

**ОБЪЯВЛЕНИЕ О КОНКУРСНОМ ОТБОРЕ**

**ТРЕНЕРОВ ДЛЯ ПРОВЕДЕНИЯ**

**ТРЕНИНГА ДЛЯ ТРЕНЕРОВ ПО ОРГАНИЗАЦИОННОМУ РАЗВИТИЮ**

**НЕГОСУДАРСТВЕННЫХ НЕКОММЕРЧЕСКИХ ОРГАНИЗАЦИЙ (ННО) УЗБЕКИСТАНА**
**В РАМКАХ ПРОГРАММЫ “ПАРТНЕРСТВО ДЛЯ ИННОВАЦИЙ”**

**В УЗБЕКИСТАНЕ**

В Узбекистане начата реализация Программы «Партнерство для инноваций», которая осуществляется Общенациональным движением «Юксалиш» и Ассоциацией развития гражданского общества АРГО (Казахстан) при финансовой поддержке USAID.

Программа «Партнерство для инноваций» оказывает всемерное содействие в организационном развитии негосударственных некоммерческих организаций (ННО) Узбекистана.

Отобранным пилотным ННО будет оказана поддержка в организационном развитии, как в виде методологического сопровождения, так и в виде практических мер по развитию, в частности:

* Проведение оценки организационного развития;
* Предоставление малых грантов пилотным ННО для решения этих проблем;
* Проведение тренингов по диагностике и организационному развитию для ННО.

Одним из мероприятий по организационному развитию ННО является запланированный тренинг для тренеров (ТОТ). В этой связи объявляется **конкурс** среди тренеров, обладающих знаниями, опытом и мастерством в проведении семинаров и других обучающих мероприятий в сфере развития неправительственного сектора.

**ПРИГЛАШАЕМ ПРИНЯТЬ УЧАСТИЕ В КОНКУРСЕ ТРЕНЕРОВ**

**ДЛЯ ПРОВЕДЕНИЯ ТРЕНИНГА ДЛЯ ТРЕНЕРОВ!**

**Объем работ для тренера:**

* Разработка программы 3-х дневного интерактивного тренинга для тренеров;
* Заблаговременная подготовка необходимого раздаточного материала на узбекском и русском языках в электронном формате;
* Подготовка анкет для участников (до и после - “pre-“ & “post-“) с целью определения уровня усвоения предоставленного тренером материала;
* Написание отчета по проведенному тренингу.

**Ожидаемые результаты:**

Участниками тренинга освоен учебный материал в полном объеме, что позволит участникам применять приобретенные знания и навыки:

* на практике, которая будет организована для участников ТОТ на базе пилотных ННО, которым в рамках программы «Партнерство для инноваций» будет оказана поддержка в организационном развитии;
* в их дальнейшей профессиональной деятельности, как сертифицированныех тренеров по организационному развитию.

**Требования, предъявляемые к тренеру:**

* опыт работы тренером для представителей негосударственных некоммерческих организаций не менее трех лет;
* знание специфики сектора ННО и собственно работы ННО;
* опыт взаимодействия с ННО, проведения диагностики и организационного развития ННО желателен (но не обязателен);
* готовность выполнить работу в установленные сроки в соответствии с требованиями технического задания.
* возможность выезда в регионы;
* свободное владение узбекским и русским языками.

**Время и место проведения: 11.12.13 апреля 2019 г.,**

**Зона отдыха “ Небеса” , Чимган, Ташкентская область ,Узбекистан.**

**Крайний срок подачи резюме: 5 апреля 2019 г. 18:00 (по ташкентскому времени). Контактная информация: e-mail:**azizbaratov@gmail.com**;**

**Моб.: +99 890 974 03 30 (Telegram/WhatsApp)**

**Заинтересованных лиц просим направить свое резюме, ценовое предложение и форму заявки для участия в конкурсном отборе по электронной почте с темой «ТРЕНИНГ ДЛЯ ТРЕНЕРОВ».**

 **Форма заявки для участия в конкурсе**

1. Фамилия,имя,отчество:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Ваше основное место работы \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. Должность\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. Ваши контакты \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. Кратко опишите Ваш опыт работы по организационному развитию\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_



**O’ZBEKISTONDA “INNOVATSIYALAR UCHUN HAMKORLIK” DASTURI**

**NODAVLAT NOTIJORAT TASHKILOTLARNI TASHKILIY RIVOJLANTIRISH BO’YICHA TRENERLAR UCHUN TRENINGNI OLIB BORISH UCHUN TRENERLAR TANLOVI E’LON QILINADI**

"Yuksalish" umummilliy harakati va ARGO Fuqarolik jamiyatini rivojlantirish assotsiatsiyasi (Qozog'iston) tomonidan amalga oshirilayotgan "Innovatsiyalar uchun hamkorlik" dasturi ishga tushdi. Dastur USAID AQSHning Xalqaro rivojlanish agentligining moliyaviy ko'magida amalga oshirilmoqda.

"Innovatsiyalar uchun hamkorlik" dasturi fuqarolik jamiyati institutlari, davlat organlari va biznes hamjamiyatining konstruktiv va samarali hamkorligini qo'llab-quvvatlash va qo'llab-quvvatlash orqali O'zbekistonda fuqarolik jamiyatining rolini kuchaytirishga mo'ljallangan.

Dasturda ishtirok etish uchun tanlab olingan 10 ta tajribaviy nodavlat notijorat tashkilotlarga uzoq muddatli va tizimli metodologik hamda amaliy ko’mak ko’rsatilishi rejalashtirilgan:

* NNTlar faoliyatini tashkiliy diagnostika qilish (faoliyat doirasidagi muammolarni aniqlash va ularni bartaraf etish bo’yicha echimlarni ishlab chiqish, NNT yoki uning bo’linmalari faoliyatining rivojlanish holati bo’yicha ma'lumotlarni to'plash va tahlil qilish);
* NNTlarga diagnostika yakuni bo’yicha aniqlangan muammolarni echishga qaratilgan kichik grantlarni ajratish;
* NNTlar uchun faoliyatni tashkiliy diagnostika qilish va rivojlantirish bo’yicha treninglarini o'tkazish;

NNTlarni tashkiliy rivojlantirish ishlaridan biri trenerlar uchun trening (TOT) tashkillashtirish rejalashtirilgan. Shu munosabat bilan nodavlat sektorni rivojlantirishda seminarlar va boshqa tadbirlarni o'tkazish bo'yicha bilim, tajriba va ko'nikmalarga ega trenerlar o'rtasida tanlov e'lon qilinadi.

**QIYIDAGI TALABLARGA JAVOB BERUVCHI TRENERLARNI TANLOVDA ISHTIROK ETISHGA TAKLIF ETAMIZ:**

**Trener uchun ish hajmi:**

• trenerlar uchun 3 kunlik interfaol o'quv dasturini ishlab chiqish;

• o'zbek va rus tillarida zarur materiallarni elektron shaklda oldindan tayyorlash;

• trener tomonidan taqdim etilgan materiallarni o'zlashtirish darajasini aniqlash uchun ishtirokchilar uchun so'rovnomalar tayyorlash (oldin va keyin - "oldindan" va "keyin");

• trening haqida hisobot yozish.

**Kutilayotgan natijalar:**

Trening ishtirokchilari o'quv materiallarini to'la-to'kis o’zlashtiradilar, bu esa ishtirokchilarga olingan bilim va ko'nikmalarni qo'llash imkonini beradi:

• Pilot NNTlar bazasida ishtirokchilar uchun tashkillashtiriladigan amaliyot jaroyonida tashkiloy rivojlantirish bo’yicha Innovatsiyalar uchun hamkorlik dasturi doirasida ko’mak korsatiladi;

• Tashkilotning rivojlanishida sertifikatlangan trenerlar sifatida kelajakdagi professional faoliyat.

**Trenerga qo’yiladigan talablar:**

* nodavlat notijorat tashkilotlari vakillari uchun kamida uch yil davomida murabbiy sifatida tajribaga ega bo’lishi;
* NNT sektorining o'ziga xos xususiyatlarini va NNTning dolzarb muammolaridan habardorlik;
* Fuqarolik jamiyatini rivojlantirish bo'yicha trenerlik tajribasining mavjudligi;
* NNTlar bilan ishlash, ular faoliyatini tashkiliy diagnostika qilish tajribasining mavjudligi;
* O'zbek va rus tillarini bilishi;
* Texnik spetsifikatsiyalar talablariga muvofiq o'z vaqtida ishlarni bajarishga tayyorlik.
* Xizmat safarlariga chiqish imkoniyatining mavjudligi.

**Otkazilish vaqti va manzili:** 2013 yil 11 - 13 aprel

"Nebesa" dam olish maskani, Chimyon, Toshkent viloyati, O'zbekiston.

**Rezyumeni topshirishning oxirgi muddati:** 2019 yil 5 aprel soat 18:00 (Toshkent vaqti bilan). **Ma’lumot uchun:** e-mail: azizbaratov@gmail.com;

Mobil: +99890 974 03 30 (Telegram / WhatsApp)

Tanlovda ishtirok etish uchun o'zingizning rezyumesi, narx taklifini va ariza shaklini elektron pochta orqali "TRENERLAR UCHUN TRENING" sarlavhasi ostida yuborishi kerak.

**Tanlovda ishtirok etish uchun maxsus anketani to’ldirish hamda rezyume yuborishingiz lozim.**

 **Tanlovda ishtirok etish uchun anketa shakli**

1. F.I.Sh. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. Asosiy ish joyingiz \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. Lavozimingiz\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. Siz bilan bog’lanish uchun telefon raqam va e-mail manzilingiz \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Qisqacha NNTlarni tashkiliy rivojlantirish borasidagi tajribangiz \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_



**ANNOUNCEMENT OF THE COMPETITIVE SELECTION**

**OF TRAINERS FOR CONDUCTING TRAINING OF TRAINERS FOR ORGANIZATIONAL DEVELOPMENT OF NON-GOVERNMENT AND NON-PROFIT ORGANIZATIONS (NGOs) OF UZBEKISTAN WITH IN THE FRAMEWORK OF THE PROGRAM "PARTNERSHIP FOR INNOVATION" IN UZBEKISTAN**

In Uzbekistan launched the Partnership for Innovations Program, which is implemented by the “Yuksalish” Nationwide Movement and ARGO “Civil Society Development Association” (Kazakhstan) under the financial support of USAID.

The Partnership for Innovations program provides all-round assistance in the organizational development of non-governmental non-profit organizations (NGOs) of Uzbekistan.

Selected pilot NGOs will be supported in organizational development, both in the form of methodological support, and in the form of practical development measures, in particular:

• Evaluate organizational development;

• Providing small grants to pilot NGOs to solve these problems;

• Conduct self-diagnostic and organizational development trainings for NGOs.

One of the organizational development activities of NGOs is the planned training for trainers (TOT). In this regard, a competition is announced among trainers with knowledge, experience and skills in conducting seminars and other training events in the development of the non-governmental sector.

**WE INVITE YOU TO PARTICIPATE IN THE COMPETITION OF TRAINERS FOR CONDUCTING TRAINING FOR TRAINERS!**

**The scope of work:**

• Development of a 3-day interactive program for trainers;

• Early preparation of the necessary handouts in Uzbek and Russian languages ​​in electronic format;

• Preparation of questionnaires for participants (before and after - “pre-“ & “post-“) in order to determine the level of assimilation of material provided by the trainer;

• Writing a report on the training.

**Expected results:**

Training participants mastered the training material in full, which will allow participants to apply the acquired knowledge and skills:

• in practice, which will be organized for TOT participants on the basis of pilot NGOs, which, within the framework of the Partnership for Innovation program, will be supported in organizational development;

• in their future professional activities, as certified trainers in organizational development.

**Requirements for a trainer:**

• Experience as a trainer for representatives of non-governmental non-profit organizations for at least three years;

• knowledge of the specifics of the NGO sector and the actual work of NGOs;

• experience of interaction with NGOs, diagnostics and organizational development of NGOs is desirable (but not mandatory);

• readiness to perform work in a timely manner in accordance with the requirements of the technical specifications.

• the ability to travel to the regions;

• fluency in Uzbek and Russian languages.

**Date and place:** 11/12/13 April 2019

Recreation area “NEBESA”, Chimgan, Tashkent region, Uzbekistan.

**The deadline for submitting a resume:** April 5, 2019 18:00 (Tashkent time).

**Contact information:** e-mail: azizbaratov@gmail.com;

Mobile: +99 890 974 03 30 (Telegram / WhatsApp)

Interested candidates are requested to send resume, price offer and application form for participation in the competitive selection by e-mail with the subject “TRAINING FOR TRAINERS”.

**Application form for participation in the competition**

1. Last name, first name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2. Your main place of work \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

3. Your position \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

4. Your contacts \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

5. Briefly describe your organizational development experience \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_