trusted platform for social impact verification for 100s of enterprises.



#### **IMPACT MAKERS**



# **Global Team**

Sunrise to Sunset Support Around Globe

15+ And Growing Fast

Our main driver is to find a REAL solution for the impact management challenges using:

- Human-Centered Design
- Empathy
- Creativity
- Innovation
- Technology
- Domain expertise

Expert team in impact measurement and management located in different time zones (US, Europe and India) and specialized in different languages (English, Spanish, Portuguese and Hindi)



UNMESH SHETH



HETAL Sheth



MADHUKAR PRABHAKARA



LORENA RODRIGUEZ



RICARDO PINHO



FARHAN KHAN



VAISHNAVI SUNDARESAN



SHIJI ABRAHAM

# How?

We have developed a framework and we work with you and your programs.

## **Deep Impact Capacity Model**

Sopact has built a deep impact capacity model that allows impact managers to build step by step impact journey for their investments or programs.

## **Collaborative Improvement**

We work collaboratively to improve the outcome of each program or investment, and allows impact investors to make better decisions on which programs or investments are likely to have a better social return on investment.

# We believe Impact Intentions needs **Knowledge + Technology**



Online Learning Management

Allows building enterprise capacity based on personalized and actionable playbooks



Our flagship impact measurement and management platform helps streamline the impact management lifecycle.



Impact Management Toolkit Promotes team collaboration for non-tech savvy users

### Impact Cloud®

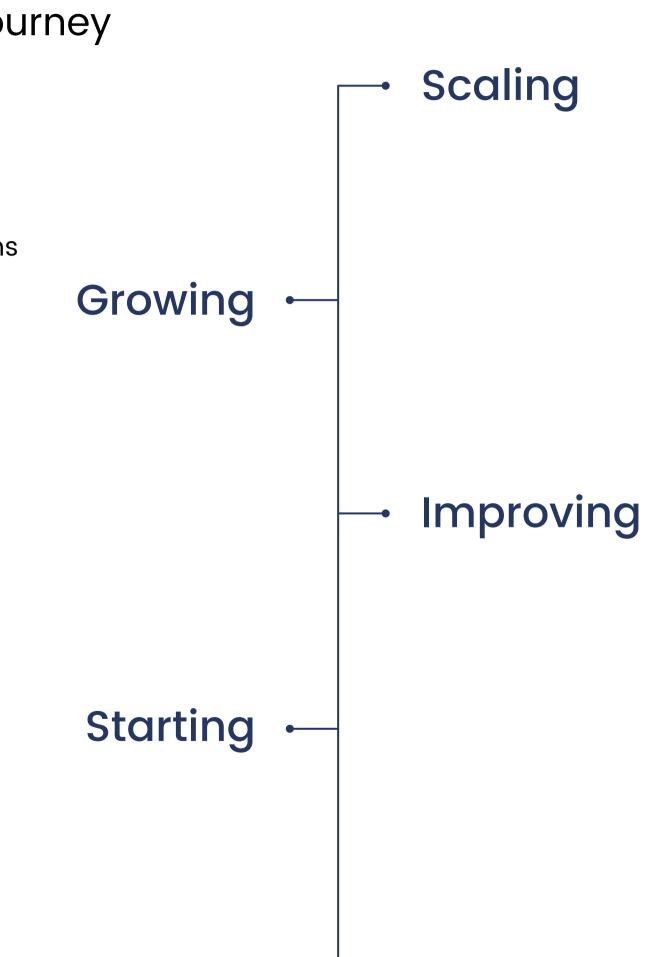
Design impact strategy, comprehensive portfolio and data management, aggregation, and real-time dashboard promotes better impact management decisions

# Funder

Impact Management Journey Map

### Funder Impact Management Journey Provides Guidelines for

- Asset Managers,
- Impact Accelerators, and
- Program organizations with many programs on how they can maximize the social impact of their investment or program portfolio



<b>Funder</b> Impact Management Journey Map	Starting IMM 1	Improving IMM 2	Growing IMM 3	Scaling IMM 4
Impact Metrics	Selective Output	Mostly Output	Selecting Core Outcomes	Continuous Outcomes
Data	Governance and/or activity data	Governance, Social and environmental	Governance, Social and environmental	Governance, Social and Environmental Standardize Data Aggregation of Portfolio Companies
Impact Management Capacity	No	Aggregating Portfolio Results	Measuring Portfolio Impact Management Maturity	Continuous improvement TOC And IMP Building IMM capacity in the portfolio
Portfolio Company Stakeholder	No	No	Baseline Data	Continuous data and Impact Verification
			able Development Goals, <b>TOC</b> = T Project, <b>IMM</b> = Impact Measureme	



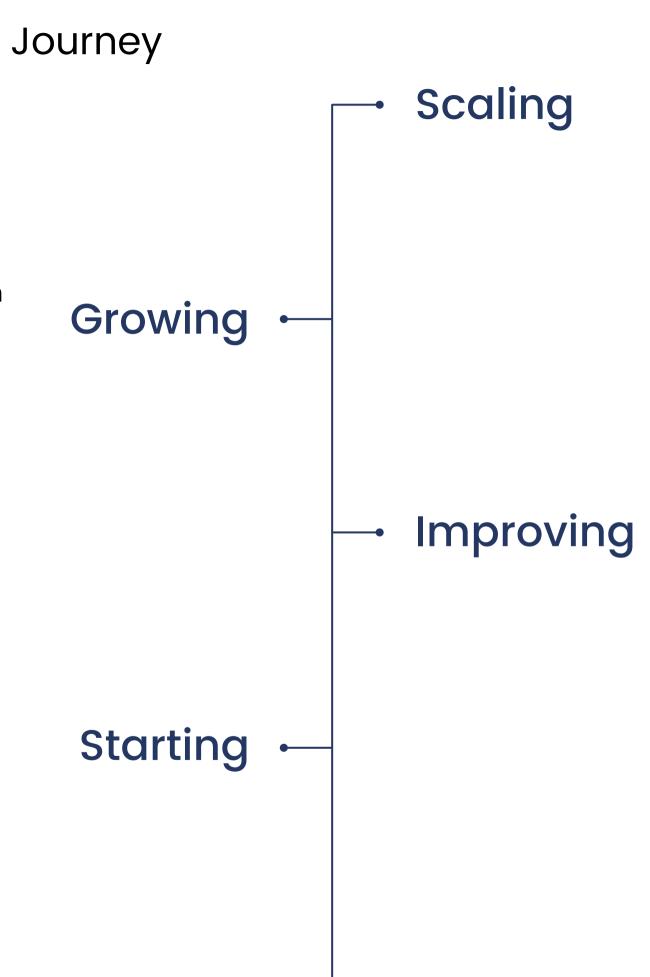


# Enterprise

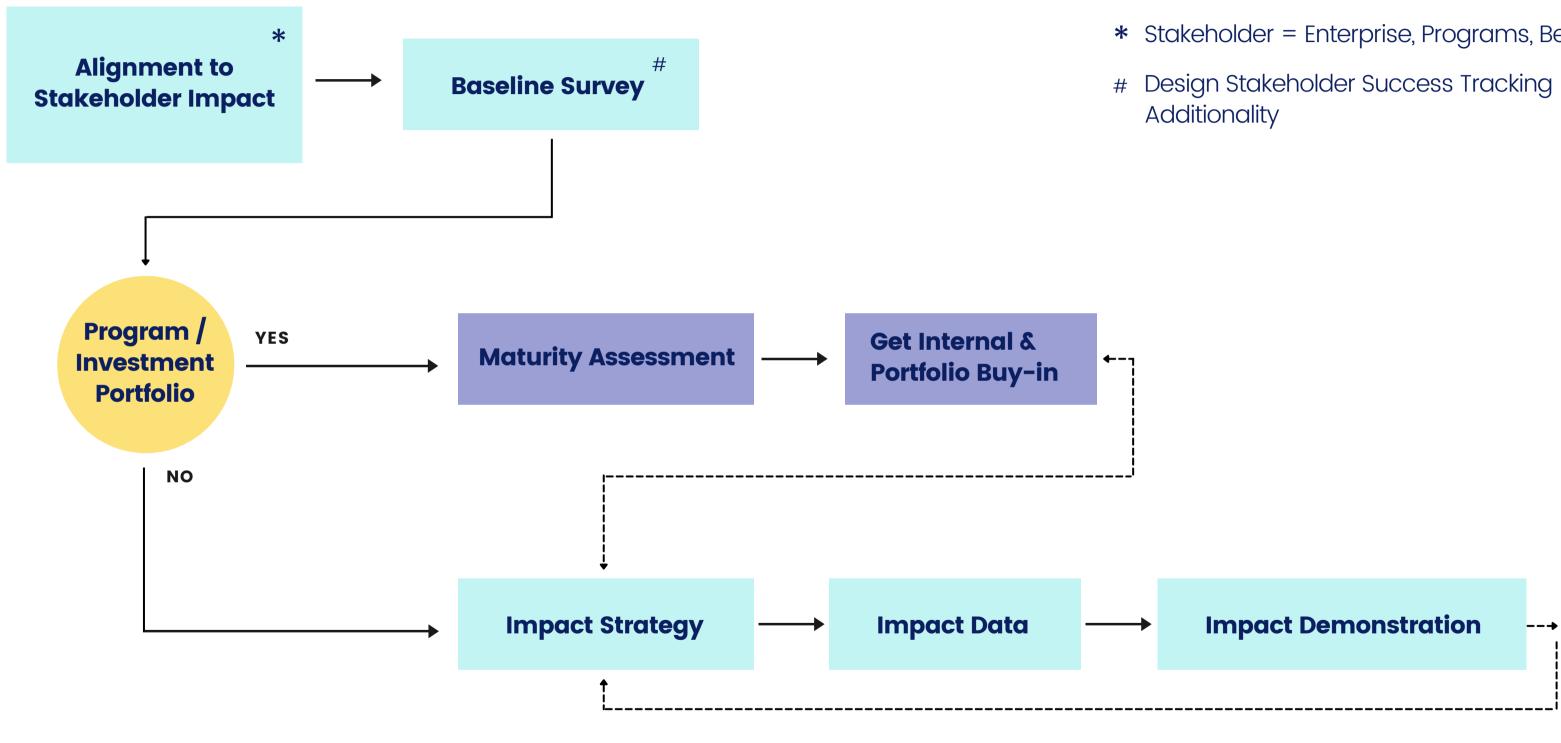
Impact Management Journey Map

### Enterprise Impact Management Journey Provides Guidelines for

- Assets such as enterprise,
- Social businesses,
- Nonprofits who work close to stakeholder to maximize the social impact of their program or investments



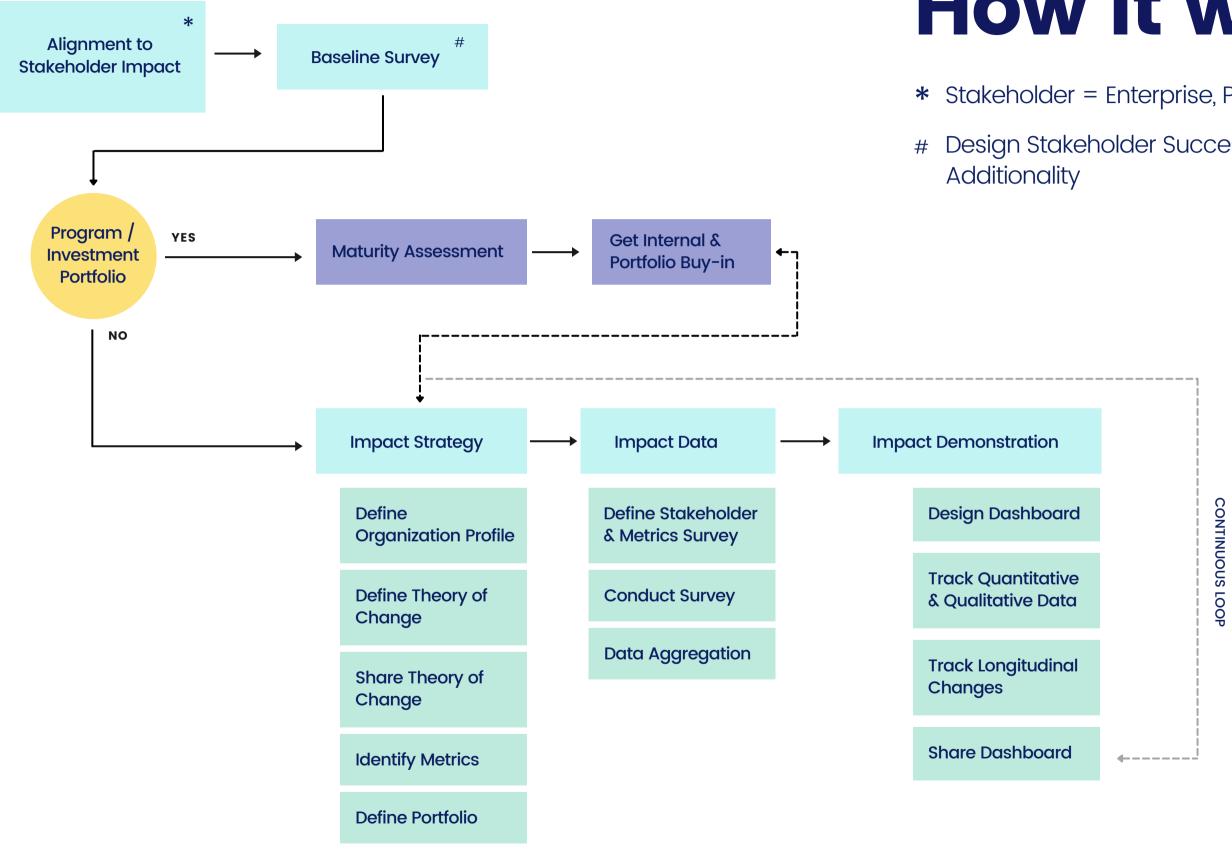
<b>Enterprise</b> Impact Management Journey Map	Starting IMM 1	Improving IMM 2	Growing IMM 3	Scaling IMM 4
Impact Metrics	No	Yes	Matured Outcomes	Optimizing Outcomes
Theory of Change	None	Output Oriented	Outcome Oriented	feed-back loops based on learnings
Stakeholder Feedback	No	Based on research	Based on Survey	Aligned to IMP Dimensions
Impact Learning	No	Data Summary	Outcomes Dashboard	Aligned to IMP Dimensions
			able Development Goals, <b>TOC</b> = Th Project, IMM = Impact Measureme	



# How it works?

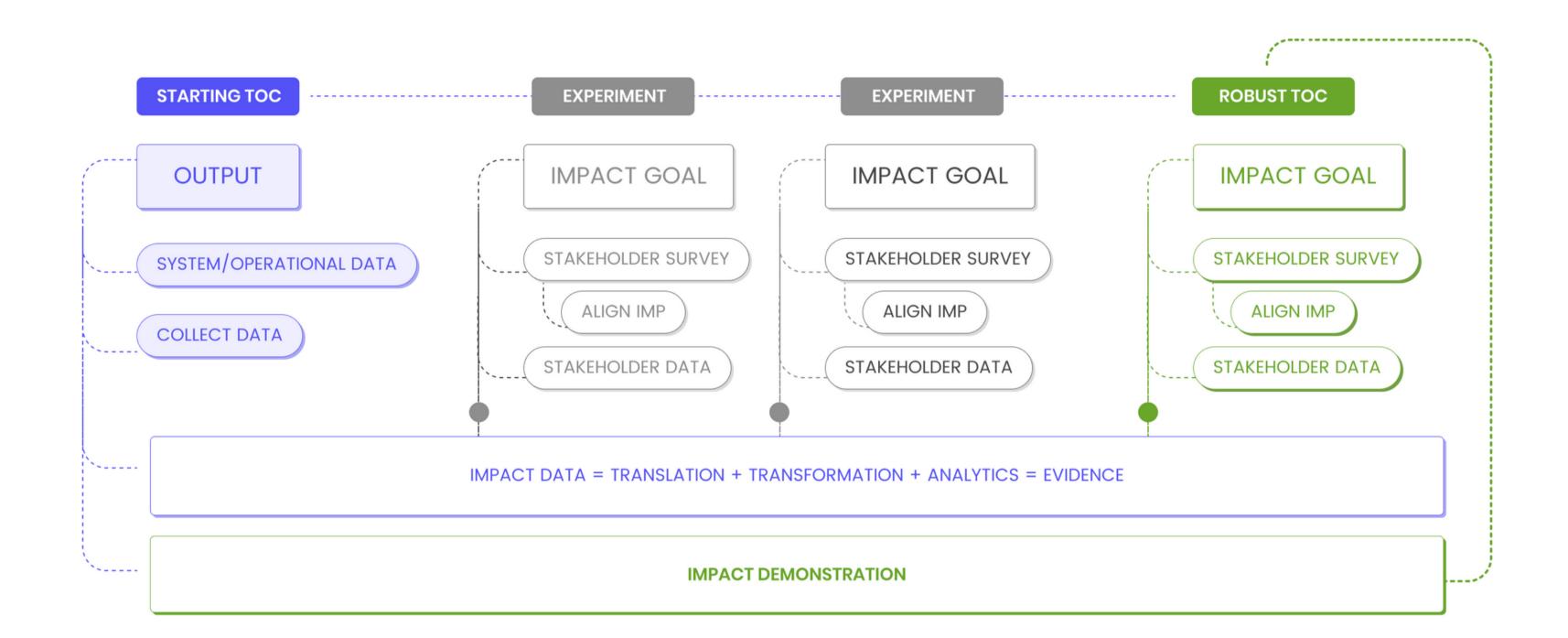
- \* Stakeholder = Enterprise, Programs, Beneficiary
- # Design Stakeholder Success Tracking +

#### CONTINUOUS LOOP



# How it works?

- \* Stakeholder = Enterprise, Programs, Beneficiary
- # Design Stakeholder Success Tracking +



# We believe Impact Intentions needs **Knowledge + Technology**



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Online Learning Management

Allows building enterprise capacity based on personalized and actionable playbooks

Impact Management Toolkit

Promotes team collaboration for

non-tech savvy users



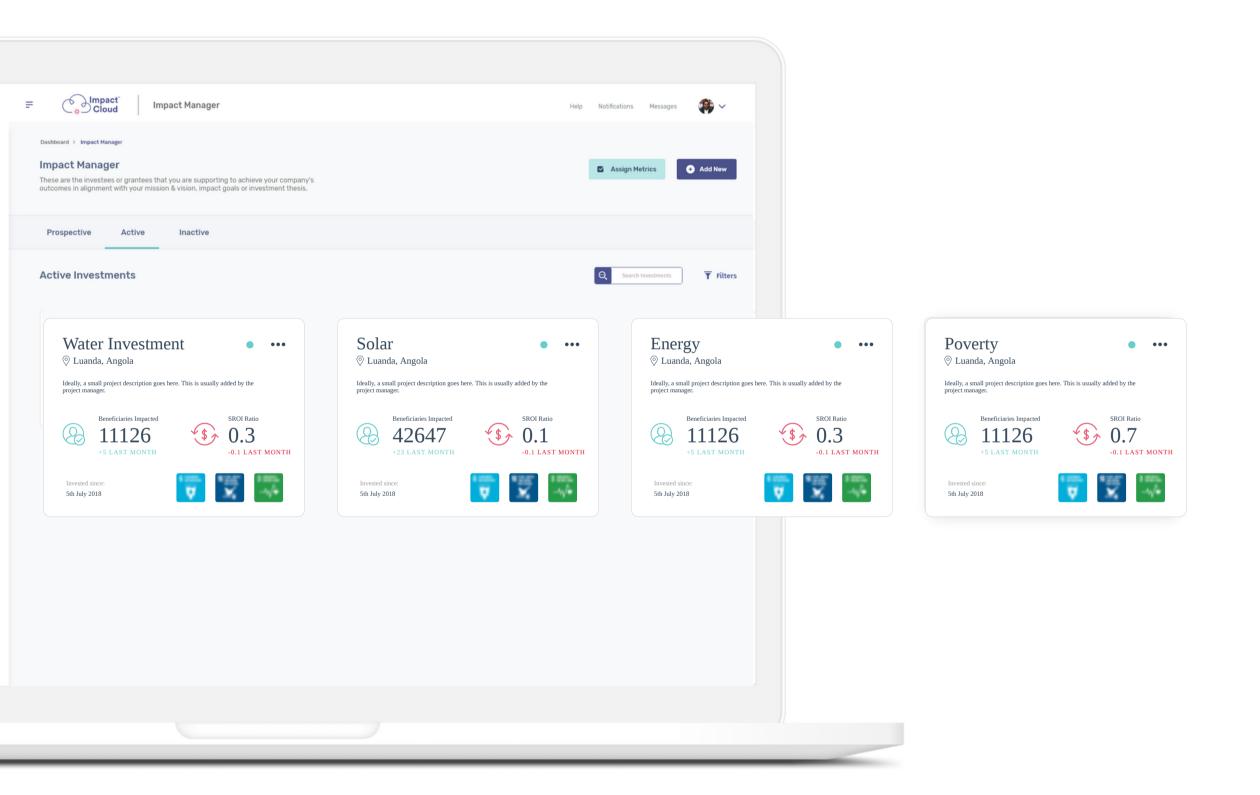


Design impact strategy, comprehensive portfolio and data management, aggregation, and real-time dashboard promotes better impact management decisions

### Impact Cloud®

Our flagship impact measurement and management platform help streamline the impact management lifecycle.

### **Due Diligence**



## Alignment to stakeholder impact

Parties commitment to listen to stakeholder and success definition

#### **Baseline Survey**

Asset manager effectiveness assessment on non-financial support provided to investee

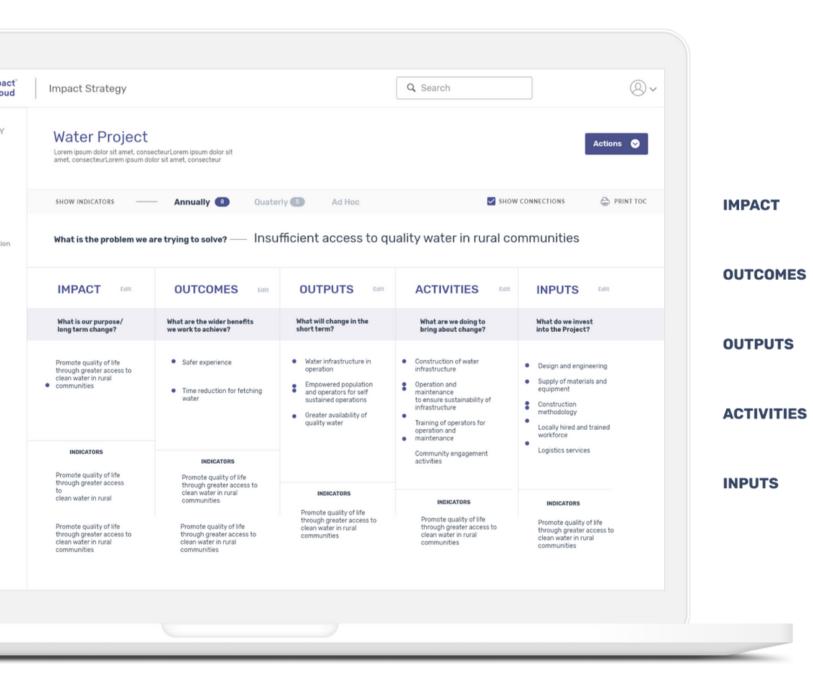
#### Maturity assessment

Investee assessment for Impact Measurement and Management maturity level

#### Get Internal & Portfolio Company Buy-in

Active and committed top management and investee for Impact Measurement and Management journey

#### Impact Strategy



#### **Define Organization Profile**

Build investment sheet with relevant investee information including alignment to SDG

#### Design Theory of Cha

Build impact thesis or 5 dir of impact framework

#### **Identify Metrics**

Select or build custom qua qualitative metrics aligned of Change or 5 Dimensions Frameworks

i <b>nge</b> nensions	<b>Share Theory of Change</b> Share framework privately or publicly with stakeholders for collaboration and reporting
antitative or with Theory s of Impact	<b>Define Portfolio</b> Build investments and/or enterprises profiles for aggregated portfolio impact performance analysis

#### Impact Data

#### Define stakeholder and metrics survey

SurveyMonkey®

Design surveys for data collection both at metric level or stakeholder level. Design longitudinal survey to assess change over time

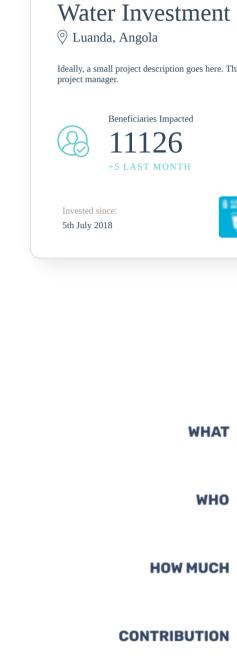
#### **Conduct survey**

Deploy survey from Impact Cloud or integrate with known apps such as Kobo Toolbox or Survey Monkey

#### Data aggregation

Aggregate data at portfolio level for core metrics for portfolio contribution assessment

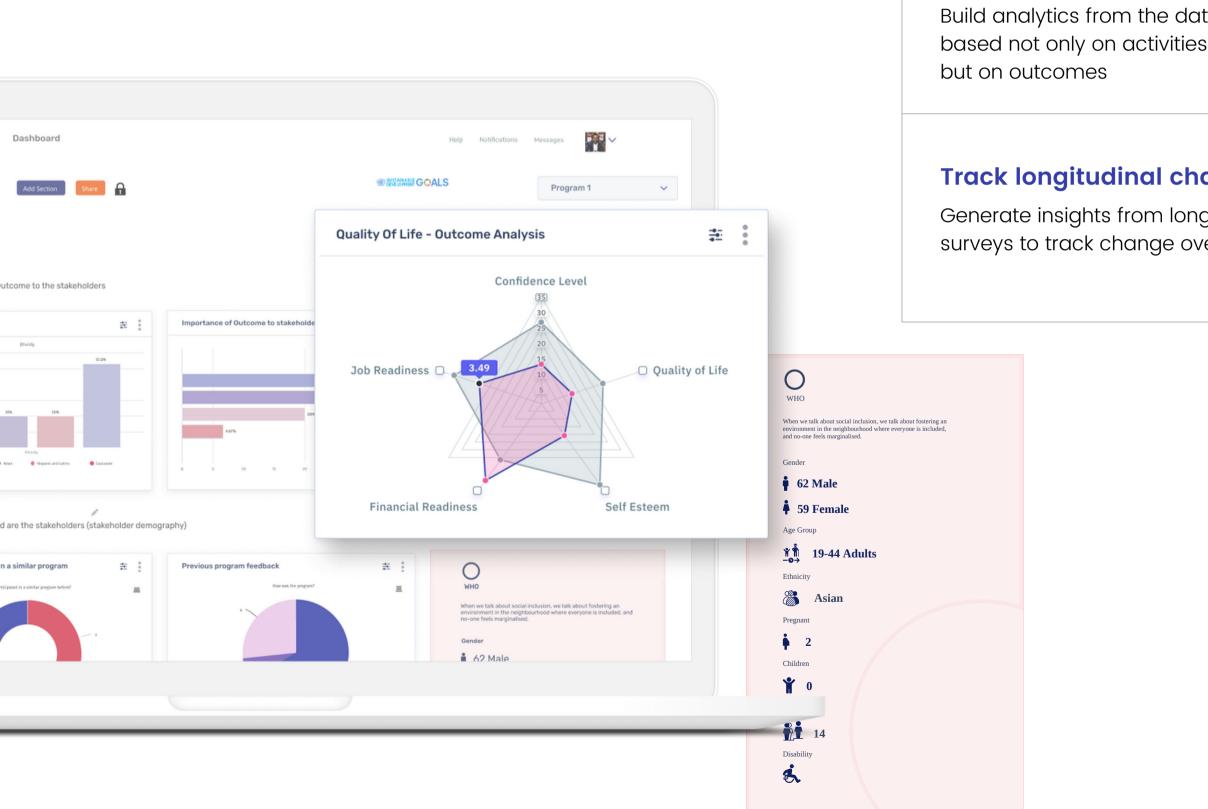
KoBoToolbox



RISK

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### Impact Demonstration



#### Design dashboard

ata collected es or outputs	<b>Track quantitative and qualitative data</b> Generate insights for both quantitative and qualitative data collected
nanges ngitudinal ver time	Share dashboard Share report privately or publicly

# Talk to us

To get access to all these features coupled with professional advisory in the scope of Impact Measurement and Management, all you need to do is take a short survey, pick a time on the calendar and our impact management consultant will reach out to discuss your impact management goals.



# **Benefits & Outcomes**

# $\dot{\mathbf{x}} \dot{\mathbf{x}} \dot{\mathbf{$ $\dot{\mathbf{x}} \dot{\mathbf{x}} \dot{\mathbf{$

Improve short term and outcome impact journey based on welldefined impact management success criteria



Improve alignment between investment management, impact management, and enterprise portfolio teams



Demonstrate impact, certification, and impact verification based on a globally accepted approach

Maximize the social impact of portfolio companies



Improve impact management capacity based on well-defined training plans



# Align impact management goals better



Investor defines due diligence template for investment team.

Impact evaluation is not specific to the impact of investment or stakeholders. As a result, they end up making decisions on sniff tests.

# After



Build a systematic tracking of both asset manager and enterprise allows a better alignment with impact management goals and process.

Access continuous understanding of impact. Investment can improve outcomes continuously.

### How can IMM be applied pre-investment?

Prior to committing capital systematic approaches to examine impact are being utilized, though it remains an underdeveloped practice. Impact due diligence enhances investors' capacity to make more informed investment decisions and increases the impact of their portfolios. Above all, it also helps safeguard the entire field against "impact washing" as the market grows. Different approaches are used for impact due diligence, namely: narratives of expected impact, due diligence questionnaires, and quantitative tools. Investors employ two or all three approaches during impact due diligence.

### Shall we listen to stakeholders at this stage?

Best practices for impact due diligence show that elevating the Perspectives of Key Stakeholders, meaning incorporating the perspectives of those who are impacted by investees helps investors better align on impact goals, mitigate impact risk, amplify stakeholder voices, develop feedback loops between investors and investees, and assess both investor and investee contribution.

### Is it enough to do negative screening?

When assessing anticipated impact, investors should ensure they are evaluating all impacts an enterprise has that matter to people and planet including those related to business operations (i.e., ESG considerations) as well as products or services. In this way, investors can evaluate all impacts that matter-not just the intended positive ones.

### How can we excel at winning organizational support?

Educating internal stakeholders is one of the biggest challenges in any impact journey. Those responsible for developing impact due diligence approaches found it useful to ask feedback on specific sections of the impact due diligence tool and show how the tool would benefit the organization once implemented. In some cases by creating an internal advisory group it's possible to win buy-in from management, ensuring strategic alignment. By including both staff who interact directly with investees as well as senior leadership, research shows achieving early buy-in from all key stakeholders to develop a more robust impact due diligence approach.



# Portfolio alignment with investment impact thesis



Inappropriate approach towards definition of impact thesis and alignment with international standards

Metrics identification not aligned with Theory of Change and portfolio goals

### Alignment between Theory of Change and metrics for both investments and portfolio

After

Clear relation between indicators selected and outcomes and impact

### What's the value of articulating our impact goals?

Investors need to develop a deeper understanding of their impacts on key stakeholders. To develop an understanding of investments' impact, it is essential for investors to engage their key stakeholders to understand how their investment may affect them. This should be documented in logic models or theories of change or outcome maps. Investors should ask input from intended beneficiaries—or those with the closest relationships with them, which in many cases are existing investees—to understand how they are affected by the investor's activities. Through this approach, investors are better positioned to identify the outputs, outcomes, and/or impacts of their investment activities, which is essential to developing a robust impact management.

### Can we incorporate SDGs during impact strategy?

Incorporating the SDGs into impact strategy helps ensure that prospective investments' anticipated impacts align with the global development agenda, as well as enable effective communication about expected impact across a diverse portfolio. This best practice is most appropriate for investors whose strategies are intentionally designed to contribute to the SDGs or whose objectives have significant overlap with the global goals.

### Should we align with international standards?

In order to identify metrics aligning with their logic models or theories of change, investors should first identify standards to which they want to align and following by chosing the right indicators. Many institutions developed their set of metrics like GIIN, Global Compact, various UN agencies and others. For example GIIN developed IRIS + that allows investors to select their impact theme and identify the metrics that most align with their goals.

### How do you align with 5 dimensions of impact?

Investors need to align with five dimensions of impact (what, who, how much, contribution, and risk) to ensure their impact goals are sufficiently comprehensive. Striving for coverage across the five dimensions of impact: It is important to ensure that the set of indicators selected assess impact across the five dimensions; developing coverage across all dimensions will likely require some refinement or customizations of standard indicators. Investors should strive to assess the dimensions often cited as more challenging to assess: Contribution and Risk.

# FAQs

# Simplified aggregation at portfolio level



Difficulties at portfolio aggregation level due to use of different frameworks

Misalignment between enterprises' outcomes and impact and portfolio goals without clear contribution

## After

Standardized approach for data collection from enterprises and consequent aggregation at portfolio level

Straightforward aggregation of data from investment portfolio

### Why adopting a portfolio-wide approach is important?

Investors should develop a consistent approach that enables direct comparisons of different types of investments across a portfolio. This is an essential component of effective, impact-driven portfolio management.

Sector-specific questions and indicators are in some cases necessary to achieve a sufficient level of rigor, particularly for those with diverse portfolios. However, investors should adopt sectoragnostic frameworks and generalizable questions and indicators, where possible, to ensure impact processes are more easily implementable and results are comparable across portfolio.

### Is it possible to apply longitudinal data analysis?

Organizations conducting impact evaluations can apply different types of experimental design to the two basic types of survey data: cross sectional and longitudinal.

In many cases, the data that inform these evaluations are longitudinal in nature. In other words, the evaluations exploit data that involve the repeated measurement of outcomes, behaviors and characteristics of individuals, families, or communities.

The nature of longitudinal data, whereby units of observation are observed more than once over time, opens the door to powerful statistical tools for impact evaluation.

### How can Sopact help with impact verification and certification?

Sopact has built a detailed process to align customer's impact goals that help align different standards, certification processes like IFC, SDG Impact, and systematic impact management goals of the enterprise. We have an extensive 50+ point comprehensive process that helps asset managers and enterprise verification processes. We evaluate all the criteria during our comprehensive managed services and review progress quarterly.

FAOS

# End-to-end impact management with improved impact learnings



Cumbersome analysis, relying in multiple sources and error-prone assessment

Analysis often not based in outcomes and impact, but rather in activities and outputs



After

Outcome analysis with feedback loops for improved impact analysis

# Simplified data analysis for impact assessment

### How does this help to create feedback loops?

For investors to maximize the value of their impact, they should use their assessments to inform both pre- and post-investment decision-making.

Establishing impact baselines and/or impact targets, against which investees' performance is assessed over time. Data collected should be analyzed having in mind improvements to product and/or service delivery in order to maximize outcomes.

Some investors link quantitative impact scores or some sort of impact performance to compensation and advancement meaning the practice of IMM is evolving to the point that expected impact is deemed as important as expected financial risk and return.

### How do we commit to impact and learning?

Investors should explicitly assess investees' commitment to achieving impact as well as their ability to improve, adapt, and learn. Specifically, investors should evaluate whether investees' impact thesis is clearly defined, their understanding of key stakeholders' needs, the robustness of their IMM systems, whether they have financial incentives linked to impact performance, and their ability to change strategies and tactics based on results. Overall, at portfolio level the same learnings should apply.



# HARD WAY

- Building Impact strategy:
  - Hire an impact practitioner.
  - Hire in-house expertise.
  - No Strategy, just a standard survey
- Impact Data:
  - Build in house technology solution (Consulting companies without technology can not operationalize impact management strategy)
  - Collect general data only
  - Collect data by outsourced enumerators
- Impact Demonstration
  - Hire a consultant to build an external report
  - Hire a resource to do internal reporting
  - No dashboard to get continuous learning

### RESULT

- Non-operational strategy
- Need technology consultant to build the solution
- Collect data with enumerators + Hire a data scientist
- No continuous data for operational decisions
- The missed opportunity of maximizing impact
- \$\$\$\$\$





- configurable.
- and manage.

### RESULT

# **EASY WAY**

• Expert impact management team to classify, verify as well as build internal capacity for any impact first organization • Personalized tutorials, templates, and advisory

• The POWER of Impact Cloud, the best impact

management platform - comprehensive, easy to use, and

• Build strategy, select metrics, align to global standards and operationalize it in the same platform.

• Collect or connect data from various sources, translate

• Continuous learning to make data-driven program decisions with shareable dashboards with complex permission management.

• Efficient impact learning with real-time data • Save human and financial resources • Maximize your social impact.

### What exactly am I signing up for? What are the features and benefits?

When signing up you'll be subscribing not only technology but also knowledge for Impact Measurement and Management including:

- Online learning management - allows building enterprise capacity based on personalized and actionable playbooks

 Impact management toolkit - promotes team collaboration for non-tech savvy users
 Impact Cloud - Our flagship impact measurement and management platform help streamline the impact management lifecycle. Design impact strategy, comprehensive portfolio and data management, aggregation, and real-time dashboard promotes better impact management decisions

### → How do I know if managed services is appropriate for us?

After signing for Fast track, we offer you managed services where alongside the software-as-aservice subscription you'll have a professional advisory in the impact measurement and management space. With managed services we provide this coaching that allows you to grow on your impact journey and succeed in gathering evidence from your investments/programs. Managed service is a long-term agreement where you'll have access to all features and benefits without limitation.

### What if I end up needing more support hours?

When you receive the economic proposal, it includes a set number of hours that, according to our experience, will be needed to onboard, train, and advise your team appropriately. If your team ends up needing more support hours, Sopact won't charge any additional fees. Our ultimate goal is to make you successful, whatever it takes.

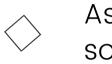
### How about training to use your platform?

Our software is easy to use and accessible. To support you in learning how to use it, we provide a knowledge base with a complete explanation of all features of our platform and provide you access to an online learning management system that provides you essential content to succeed in your impact journey whether you are starting, improving, growing or scaling. This content is available in short to diggest videos or text base content that allows you to experiment as you go.



# Again, Who is this for?





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Focus is on Mature Impact First Asset Managers willing to aggregate portfolio data and wanting to collect stakeholder data who often work with investees (enterprises) with different levels of maturity when it comes to Impact Management practices.

Asset managers focus on maximizing the social impact of portfolios.











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Twitter @Sopact



