

FORUM ZA PRAVATA NA ROMITE
ROMA RIGHTS FORUM



ANNUAL PROGRAMME

(2010)

October, 2009 Kumanovo

INTRODUCTION

1. Planing process

RRF ARKA in 2004 made a strategic plan. Since than in its scope of organizational activities ARKA has implemented numerous human-rights-related projects. This conditioned the need of revising of the strategic plan and creating of a new one, according to which ARKA would work on its program and organizational assessment in the following period.

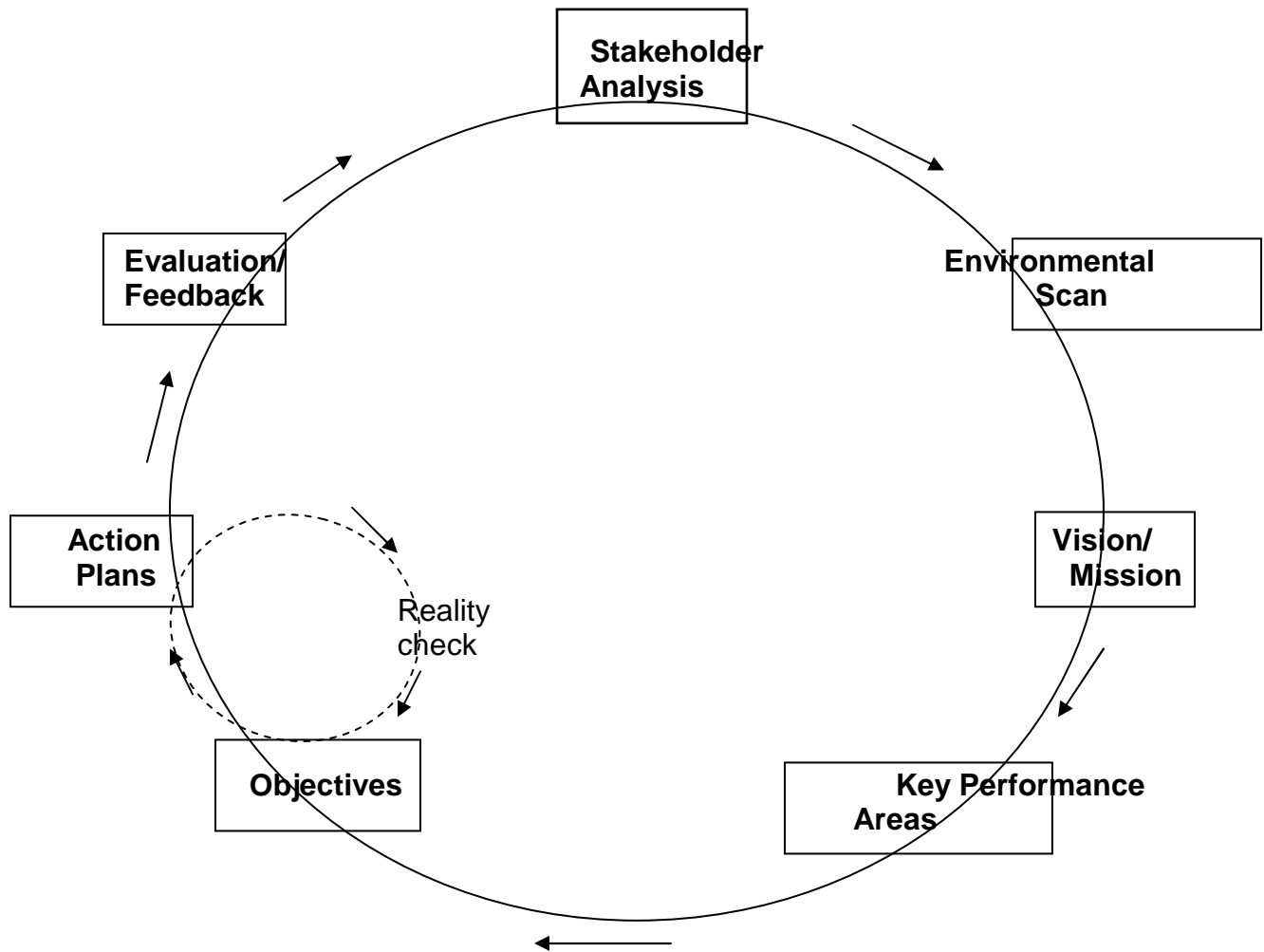
On Nov. 8-10, 2007 in Ohrid it was conducted ARKA strategic planning workshop. The planning meeting was facilitated by Ms. Nancy Wilson, United States Peace Corps Volunteer with 12 years experience in strategic planning (SP) with project activities. Attendance at the meeting was perfect with all ARKA members (management and staff), and External Advisory board members as well as ARKA`s project beneficiaries. The planning meeting took place of 2,5 day organized in eight sessions with active participation (in working groups) in tracing of a new strategic direction till 2010.

The purpose of Strategic Planning for this NGO was outlined as follows:

- To clearly define the purpose of organization: Why does ARKA exist, what is its direction, hoe to reach and enable the goal i.e. which is its MISION?
- It increase organizational capacity through planning;
- To articulate **where** the organization is going (Vision, Mission, Goals) ; **how** it will get there (Objectives, Action Plan); **whether** it got there or not (Evaluation);
- To bring together everyone`s best and most reasoned intentions – to build consensus and get board and staff on the same page;
- To establish goals and objectives to constituents and meet requirements of various founders.
- There are many levels of strategic planning – individual, organizational, community, project...
- There is Goals-based Strategic Planning and Issues-based Strategic Planning.
- Planning process is more important than OUTCOME – (you may already know what needs to go into the SP)
- Organizations here are Project Driven not Mission Driven – which makes them unsustainable!

On the following picture 1 is shown the model according to which ARKA made its strategic plan in the period from 2008 to 2010. This plan was completely approved by the ARKA`s Board on 30.11.2007.

3. Strategic Planning Model



1 Focus the organization

- To manage change – Internal & External
- Decentralization
- Move to a market economy
- Strengthening democratic institutions
- Strengthening Civil Society – involving others in decision-making and planning.

II ARKA

2. Organizational Identity

2.1 ID Card of the organization

Full legal name :	Roma Rights Forum "ARKA"
Acronym :	ARKA
Nationality:	Macedonia
Legal status	Non-governmental organization
Official address:¹	St. Karaorman N.6
Postal address:	1 300 Kumanovo
Telephone number: Country code + city code + number	+389(0)31 421 362
Fax number: Country code + city code + number	+389(0)31 421 362
E-mail of the Organization:	E-mail: arka@arka.org.mk
Website of the Organization:	Web- site: www.arka.org.mk
Contact person :	Feat Kamberovski-President
Contact person's email address :	E-mail: fkamberovski@arka.org.mk

2.2 Type of the organization

Roma Rights Forum "ARKA" is a non-government, non-partisan and non-profit organization established and registered in November 1998 under the Register of associations of citizens and foundations at the First-instance Court in Kumanovo. The initial mandate of the organization was the promotion and protection of the civil, political, economic, social and cultural rights of Roma. Later, they added work with other ethnic minority groups and refugees, as well as the promotion and enhancement of multi-ethnic relationships. RRF ARKA has its offices in Kumanovo and Skopje And active branches in Kriva Palanka and Kratovo.

2.3 Networks

ARKA is a member of numerous national and international networks including:

Legal Law Network of UNHCR

Macedonian NGO Network

Balkan Network of Legal Organizations

RNVO – Roma NGO Network in Macedonia

Network for the Human Rights Support Project – National (5 NGO's)

Coalition for Fair Trials – National

2.4 Legal registration

ARKA is legally registered under the Register of Associations of Citizens and Foundations at the First-instance Court in Kumanovo.

2.5 Field of work

a) ARKA, a human rights organization, was founded in 1998 by a group of Roma people in Kumanovo, Macedonia. This group of Roma citizens, frustrated with their access to the political process and the repeated denial of their basic human rights, began to look for new strategies to affect change. They formed and registered an NGO with the hope that they would finally have a voice and an avenue see progress and make a difference. The initial mandate of the organization was the promotion and protection of the civil, political, economic, social and cultural rights of Roma. Later, they added work with other ethnic minority groups and refugees, as well as the promotion and enhancement of multi-ethnic relationships. ARKA operated for its first year with no funding and hardworking volunteers. Their first funded projects followed in 1999 and focused on refugees from the war in Kosovo. Since that time they have worked with refugees, people without citizenship, people with disabilities, the unemployed and youth of all ethnic backgrounds.

Over the past eight years ARKA has conducted numerous human-rights-related projects that have touched the lives of thousands of people. These projects have been made possible with the generous financial support of a variety of national and international founders. ARKA has often worked alone but also has a history of collaboration with other governmental organizations, NGOs, individuals and groups. In fact, ARKA's president was instrumental in forming a multi-ethnic network in the Kumanovo region.

ARKA's willingness to serve and its organizational capacity have grown consistently since its inception. Their capacity includes providing services both in the office and in the field. They have conducted workshops and trainings throughout Macedonia providing generous help for the citizens.

2.6 Areas of Work:

- Protection of Roma rights and the protection of rights of refugees and the stateless
- Provision of free legal help
- Monitoring and attendance in court trials and procedures
- Information gathering and dissemination
- Researching & Lobbying
- Advocacy
- Improvement and development of multi-ethnic relationships
- Development of small and medium sized (SME) business for minorities
- Stimulating and financing initiatives for protection of human rights
- Legal, administrative and financial help in the procedure of providing personal documents for Roma.

III ARKA's Program goals

3.1 Program activities

In accordance to the organizational strategic goals guided by the need to define the program activities of the workshop the annual program of ARKA was adopted. This program includes:

- Draft programmatic goals of ARKA
- Proposal activities
- Activities for public relation and communication
- Organizational development
- Human resources development

Strategic Goal1: To develop partnership & support by the Governmental institutions especially by the Local Self Government, Business Sector as well as International organizations for human rights.

Objectives:

1. To develop a strategy for establishing relations with the publicity and media in the period from 2008 to 2010.
2. To involve members of the Governmental institutions, Local Self- Government, Business Sector in the Advisory Board of ARKA projects in the period 01-01-2008 to 31-12-2008.
3. To organize meetings, tribunes and conferences for the donors with the Governmental institutions, Local Self-Government, Business Sector and International organizations for human rights on each three months in the period of 01-01-2008 to 31-12-2008.

Strategic Goal 2: To provide activities for constant strengthening and improvement of ARKA organizational and staff capacities.

Objectives:

1. To assess the staff needs for increasing the capacities and providing budget item costs for the staff training for the needs arisen.
2. To build a system for exchanging results acquired by the different trainings between all ARKA members.

3. To develop a systematic program in accordance with the current news and information in regard of laws about human rights and trainings for experts on this field.
4. Establishing new organizational structure.

Strategic Goal 3: To enable adequate mechanisms for sustain development through providing a system for constant qualitative progress of the current and new programs end services of ARKA.

Objectives:

1. To build a system for internal evaluation of the staff and ARKA`s program activities.
2. To provide external evaluation and audit for ARKA.
3. To form local committee.

3.2 Major achievements of ARKA in the last period

In the last 3 years Arka has realized more program activities. Brief description of the program activities is given in the following table:

Project	Activity	Donator
2005		
Your rights in police procedure	National public informative campaign and training throughout Macedonia about your rights in the police procedure	OSCE
Legal protection for refugees and people without citizenship	Free legal help for providing a citizenship	UNHCR
Multi-ethnic workhop for legalization of small business	Maintaining multi-ethnic informative workshops in 5 cities in Macedonia about legalization of small business	ECMP
Project Human Rights Support	Free legal help for alleged victims in police procedure	OSCE
Citizenship for Roma under Article 14	Legal and financial help for Roma and providing them with a citizenship	(ABA/CEELI)
People without citizenship	Administrative support for obtaining a citizenship for Roma (except under I.14)	Norway Embassy
2006		
Project Human		OSCE

Rights Support- monitoring of lawsuit and giving free legal help to the alleged victims in the police procedure	Monitoring of lawsuit and giving free legal help to the alleged victims in the police procedure	
Free legal office for protection of the refugees, asylum seekers and people without citizenship	Support and help to refugees, asylum seekers in the offices of ARKA	UNHCR
Civil Advisory Center	Free access to public information	SOROS foundation
Project Roma registration and Personal Documentation	Legal and financial support in providing personal documentation for Roma in Kumanovo and Kriva Palanka	
The role of NGO's in the process of integration of Macedonia	Educational seminar about the importance of the Roma NGOs in the process of integration of Macedonia	Secretariat for European Affairs
Project Citizenship for Roma	Providing free legal and financial help in obtaining Macedonian Citizenship under the article I.14 of the Law	Swedish-Helsinki committee
2007		
Human Rights Support Project	Monitoring and free legal advice to alleged victims of police abuse	OSCE
Free legal help for refugees and people without citizenship	Free legal help for refugees and people without citizenship	UNHCR
Project Roma registration and Personal Documentation	Legal and financial support in providing personal documentation for Roma in Kumanovo and Kriva Palanka	Swedish-Helsinki Committee
Project Roma registration and Personal Documentation- Skopje	Legal and financial support in providing personal documentation for Roma in Skopje	ISC
Workshop for strategic planning	Workshop for making a strategic plan of ARKA in the period from 2008- 2010	CIRA

Access of Roma to democratic institutions	Free legal and social help for 40 Roma families from Kumanovo and Kriva Palanka in accessing democratic institutions and acquiring their human rights	European Commission
2008		
1. Human Rights Support Project	Monitoring and free legal advice to alleged victims of police abuse	SOROS
2 Project Roma registration and Personal Documentation	Legal and financial support in providing personal documentation for Roma in Kumanovo	Swedish-Helsinki Committee
3. Project Roma registration and Personal Documentation-Skopje	Legal and financial support in providing personal documentation for Roma in Skopje	ISC
4. Access of Roma to democratic institutions, pilot projects	Research Project	European Commission

3.3 Areas of action of Arka

In the last 3 years Arka has realized more program activities.

- Providing free legal help
- Educating citizens and NGO about human rights
- Following and implementing of human rights
- Activities for capacity building

3.4 Draft Programmatic Goals (for 2010)

Goal1. Providing free legal help for citizens

Under goals:

1. To sign a contract for work with lawyers for representing the parties.
2. To provide free legal help for people covered with readmission.
3. To provide free advices and completing documents necessary for registering firms.
4. To provide free legal help for people without personal documentation
5. Making and filling submissions
6. Paying for extracting documents
7. Joining parties and helping them legally in front of competent institutions
8. Receiving and recording people without personal documentation

9. Completing necessary documents

10. Identifying of the problem, giving legal advice and recording it in Data Base

Activity	Priority	Period	Necessary resources	Donator	How much	%	Indicators
1. To sign a contract for work with lawyers	High	01.02.10-01.03.10	Human resources	ARKA			Signed contract for work
2. Receiving and recording of people covered with readmission	High	01.01.10-31.12.10	Room Human and technical resources	EU or Embassy	-		Number of people covered with readmission
3. Receiving and recording of people interested in opening firms	Middle	01.06.10-31.12.10	Room Human and technical resources	British Embassy	-		Record of the registered persons
4. Completing of necessary documentation	High	01.01.10-31.12.10	Room Human and technical resources	ARKA	95.000		Filled folders for each case separately
5. Making and filling submissions	High	01.01.10-31.12.10	Room Human and technical resources	ARKA			Submitted written documents
6. Paying for extracting documents	High	01.01.10-31.12.10	Finance Lawyer	SHC	420.000 216.000	100%	Paid forms for extracting documents
7. Joining parties and helping them legally in front of competent institutions	Middle	01.01.10-31.12.10	Human resources outreaches	SHC BTD	1.224.000 0	100%	Achieved contacts with institutions

8. Receiving and recording people without personal documentation	High	01.01.10-31.12.10	Money Room Human resources	SHC BTD	320000	100%	Filled documentation in the offices of ARKA
9. Completing necessary documents	High	01.01.10-31.12.10	Technical resources	ARKA	-		Filled documentation in the offices of ARKA
10. Identifying of the problem, giving legal advice and recording it in Data Base	High	01.01.10-31.12.10	Human resources Room Coordinator	SHC	144.000	100%	Data Base
Total:					2.419.000		

Goal 2: Educating citizens and NGO about human rights

Under Goals:

1. Organizing public events so that citizens take part in the local politics.
2. Developing of the system of standards and procedures for respecting human rights
3. Debate: Interethnic tolerance
4. Formation of coalition for interethnic cooperation

Activity	Priority	Period	Necessary resource	Donator	How much	%	Indicators
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1.Organizing public events so that citizens take part in the local politics	High	од 05.04.10 до 08.04.10	- Human resources from local government - Institutions of the state - NGOs - Technical resources - Medias	- Local Government - Other donators	50.000	100%	Increased awareness among the citizens
2.Developing of the system of standards and procedures for respecting human rights	Middle	од 01.01.10 до 31.12.10	-Human resources -Room -Technical resources	- European commission - Government of Republic of Macedonia - SHC	3.000	100%	- Created standards and procedures about human rights
3.Debate: Interethnic tolerance	High	08.08.10	-Human resources -Room -Technical resources	-ARKA -Local Government	5.000	100%	-List of present people
4.Formation of coalition for interethnic cooperation		01.10.10	-Human resources -Room -Technical resources	- ARKA - Different NGOs	10.000	100%	Меморандум за соработка
Total:					23.000		

Goal 2: Following and implementing of human rights

Under goals:

1. Preparing forms for civil and criminal procedure
2. Monitoring and writing conclusions
3. Monitoring of Local Government
4. Writing and submitting complaint to relevant institutions
5. Direct contacts with users and institutions
6. Development of questionnaires before and after evaluation
7. Interviewing

8. Direct encounter with the users

Activity	Priority	Period	Necessary resources	Donator	How much	%	Indicators
1.Preparing forms for civil and criminal procedure	middle	01.01.2010-31.12.2010	Human resources Finance	ARKA	-		Written forms for civil and criminal procedure
2Monitoring and writing conclusions	high	01.01.2010-31.12.2008	Human resources Finance Form for reports	BTD	144.000		Reports
3.Monitoring of Local Government	high	01.01.2010-31.12.2010	Human resources Finance Experience Technical equipment	European commission	30.000		Reports
4. Writing and submitting complaint to relevant institutions	high	01.01.2010-31.12.2010	Experienced legal staff Material	SOROS	-		Written and submitted reports to SVKPS and People's attorney
5.Direct contacts with users and institutions	high	01.01.2010-31.12.2010	Human resources Finance Experience	SOROS European commission	-		Semi-annual/ final narrative reports for projects, pictures, reports and website of ARKA
6.Development of questionnaires before and after evaluation	high	January2010 and December 2010	Material Human resources	ARKA	-		Filled questionnaires , published evaluations of ARKA
7.Interview	middle	December .2010	Material Human	SOROS European	-		Completed interviews, reports

ing			resources Finance	commission			
8. Direct encounter with the users	high	January-December 2010	Human resources	European commission	-		Pictures, reports for the projects, brochures of Arka
Total:					174.000		

Goal 4: Activities for capacity building

Preparation of strategic documents

Activities	Events	Responsible person	Period of realization	Necessary Finance
Strategic Plan	Workshop for preparing the strategic plan	1.Feat Kamberovski	01.04.2010 - 03.04.2010	274.000
Annual Plan and Annual Report	Workshop for preparing the annual report	1.ARKA	01.10.2010	274.000
Total:				548.000

Necessary direct expenses:

	Unit	Price per Unit	Amount	Description Total
Salary				
Executive Director (ED)	Month	30.000,00	12	360.000,00
Program Coordinator (PC) Free Legal Help	Month	25.000,00	12	300.000,00
Program Coordinator (PC) Educating Citizens	Month	25.000,00	12	300.000,00
Program Coordinator (PC) Monitoring of implementation of the financial Director	Month	25.000,00	12	300.000,00

(FD)	Month	20.000,00	12	240.000,00
TOTAL:				1,500.000,00

Operating expenses:

Operating expenses				
Office material		6.000,00	12	72.000,00
Communication (phone, mobile phone, internet)	Unit	8.000,00	12	96.000,00
Travel expenses (fuel, toll, taxi, bus etc.)		20.000,00	12	240.000,00
Maintenance of vehicles (insurance, repairing etc.)				0,00
Compensation for services (accountant, legal advices etc.)				0,00
Utilities (electricity, water, central heating etc.)		8.000,00	12	96.000,00
Post		2.000,00	12	24.000,00
Printing and Copying				0,00
Bank provisions		1.000,00	12	12.000,00
Advertisement and publishing				0,00
Security				0,00
Maintaining and insuring of furniture and equipment		3.000,00	12	36.000,00
Membership and subscription				0,00
Revision		217.000,00	1	217.000,00
Annual Reports (preparation, printing and publishing)		200,00	200	40.000,00
Meetings of the Board		15.000,00	6	90.000,00
Purchasing books, manuals etc.				0,00
Procurement of vehicles		620.000,00	1	620.000,00
Total:				1.543.000,00

3.6 Organizational development of ARKA

Resources and capacities

The table below contains the resources of the organization, the amount of funds and list of activities.

Name of the project	Brief description of the activities	Donator	Budget €
1999			
Club for refugees	Social activities for refugees from Kosovo/Serbia	Soros Foundation	1,673
Christmas presents	Distribution of Christmas presents	American committee for refugees	456
Equipped office	Equipment, office for Roma rights	CRS	1,658
Total			3,787
2000			
Social office for Roma	Resources and equipment/ Social services for Roma	Macedonian center for international cooperation	4,878
Seminar	Educational seminar about human rights for all ethnic groups	Soros Foundation	5,040
Legal help for refugees	Legal and social help to protect the rights of the refugees	UNHCR	8,545
Seminar-National unification	Seminar for building multiethnic cooperation	MCMS	4,878
Total			23,341
2001			
Extracting documents for refugees	Free legal help for documents and gaining legal status of the refugees	IRC	4,146
Legal help for refugees	Free legal help for refugees	UNHCR	18,243
Development of web-site	ARKA web-site	MCMS	1,567
Center for computer education	Computer education for children and adults, summing results and giving certificates	USAID	10,780
Free Legal help for displaced people from	Legal help about the lost documents in the regional conflicts	ARC	5,970

Kumanovo			
Total			40,706
2002			
Legal office for refugees and displaced people	Free legal help for refugees and displaced people from Macedonia	UNHCR	21,560
Free legal help for internally displaced people from Kumanovo-Lipkovo region	Giving support in providing documents and giving them free legal help	IRC	24,878
Computer center	Computer skills for young Roma for their employment with a certificate	USAID	8,292
Multiethnic center	NGO as a resource center for improving multiethnic relationships	ECMI center	22,390
Pilot project for multiethnic radio	Broadcasting an multiethnic radio program	ECMI	2,487
Campaign- Without weapon, peace for everyone	Collecting weapon after the armed conflict in the region	ECMI	5,000
Total			84,607
2003			
Office for free legal help	Protection of the rights of refugees, displaced and the seekers of asylum	UNHCR	20,000
Free legal help for the refugees from Kumanovo-Lipkovo region	Giving support in providing documents and giving them free legal help	IRC	24,878
Multiethnic center	NGO as a resource center for improving multiethnic relationships	ECMI	10,000

Your rights in the police procedure	Campaign and trainings for national public informing	OSCE	20,000
Center for Roma history culture and rights	Multiethnic centers in eastern Macedonia, campaigns and seminars	ARC	10,000
Total			84.878
2004			
Your rights in the police procedure	Campaign and trainings for national public informing	OSCE	12,000
Legal help for refugees and people without citizenship	Free legal help	UNHCR	20,000
Multiethnic workshop for legalizing small businesses	Multiethnic trainings in 5 cities in Macedonia	EKMI	5,000
Project to support the human rights	Free legal help for people damaged in police procedure	OSCE	10,000
Total			47,000
2005			
Your rights in the police procedure	Campaign and trainings for national public informing	OSCE	5,000
Legal help for refugees and people without citizenship	Free legal help	UNHCR	12,000
Multiethnic workshop for legalizing small business	Multiethnic trainings in 5 cities in Macedonia	EKMI	5,000
Project to support the human rights	Free legal help for people damaged in police procedure	OSCE	12,000
Citizenship for Roma (under the article 14)	Legal and financial help for providing citizenship to Roma (article 14)	ABA/CEELI	37,317
	Administrative help for		

People without citizenship	Roma in getting citizenship	Norway Embassy	15,000
Total			86,317
2006			
1. Project for protecting human rights, Monitoring of court cases and free legal help for people damaged in police procedure	Monitoring of court cases and free legal help for people damaged in police procedure	OSCE	12,000
2. Free legal help for refugees, seekers of asylum and people without citizenship	Support in providing documentation and free legal help	UNHCR	12,000
3. Citizens Advisory Center and resource center for free access to public information	free access to public information	SOROS Foundation	2,000
4. Roma registration and personal documentation project	Free and financial help in providing documentation for Roma from Kumanovo	SHC	31,342
5. The role of NGO in the Euro-integrative process in Macedonia	Educational seminar for the importance and the role of Roma NGOs in Macedonia for the process of euro integration	Secretary for European Affairs	1000
6. Citizenship for Roma	Providing legal and financial help in getting documentation	SHC	16,870
Total			75,212
2007			
1. Free legal help for refugees, seekers of asylum and people without citizenship	Support in providing documentation and free legal help	UNHCR	12,000
2. Project to support the	Monitoring of court cases and free legal help for people	SOROS	11.112,

human rights	damaged in police procedure		
3. Roma registration and personal documentation	Free and financial help in providing documentation for Roma from Kumanovo	SHC	40.629
4. Roma registration and personal documentation	Free and financial help in providing documentation for Roma from Skopje	ISC	47.000
5. Access of Roma to democratic institutions, pilot project	Research project	European Commission	42.000
Total			140.753
2008			
1. Project to support the human rights	Monitoring of court cases and free legal help for people damaged in police procedure	SOROS	11,112
2. Roma registration and personal documentation	Free and financial help in providing documentation for Roma from Kumanovo	SHC	42.000
3. Roma registration and personal documentation- Skopje	Free and financial help in providing documentation for Roma from Skopje	ISC	14.160
4. . Access of Roma to democratic institutions, pilot project	Research project	European Commission	31.212
Total			98.484
Total			685.085 €

3.5 Development of Human resources

Managerial structure of the organization

- a) The members of the assembly of the organization have the role of implementation of the statute and the program as well as planning and implementing of the activities of the organization.

At the moment ARKA has about 50 members. The membership is open to everyone. The managing Board has 5 members, and the executive Board has 4 members: the executive director and program coordinators. The organization has external committee of 3 members.

- b) The main office of ARKA is in Kumanovo (Macedonia). In Topana in Skopje ARKA as an office which was opened in April 2007. If there is a need ARKA cooperates through its branches in Kratovo and Kriva Palanka.
- c) ARKA has a Managing Board of 5 members (3 men and 2 women) and a staff of 15 members of full time job (6 men and 9 women). Among them there are Roma, Macedonian and Serbian.

Their responsibilities are the following:

- Executive Director: Responsible for administrative, legal and fiscal activities of the organization, including the realization of the program activities, budgets, management of grants and reporting.
 - Program coordinator: Responsible for planning the projects, their implementation and coordination.
 - Financial director: Responsible for the finances.
 - Accountant: Responsible for all current financial transactions and Final reports.
 - Layers (3 persons): Responsible for the legal activities(documentation, registration, police procedure, lawsuit and other judicial affairs).
 - Translator: Responsible for all the written and oral translations in the organization.
 - 7 outreaches: Responsible for doing activities out of the offices of ARKA.
- d) ARKA is an organization that has a staff from different age and educational structure and with different experiences. 7 of them have a certificate in Higher education. 5 of them are law graduates, 1 with social graduates. One of the representatives of the Board has a certificate of the branch of economy.

Managing Board has an experience in the field of human rights. Program coordinators have worked on different projects about human rights in the period of 11 years. The members of the Board of ARKA speak fluently Roma and Macedonian and they are also learning English.

IV. Budget

. Financial examination for 2010

Recapitulation of the expenses provided

	Name	Amount
1.	Providing free legal help for the citizens	2.419.000
2.	Education of the citizens and NGOs about human rights	23.000.00

3.	Following the implementation of the human rights	174.000.00
4.	Activities of capacity building	548.000.00
5.	Direct expenses needed	1.500.000.00
6	Operating expenses	1.543.000.00
	Total:	6.207.000.00

For successful implementation of the activities of ARKA for 2010 are needed 100.926 Euros. Part of them is already provided. ARKA is working seriously on providing all the necessary financial resources to in order to realize its projects for 2010.