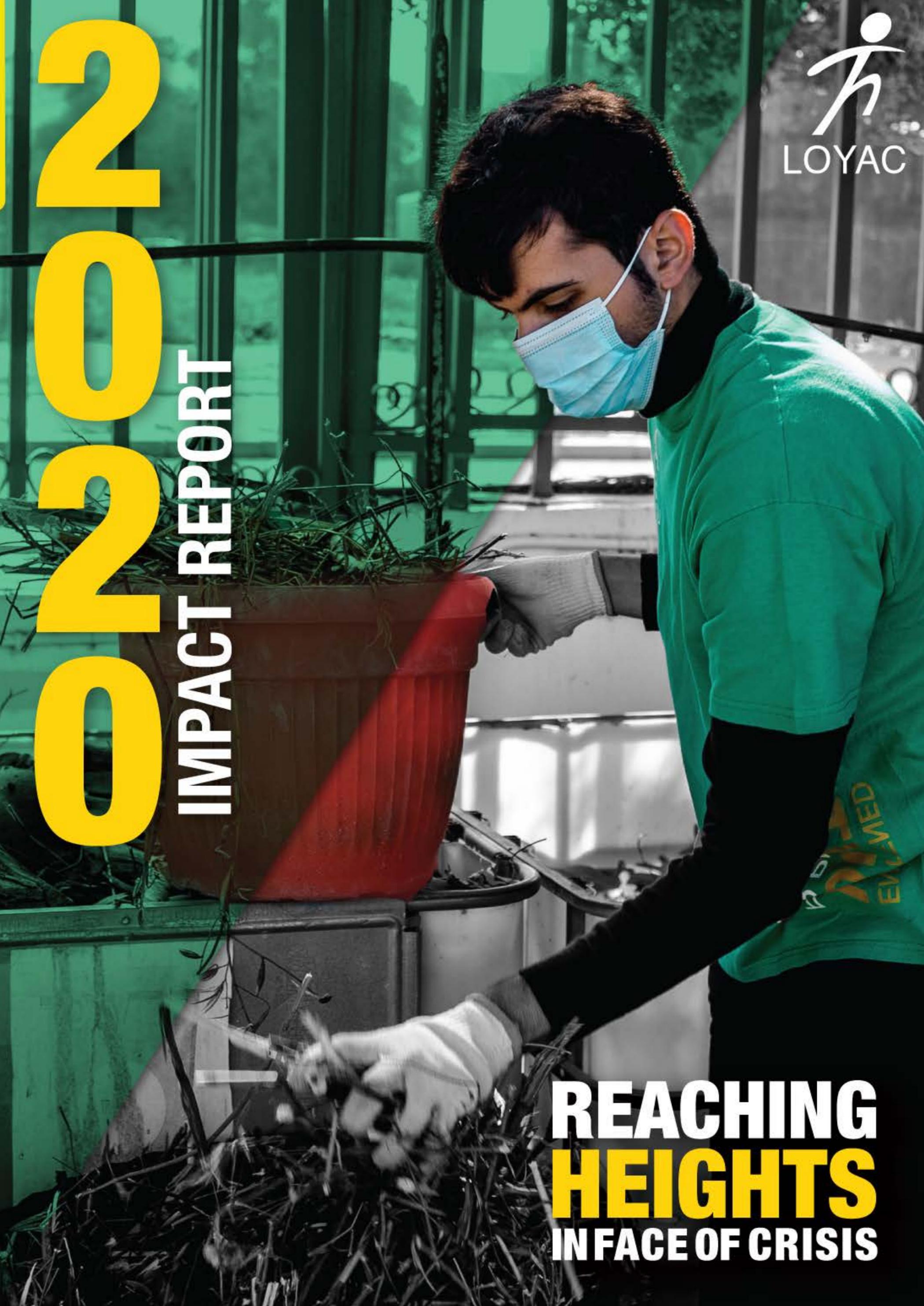


2020

IMPACT REPORT



REACHING
HEIGHTS
IN FACE OF CRISIS



LOYAC

حاضرنا بأيدينا
TODAY IS IN OUR HANDS



His Highness Sheikh
Nawaf Al-Ahmad Al-Jaber Al-Sabah
Amir of the State of Kuwait



His Highness Sheikh
Mishal Al-Ahmad Al-Jaber Al-Sabah
Crown Prince of the State of Kuwait



His Highness Sheikh
Sabah Al-Khaled Al-Hamad Al-Sabah
Prime Minister of the State of Kuwait

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MESSAGE FROM THE MANAGING DIRECTOR



Dear LOYAC Supporters,

With the emergence of COVID19- pandemic, the world came to a halt, and isolation and seclusion became the norm.

As the whole world was facing the unforeseen, LOYAC's priorities remained steady and unchanged; our focus has always been and continues to be the health and safety of our employees, our volunteers, our supporters, and the communities we serve.

With these difficult circumstances, during which we faced enormous challenges and pressures, we made a fast move by forming volunteer teams that worked hand in hand with governmental and civic society entities in Kuwait to provide support and assistance to all segments of society with an aim to overcome the crisis and its consequences together.

In addition, we took immediate steps to transition to the new reality of virtual meetings and learning. Fortunately, this enabled us to reach a broader audience of youth across the Arab world.

I sincerely hope that this report will show you the impact of our efforts during these difficult and unprecedented circumstances.

We are optimistic that the pandemic is coming to an end... and that our future will remain bright.

We are confident that with your help and support we will continue to create a strong and secure bridge for youth to cross successfully into their future.

Fadia Al-Marzooq
Vice Chairperson & Managing Director



LOYAC TODAY

Empowering youth has become more essential than ever before since they form the majority stakeholders in building a more sustainable, peaceful and just world for generations to come. For the past 18 years LOYAC - a regional non-profit organization - has grown to be a pioneer in the empowerment of youth of ages 6 to 35, helping them develop into highly effective leaders in their communities and positioning them as ideal agents of change at the forefront of sustainable development movement.

OUR MISSION

To empower youth through unique opportunities to evolve into highly effective humane citizens.

OUR VISION

Enlightened youth for peace and prosperity.



OUR VALUES

Our seven values are rooted in our organizational commitment and strategy, thus making youth empowerment, sustainable development and global peace building inseparable objectives.



Love



Contribution



Peace



Commitment



Creativity



Empowerment



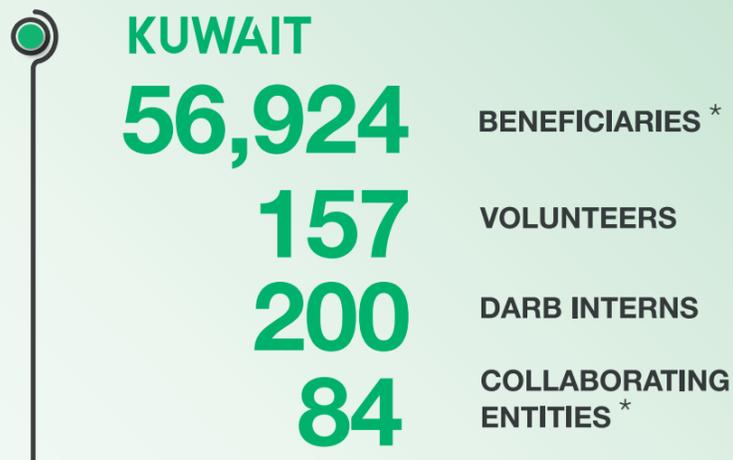
Awareness



2020 REACH & IMPACT

2020 has been no ordinary year, but a year in which LOYAC evolved to overcome pressing challenges amidst a global pandemic. Despite the many obstacles, our organization remained focused on our strategy objectives of skills development, building connections, learning and service delivery, etc. LOYAC has reached new heights in youth empowerment and capacity building through digitally transforming our programs and launching new and impactful initiatives.

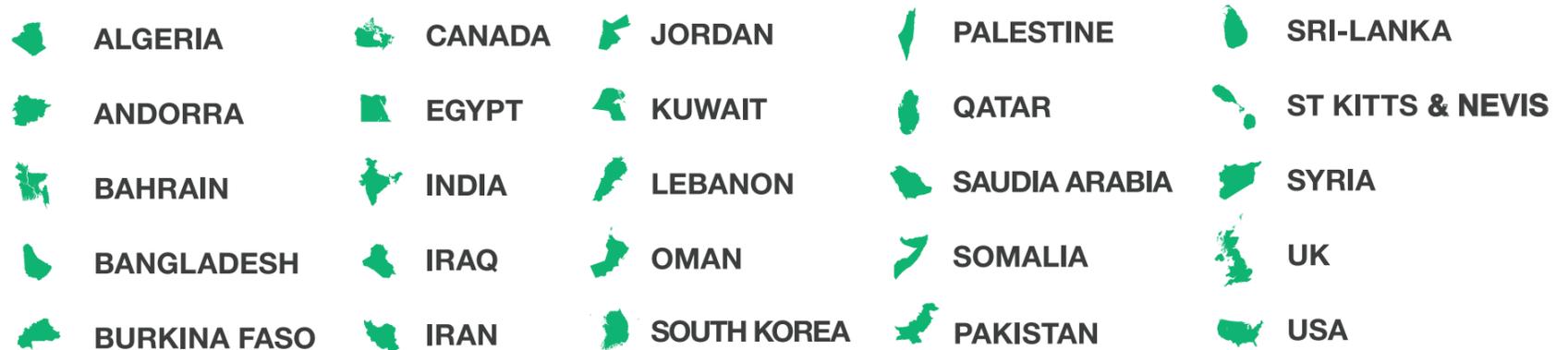
LOYAC KUWAIT - HEADQUARTERS

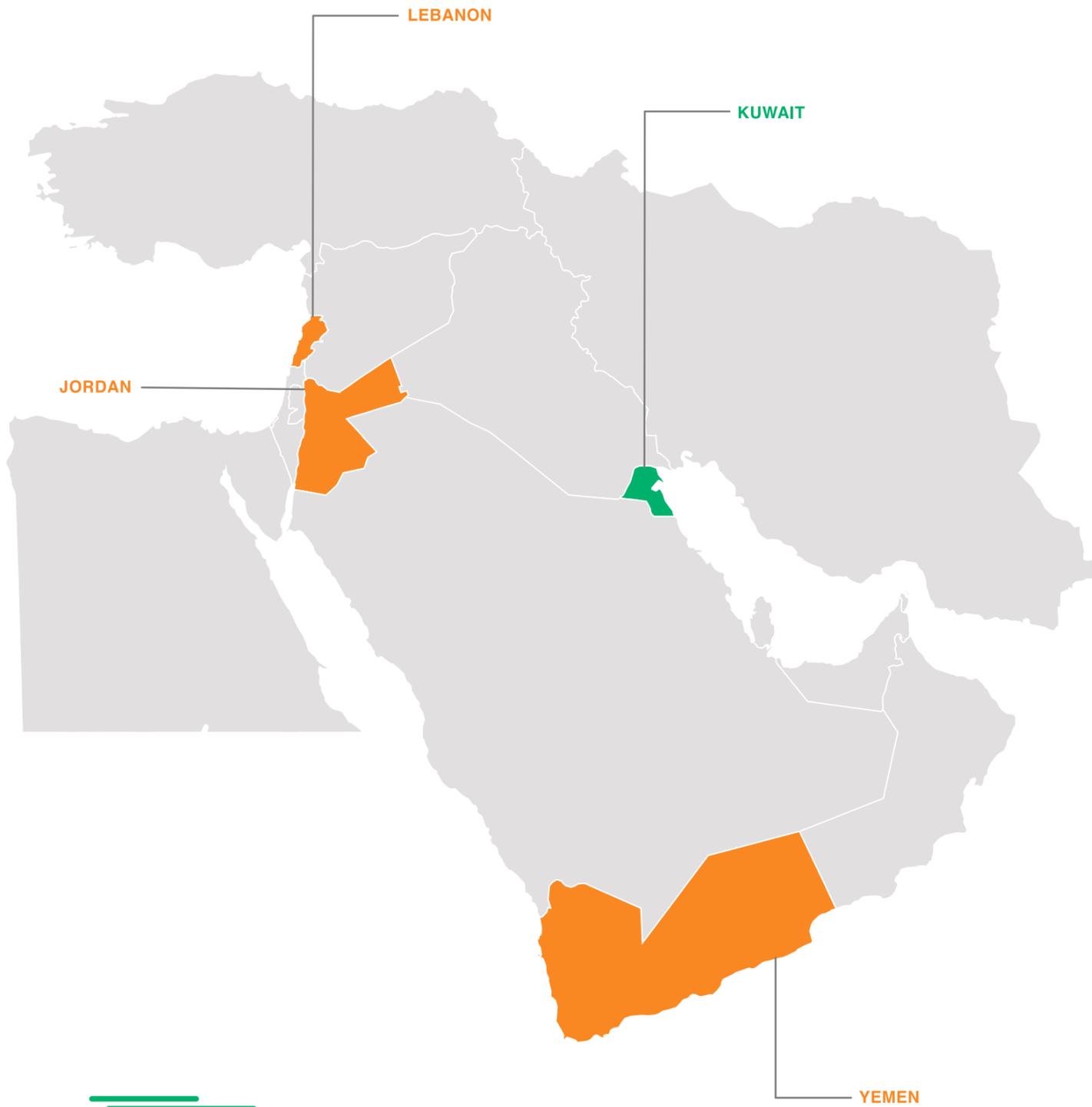


* Beneficiaries include participants, volunteers and attendees of on-site and online programs and events managed by LOYAC and its affiliates (LAPA, AC Milan and Al-Shaheed Park), as well as families who benefited from LOYAC's humanitarian projects.

* Collaborating entities include governmental, private and civic sector institutions that LOYAC has worked jointly with on different initiatives and programs.

PARTICIPANT DIVERSITY IN ON-SITE & ONLINE PROGRAMS





LOYAC CHAPTERS

JORDAN

- 1,554** BENEFICIARIES
- 98** VOLUNTEERS
- 160** DARB INTERNS
- 105** COLLABORATING COMPANIES

LEBANON

- 1,619** BENEFICIARIES
- 1,086** VOLUNTEERS

YEMEN

- 2,271** BENEFICIARIES
- 64** VOLUNTEERS

LOYAC MODEL

Striving to foster new generations of resilient, empowered youth in times of crisis, LOYAC continued to offer unprecedented opportunities during this exceptional year through a diverse portfolio of programs, workshops and initiatives incorporated within its three core areas – Professional Development, Experiential Learning and Community Service.



2020 LOYAC PROGRAMS BY AGE GROUP

Faced with the halt of in-person programs due to the spread of COVID-19 pandemic, LOYAC had to pivot from its set plans, develop new strategies and implement adaptive models, including virtual learning to continue delivering our programs. In April of 2020, our main programs went through a digital transition and many new virtual workshops were introduced providing an essential gateway for youth development on a local and regional level.

AGE GROUP	PROGRAM AREA	PROGRAM NAME
6 - 12	Community Service, Experiential Learning	Little Loyacers
12 - 16	Experiential Learning	Kon Social Entrepreneurship
	Professional Development	Fursan Al-Sena'a
15 - 30	Community Service	Service is My Joy
16 - 30	Community Service	Homes
	Professional Development, Experiential Learning	Bridge
	Community Service	Volunteers on Call
	Professional Development	Internship Program Darb
18 - 35	Professional Development, Community Service, Experiential Learning	Student Empowerment Program (SEP)



PROFESSIONAL DEVELOPMENT

BOUNDLESS POTENTIAL IN WAKE OF THE PANDEMIC

We believe societies become stronger when its youth are given the opportunity to develop and contribute. Through LOYAC's professional development programs, we strive to empower and unlock the potential of young students and graduates, thus making it possible for them to flourish on an interpersonal and career level.

This year, with the global spread of COVID-19 disrupting companies, operations, forcing thousands to work remotely online, and shaking up the in-person internship model, LOYAC had to quickly give its internship structure an intense virtual makeover. LOYAC's Internship Program Darb and Bridge Workshops were offered online with an aim of continuing to help youth develop transferable career skills, apply their academic knowledge to real-life situations, develop professional networks, and facilitate their socialization and entry into the workforce. Remote internship opportunities were offered in the fields of Digital Marketing, Web and Graphic Design, Business Administration, Customer Service, etc.

Conscious of the importance of the industrial sector in improving employment opportunities for youth and in creating a sustainable diversified economy, which comes within the seven pillars of Kuwait's National Development Plan, LOYAC offered the online AISena'a Fares Almostaqbal Workshop during the pandemic in collaboration with Kuwait Industries Union.

To further mitigate the effects of crisis on the long term, LOYAC launched a series of online professional training workshops to equip youth with skills needed to benefit from new employment opportunities in the post-COVID world, like the online Essential Professional Competencies Skills Workshops, which were sponsored by Ahli United Bank (AUB)

While staff at LOYAC are eager to resume in-person professional training, they are also excited about continuing to leverage technology to enhance initiatives and make them more accessible and inclusive.

JOB SECTORS COVERED:

- Communications
- Insurance
- Banking
- Hospitality
- Education
- Health & Medicine
- Information Technology
- Media & Advertising
- General Contracting
- Engineering
- Diet & Nutrition
- Civil Society Sector

EMPLOYABILITY SKILLS ATTAINED:

- Communications
- Social Skills
- Teambuilding
- Professionalism
- Time-management
- Planning Skills
- Self-motivation
- Problem-Solving
- Adaptability
- Positive thinking
- Customer Service
- CV Writing
- Job Interview Skills
- Career Planning
- Job Search Strategies

80%

OF DARB INTERNS REPORTED THAT THEY HAVE ENHANCED THEIR COMMUNICATION, TIME MANAGEMENT AND TEAMWORK SKILLS.

41

COLLABORATING COMPANIES

18

FURSAN AL-SENA'A

200

INTERNS

“

The experience was great; as it helped me improve my skills and personality. Since then, I became more confident, more sociable and made friends from different cultures. Also, now I am able to plan my week's schedule easily because of how I learned to manage my time carefully"

Taiba Alyaqoub
2020 Internship Program Darb Trainee

”



COMMUNITY SERVICE

RISING TO THE CHALLENGE THROUGH VOLUNTEERING

LOYAC believes that volunteerism is an asset for youth empowerment, as a people-centered approach to achieving sustainable development and peace. It has the capacity to transform volunteers into active agents of change through community engagement and action, skills and knowledge exchange, and diverse social networking.

At the heart of the COVID-19 pandemic this year, and in face of curfews, lockdowns and new health and safety measures, in-person volunteer opportunities became significantly limited. With an unwavering commitment to fulfill its mission despite the pandemic restrictions, LOYAC opted to offer its youth volunteers unprecedented opportunities to give back to the community.

Aware of the impact of collaborations with different governmental, private and civic entities have on building strong and inclusive communities, LOYAC was keen on working with several parties during the pandemic to implement its volunteer initiatives. In collaboration with the General Department of Civil Defense in Kuwait, LOYAC launched its "Volunteering for the Safety of My Country" campaign, which included supporting front-line health care workers at different hospitals, preparing COVID-19 nasal swabs and sanitizing public facilities.

Furthermore, the introduction of online learning in lieu of on-site programs provided LOYAC with a gateway to offer remote volunteering opportunities. Trainers volunteered their time to conduct several of LOYAC's programs and workshops, like Little Loyacers and MobArt. In addition, volunteers took part in food distribution initiatives to the disadvantaged families in the community affected by the pandemic.

LOYAC volunteers in Kuwait and the region have showcased an exceptional display of hope and solidarity in response to the needs of their local communities amidst the pandemic. This shared sense of responsibility has instilled the spirit and desire for global togetherness in time of crisis.

- COMMUNITY SERVICE ENTITIES**
- Al-Kharafi Activity Kids Center
 - Kuwait Down Syndrome Society
 - Maharat Nursery
 - Disadvantaged Families



157

VOLUNTEERS

3

RENOVATED HOMES

96%

OF LOYAC'S VOLUNTEERS BECAME INSPIRED TO TAKE POSITIVE ACTION TO HELP OTHERS IN THE COMMUNITY.

“

“When the pandemic started volunteering became harder yet doing it became of greater value. My experience in volunteering during the pandemic included distributing food supplies to families in need. I had previously participated in such an activity before the pandemic, but being able to give back to the community during the pandemic gave me a sense of solidarity with my community which was an experience that differed from the times before.”

Abdullah Al-Rashidi
Volunteer Since 2015

”



EXPERIENTIAL LEARNING

CULTIVATING FUTURE LEADERS

Impactful leaders have the vision, energy and courage to drive positive change across countries and communities, if equipped with the necessary skills and provided with opportunities and support. As an organization committed to hands-on experiential learning, LOYAC offers youth prominent opportunities to step beyond the boundaries of a traditional classroom to analyze and confront critical issues shaping societies worldwide.

The onset of COVID-19 pandemic and the halt of on-site programs did not derail LOYAC's efforts in providing youth communities with immersive experiences that would enhance their leadership, creativity, resilience and action-orientation skills. Programs within the Experiential Learning core area were transitioned onto the virtual platform, Zoom, and new workshops in this field were offered as well, like the Innovation Camp, which was held in collaboration with Injaz Kuwait.

Furthermore, pivoting to remote delivery of programs and workshops enabled our organization to continue its efforts in community building and providing emerging leaders the opportunity to network with local and international experts and stakeholders. Additionally, virtual programming provided a vital outlet for exchange of experiences between youth participants, which helped in deepening their intercultural leadership and competency in times of crisis.

EMPOWERING CHILDREN IN TIMES OF CRISIS

Because early education and skills enhancement can have a big impact on life-long behaviors, LOYAC continued its mission in children's enrichment and

empowerment as one of its focal areas of attention during the pandemic by delivering the Little Loyacers Program in its virtual version. The program worked on developing the children's comprehensive capabilities as well as enhancing their belief that the impact they can have on planet earth is crucial.

CONFRONTING GLOBAL CHALLENGES

LOYAC believes in the capability of young leaders to not only prosper as social entrepreneurs but to also bring about positive and significant social impact, which in turn contributes to achieving the United Nations Sustainable Development Goals (SDGs). Despite the interruptions caused by the pandemic this year, LOYAC was determined to continue fulfilling its mission in helping youth unlock their potential and develop innovative business ideas. Thus, LOYAC virtually transformed its Kon Social Entrepreneurship Program, which comes in collaboration with Babson College. The program introduced youth to Babson's innovative Entrepreneurial Thought & Action (ET&A™) model, which helped them transform their ideas into reality.

COMMUNITY TOPICS ADDRESSED:

- Active Citizenship
- Sustainable & Diversified Economy
- Sustainable Environment
- Gender Discrimination



128
TRAINEES

97%

OF KON PARTICIPANTS
REPORTED THAT THEY BUILT
A BETTER UNDERSTANDING
OF SOCIAL ISSUES FACING
OUR LOCAL COMMUNITY

“

After Kon, I grew much more confident in my abilities and overcame this shyness that was consuming my life. Kon ultimately has been one of the greatest learning experiences, where you don't just learn valuable skills for life, but you also learn about who you are as a person.

Sarah Al-Ozairi
2020 Kon Winning Team Member

”



LOCAL EVENTS

2020 BLOOD DRIVE

Sponsored by the Ahli Bank of Kuwait and in collaboration with Central Blood Bank of Kuwait and TriStar Motorcycle Company, LOYAC launched its 2020 Blood Drive on January 10th at Souq Sharq marking its 9th year of the annual campaign. This year, the campaign – entitled “Your Blood... Their Hope” – was held in support of children with cancer with an aim to enhance community solidarity and cohesion and to raise awareness on the importance of community participation and its vital impact in alleviating the suffering of young patients and in saving their lives. Different activities took place during the event to enhance the participation of blood donors, including TriStar biker's convoy, an arts performance by LOYAC Academy of Performing Arts (LAPA), children's face painting and games, in addition to providing food and drink stalls.



RAMADAN GHABQA

LOYAC held its first of a kind a virtual Ramadan Ghabqa on Zoom platform on the 8th of May, 2020 with the attendance of staff, volunteers and alumni from LOYAC Kuwait and its Chapters in Jordan and Lebanon, as well as from its affiliates, LOYAC Academy of Performing Arts (LAPA), Al-Shaheed Park, and AC Milan Soccer Academy. The event featured a variety of traditional and entertaining activities, including competitions, discussions, sharing of volunteer experiences during pandemic, gift draws, etc., in an aim to engage employees, volunteers and alumni and enhance the relationships between them to embody a spirit of the family during the Holy month.

“ALL FOR KUWAIT” CAMPAIGN

LOYAC launched the online "All For Kuwait" Campaign to express its sincere appreciation and gratitude to staff and volunteers from different sectors, including the Ministry of Health, Ministry of Defense, Cooperative Societies, etc. who worked tirelessly at the frontline in combating the pandemic to secure the safety of the country and its citizens, and to provide support and service during crisis. As part of this campaign, posts of staff and volunteer citizens and residents working together in service of the country during the pandemic were featured on LOYAC's social media accounts.



“PLEDGE FOR HUMANITY” CAMPAIGN

As the world entered a critical phase with the spread of the Covid-19, LOYAC rose to the challenge to rally its local and regional communities to action and renew their resolve to do their part by launching the online "Pledge for Humanity" Campaign. Participants from the staff, volunteers and the public in Kuwait, Jordan and Lebanon took an oath upon themselves to help in raising awareness and taking corrective measures to slow down the spread of the pandemic and minimize its harmful impact on people in their own communities. Approximately 500 participants signed their acknowledgment to comply with the directives dictated in the pledge.

MASK CHALLENGE

To boost the COVID-19 prevention awareness and curb its spread, LOYAC held an online homemade cloth facemask-making contest. The contest was open for participants from Kuwait and the region. Contestants were encouraged to abide by the instructions provided by the Ministry of Health and World Health Organization when sewing the cloth facemask to ensure it is up to health and safety standards. Contestants shared photos of their handmade masks on their social media accounts and we in turn shared them on LOYAC's Instagram account. This initiative inspired many to use their creativity in making their own facemasks at home.



LOYAC ARABIA

Amidst the pandemic, LOYAC launched the new media program entitled "LOYAC Arabia", which brings together youth participants and alumni from Kuwait, Jordan & Lebanon. This comes as part of the organization's series of online programs and live sessions launched online in a move aimed at motivating youth to adjust to a norm that lacks in-person social interaction. Through this unique regional program which was broadcasted live on Instagram, LOYAC aimed at shedding the light on the achievements of its chapters in addition to offering youth volunteers and interns from different countries the opportunity to exchange experiences and lessons learnt over the course of the pandemic.

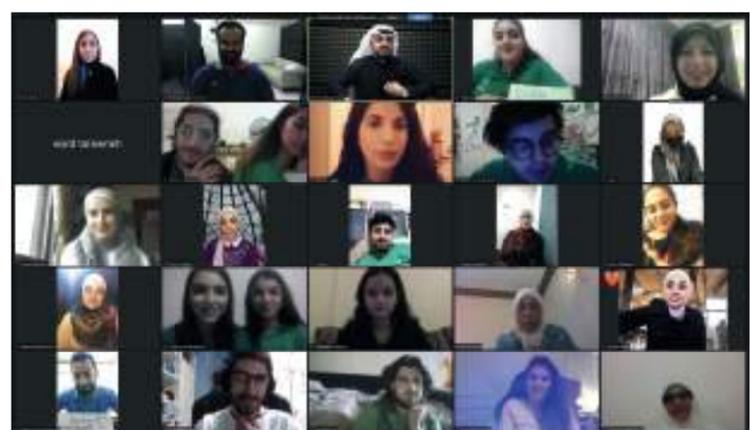


TALK OF MEMORIES

In order to get youth out of the prevailing atmosphere of anxiety due to the spread of the Corona virus, and to encourage the exchange of their experiences amongst the public, LOYAC launched the "Talk of Memories" program via Instagram Live. The episodes were presented by LOYAC's Executive Board Member, Ms. Fetouh Al Dalali, who hosted guest speakers from LOYAC's alumni members whom were working in the front lines in face of the pandemic. The alumni guests spoke about the challenges they faced during the crisis, and shared their past experiences and memories while participating in LOYAC's programs.

INTERNATIONAL VOLUNTEER DAY

In celebration of International Volunteer Day, LOYAC hosted a virtual regional event entitled "Together, We Create Change" for its volunteers from Kuwait Jordan and Lebanon. During the event, volunteers shared experiences and challenges they faced during the pandemic and discussed how to make use of technology as a positive step towards evolution and change in times of crisis. The event also featured a variety of activities, including competitions, a talent show and group discussions about achievements made in community service during this exceptional year.



REGIONAL HUMANITARIAN INITIATIVES

Since 2002, LOYAC has been known for its resilience during challenging times and its ability to adapt to changing and challenging situations. Throughout this exceptional year and in face of a global crisis our mission has never been more relevant and important. LOYAC continued to carry out its humanitarian efforts with the support of the local and regional communities, thus emerging stronger and more resilient through this difficult time. Below is an overview of our humanitarian work in 2020 in Kuwait, Lebanon and Yemen.

KUWAIT

With the outbreak of coronavirus and school closures, the quality of the home learning environment became even more crucial. In response to this situation, LOYAC's Academy of Performing Arts (LAPA) launched its MobArt Program for youth of disadvantaged families in Kuwait with an aim to minimize disruptions caused by the pandemic to the student learning process. The program provided youth of ages 6 to 13 years with electronic devices and connectivity to access online interactive educational and entertaining resources and services, including workshops and activities in the fields of handicrafts, drama and performing arts, music, English language and interactive storytelling. Workshops were offered by specialized professional trainers who volunteered their time to help the young children overcome anxiety.

MobArt was originally launched in Lebanon in 2017 with an aim of empowering and equipping women and children of 65 refugee families residing at the Faour Camp in the Bekaa valley of Lebanon with a craft of their own through which they can sustain themselves in the future. LOYAC continues to run the program in Lebanon as it believes that by bridging the gap between refugees and host communities, we create a more enlightened community for peace and prosperity.

LEBANON

In response to the call of humanity following the tragic explosion at Beirut Port, LOYAC Lebanon in cooperation and support of LOYAC Kuwait launched "Rise Up Beirut" Campaign to provide urgent and immediate aid to the victims. This initiative came under the umbrella of "Homes" emergency program, through which three groups of volunteers were formulated to receive and find quick solutions for cases, to help in repairing affected houses and to help clean and remove damaged structures.

Through the campaign, 150 homes and an orphanage center that houses 220 children were rehabilitated. The campaign's activity expanded beyond the rehabilitation of buildings to the distribution of food supplies, clothes and medicine to affected community, which included over 400 families.

In parallel with providing materialistic support to affected families, LOYAC's Academy of Performing Arts (LAPA) provided moral and psychological support to the children and youth by offering them a variety of programs and activities in the fields of theatre, as well as performing and plastic arts. This helped give the youth and children a safe and artistic space to express their pain and anger in face of this tragic event.

LOYAC has set a comprehensive and diversified plan to continue running the campaign in year 2021 and 2022 that will benefit a large number of families in Beirut's community affected by the explosion.

150

RENOVATED
HOMES

610

FAMILIES & CHILDREN
BENEFICIARIES

250

VOLUNTEERS

YEMEN

Due to its significant impact in educating, training and empowering Yemeni women, LOYAC continued to offer "Give Her a Chance Program" in Aden, Lahij, and Hadramaut. Through the program, women were offered literacy classes that align with Yemen's Ministry of Education curriculum for teaching Arabic, English, and Math. Moreover, women in Lahij were provided with artisan employment opportunities through the program's Tailoring Center, where they work on making handmade and embroidered clothes, bags and accessories.

Furthermore, LOYAC Yemen initiated "I Will Be Fine Program", which provided educational classes, psychological support and recovery of 210 children from war trauma. Other humanitarian activities in 2020 included distribution of food and clothes during Ramadan and Eid.

2,271

WOMEN & CHILDREN
BENEFICIARIES

BECOME A MEMBER, AND CONTRIBUTE TO CHANGING THE WORLD

For more than 18 years, LOYAC has fostered peace, engagement, cooperation and understanding within the Arab World. By supporting our various initiatives, you will help us in furthering our mission in empowering and connecting emerging leaders to build a better future for us all. This membership will be your investment in future generations of leaders, professionals, entrepreneurs and activists who will undergo an overall development process and be prepped to tackle the world's most critical issues.

TO BECOME A MEMBER
WWW.LOYAC.ORG



LOYAC AFFILIATES

LOYAC AC MILAN SOCCER SCHOOL

LOYAC AC Milan Soccer School, which was established in 2009, is one of the leading soccer schools in the region and a pioneer in technical and tactical football training offering youth of ages 5 years and above the opportunity to hone their soccer skills and fitness through highly functional and quality designed training. Over the course of 11 years, LOYAC AC Milan Soccer Academy trained more than 1,500 players. In 2020, 481 trainees took part in the activities before they were suspended due to the spread of the Corona virus.



ALSHAHEED PARK

Since 2014, LOYAC was entrusted by Kuwait's Amiri Diwan to manage Al-Shaheed Park, which is the largest urban park in the country.

LOYAC manages the overall property and its facilities, from overseeing the park's maintenance and cleanliness to ensuring the safety and security of visitors. LOYAC also contributes to the park management process in cultivating and nurturing the history, culture and arts in the country through a year-long set of events and activities while creating a platform that engages the community.



Note: a detailed annual report is available.

LOYAC ACADEMY OF PERFORMING ARTS (LAPA)

LOYAC officially established its Academy of Performing Arts in 2010, In an aim towards encouraging local talent and spreading culture, art and awareness through a variety of workshops and events in drama, music, arts, singing and dancing tailored to young children and adults.



LOYAC ACADEMY OF PERFORMING ARTS

Note: a detailed annual report is available.



BOARD MEMBERS



Fareah Al-Saqqaf
Chairperson



Fadia Al-Marzooq
Vice Chairperson & Managing Director



Fetouh Al-Dalali
Executive Board Member



Mona Al-Kalouti
Executive Board Member



Abeer Al-Essa
Executive Board Member



Lara Dardarian
Executive Board Member



Nadia Al-Marzooq
Executive Board Member

BOARD OF TRUSTEES



Mohammed Jassem Al-Sager
Chairman of the Board of Trustees



Diraar Yusuf Al-Ghanim
Vice-Chairman of the Board of Trustees



Fadwa Yacoub Al-Homaizi
Member of the Board of Trustees



Dr. Saad Hamad Al-Barrak
Member of the Board of Trustees



Fareah Al-Saqqaf
Member of the Board of Trustees



Omran Habib Hayat
Member of the Board of Trustees



Fadia Al-Marzooq
Member of the Board of Trustees

YOUTH COUNCIL

Yousef Al-Baijan

Nadia Ahmed

Abdulatif Al-Nesif

Faisal Al-Haroon

Eman Al-Omar

Abdullah Bahbahani

Dalal Bahbahani

Nouriya Al-Sagar

Abdulatif Al-Mishari

Salman Al-Rashood

Ninnar Al-Qames

Mona Zuaiter

EXECUTIVE MANAGEMENT



SUSTAINABLE VENTURES & AFFILIATES

Yousef Al-Beijan
CEO

AFFILIATES



LAPA
Fareah Al-Saqqaf
Founder & CEO



**AC MILAN
SOCCER SCHOOL**
Faisal Al-Haroon
General Manager



ALSHAHEED PARK
Salman Al-Rashood
General Manager

CHAPTERS



LOYAC YEMEN
Haifa Al-Sakkaf
Co-Founder &
General Manager



LOYAC LEBANON
Nadia Ahmed
Treasurer of the Board
& Executive Director



LOYAC JORDAN
Ahmad Asfour
General Manager

INSTITUTIONAL COLLABORATION

Strengthening partnerships and unifying efforts with various private, governmental and civil sectors has been and will continue to be our top priority in implementing all our educational and development initiatives.

GOVERNMENTAL SECTORS:



PRIVATE SECTORS:



CIVIL SOCIETY SECTORS:



STRATEGIC PARTNERS



SPONSORS



THANK YOU TO OUR SUPPORTERS

We are sincerely grateful to the corporations and government entities that believe in our vision and generously support our efforts. Our focus on empowering youth and inspiring change throughout the past 18 years has remained steady with your support.

