**Section III**

**Returnable Bidding Forms**

**Request for Proposal: Provision of Cyber Education Platform (UNOPS-NFYS-2020-S-003)**

**e-Sourcing reference: RFP/2020/13755**

Note to Offerors: The following returnable forms are part of this RFP and must be completed and returned by offerors as part of their Proposal. Instructions to complete each Form are highlighted in blue in each Form. Please complete the Returnable Bidding Forms as instructed and return them as part of your proposal by uploading them against their specific Document Checklist in the UNOPS eSourcing system. Please ensure that the financial information in your proposal is uploaded in the financial envelope checklist under the Financial Offer Details tab of the eSourcing system.

This Section comprises the following Returnable Bidding Forms:

* Form A: Joint Venture Partner Information Form
* Form B: Proposal Submission Form
* Form C: Financial Proposal Form
* Form D: Technical Proposal Form
* Form E: Format for Resume of Proposed Key Personnel
* Form F: Statement of Availability
* Form G: Past Contracts Form
* Form H: DRiVE Questionnaire (see excel)

**Form A: Joint Venture Partner Information Form**

[The Offeror shall fill in this Form in accordance with the instructions indicated below]

RFP reference no: [insert RFP reference No.]

Name of Offeror: [insert name of Offeror]

Date: [insert submission date]

To be completed and returned with your Proposal if the Proposal is submitted as a Joint Venture/Consortium/Association.

|  |  |
| --- | --- |
| **JV / Consortium/ Association Information** | |
| **Name** | [complete] |
| **Names of each partner and contact information**  (address, telephone numbers, fax numbers, e-mail address) | [complete] |
| **Name of leading** partner (with authority to bind the JV, Consortium, Association during the RFP process and, in the event a Contract is awarded, during contract execution) | [complete] |
| **Proposed proportion of responsibilities between partners (in %) with indication of the type of the services to be performed by each** | [complete] |

**Signatures of all partners of the JV:**

We hereby confirm that if the contract is awarded, all parties of the Joint Venture/Consortium/Association shall be jointly and severally liable to UNOPS for the fulfillment of the provisions of the Contract.

Name of partner: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Name of partner: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Name of partner: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Name of partner: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Form B: Proposal Submission Form**

Offerors are requested to complete this form, sign it and return it as part of their Proposal submission. The Offeror shall fill in this form in accordance with the instructions indicated. No alterations to its format shall be permitted and no substitutions shall be accepted.

Date: [Insert submission date]

**Subject: Proposal for the supply of** [***Insert a brief description of goods/services*]****in**[***Name of country/city*],** RFP Case No**. [Insert RFP ref. number],** dated **[insert date]**

We, the undersigned, declare that:

* 1. We have examined and have no reservations to the Bidding documents, including amendments No.: [Insert the number and issuing date of each amendment];
  2. We offer to supply in conformity with the Bidding documents, including the UNOPS General Conditions of Contract and in accordance with the Schedule of Requirements;
  3. Our Proposal shall be valid for the period of time of [insert number of days which shall not be less than the specified the Tender Particulars section, Period of Validity of Proposals] from the date fixed for the Proposal submission deadline as set out in the RFP, and it shall remain binding upon us and may be accepted at any time before the expiration of that period;
  4. If our Proposal is accepted, and if so requested in the Tender Particulars section, we commit to obtain a performance security, in accordance with Instructions to Offerors, Article 35 and the General Conditions of Contract;
  5. We have no conflict of interest in any activity that would put it, if selected for this assignment, in a conflict of interest with UNOPS;
  6. We have not declared bankruptcy, are not involved in bankruptcy or receivership proceedings, and there is no judgment or pending legal action against them that could impair their operations in the foreseeable future;
  7. Our firm confirms that the offeror and sub-contractors have not been associated, or had been involved in any way, directly or indirectly, with the preparation of the design, terms of references and/or other documents used as a part of this solicitation;
  8. We embrace the principles of the United Nations Supplier Code of Conduct and adhere to the principles of the United Nations Global Compact;
  9. Our firm, its affiliates or subsidiaries – including any subcontractors or suppliers for any part of the contract – has not been declared ineligible by UNOPS, nor is included in the suspended/ineligibility list of the UN/PD, other UN Agencies, the UN Security Council, and the World Bank, in accordance with Instructions to Offerors Article 4, Eligibility;
  10. We have not offered and will not offer fees, gifts and/or favours of kind in exchange for this RFP and will not engage in any such activity during the performance of any contract awarded;
  11. We understand that you are not bound to accept the lowest evaluated Proposal or any other Proposal that you may receive.

I, the undersigned, certify that I am duly authorized by [***insert name of Offeror***] to sign this Proposal and bind [***insert name of Offeror***] should UNOPS accept this Proposal:

Name : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Title : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

[*Stamp form of Proposal with official stamp of the Offeror*]

**Form C: Financial Proposal Form**

RFP reference no: [insert RFP reference No.]

Name of Offeror: [insert name of offeror]

The Proposer is required to prepare the Financial Proposal following the below format and be submitted in an envelope separate from the rest of the RFP as indicated in the Instruction to Offerors. Please ensure that this form is uploaded in the financial envelope checklist under the Financial Offer Details tab of the eSourcing system.

The financial proposal must be submitted in **USD (United States Dollars)**

The Financial Proposal must be filled in in both Tables 1 and 2 below (for which the total amount should match), including provision of a detailed cost breakdown. Provide separate figures for each functional grouping or category. The format includes specific expenditures under Table 2, which may or may not be required or applicable but are indicated to serve as examples. **Offerors may adjust the name and structure of expenditures under Table 2 if necessary.**

**Table 1: Cost breakdown per deliverable/output**

|  |  |  |  |
| --- | --- | --- | --- |
| **Item No** | **Deliverables** | **Percentage of Total Price (Weight for payment)** | **Price**  **(Lump Sum, All Inclusive)** [Offeror to insert price] |
| 1 | **Inception report** – Detailed action plan for the project implementation, training plan, plan for testing. | 30% | [Offeror to insert price] |
| 2 | **First Progress report –** Hardware and software delivered, installed, system fully functional Site acceptance Test conducted and verified and first round of training successfully implemented. | 50% | [Offeror to insert price] |
| 3 | **Final report** – Second round of training implemented and Final report submitted | 20% | [Offeror to insert price] |
| **Total financial proposal USD** | | **100%** | **[insert total lump sum price]** |

**Table 2: Cost breakdown per component (ADJUSTABLE)**

Offerors are requested to provide the cost breakdown for the above given prices based on the following format. UNOPS shall use the cost breakdown for the price reasonability assessment purposes as well as the calculation of price in the event that both parties agree to a contract amendment on the future.

**TEAM**

|  |  |  |  |
| --- | --- | --- | --- |
| **Cost component** | **Number of days** | **Remuneration per day** | **Total for the Period** |
| Team Leader |  |  |  |
| Team Member 1 |  |  |  |
| Team Member 2 |  |  |  |
| Team Member 3... |  |  |  |
| Travel costs |  |  |  |
| Daily allowance |  |  |  |
| Communications |  |  |  |
| Printing |  |  |  |
| Hardware |  |  |  |
| Licences |  |  |  |
| Other costs (provide details) |  |  |  |
| **Total in USD** | | |  |

**List of subcontractors or suppliers**

Offeror must identify the names of all subcontractors/suppliers who will be providing good/services under this contract and the type of work being subcontracted, if applicable.

1. \_[Full legal name and address of subcontractors]\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**List of connected legal entities**

Offeror must identify the names of all connected legal entities and their relation with the Bidder, if applicable.

1. \_[Full legal name and address of connected legal entity, as well as relation to the bidder]\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

I, the undersigned, certify that I am duly authorized by [***insert full name of Offeror***] to sign this Proposal and bind [***insert full name of Offeror***] should UNOPS accept this Proposal:

Name : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Title : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Form D: Technical Proposal Form**

[Procurement officials are to ensure that the tables below are adapted in accordance with the technical evaluation criteria included in the eSourcing system. The below sections/criteria/tables correspond to the sample criteria included in the offline version of the RFP template]

RFP reference no: [insert RFP reference No.]

Name of Offeror: [insert name of offeror]

The Offeror’s proposal must be organized to follow the format of this Technical Proposal Form. Where the offeror is presented with a requirement or asked to use a specific approach, the offeror must not only state its acceptance, but also describe, where appropriate, how it intends to comply. Where a descriptive response is requested, failure to provide the same will be viewed as non-responsive.

**Technical Proposal Evaluation sections:**

|  |  |
| --- | --- |
| **Section 1: Offeror’s qualification, capacity and expertise** | |
| 1.1 | **Brief description and background of the organization including year and country of incorporation, management and personnel structure, types of activities undertaken and overall experience, project management controls, extent to which any work would be subcontracted, etc. Demonstrate general organizational capability, experience and reputation of the consortium/company which is likely to affect implementation.**  [Insert response here] |
| 1.2 | **Specialised knowledge and proven expertise of the organisation in provision of required services, experience in implementation of the Cyber security**  [Insert response here] |
| 1.3 | **Previous experience of the company/consortium on similar projects**  [Insert response here] |
| 1.4 | **Details on the Local agent**  [Insert response here] |

|  |  |
| --- | --- |
| **Section 2: Proposed Methodology, Approach and Implementation Plan** | |
| 2.1 | **Describe proposed methodology** [Insert response here or in separate document] |
| 2.2 | **Provide list of the hardware included in the solution and technical documentation and recyclable package information and energy efficiency information**  [Insert response here or in separate document] |
| 2.3 | **Provide details on extendability of the system**  [Insert response here or in separate document] |
| 2.4 | **Provide licensing plan**  [Insert response here or in separate document] |
| 2.5 | **Provide details on the training infrastructure**  [Insert response here or in separate document] |
| 2.6 | **Provide detailed description of the CEP management environment**  [Insert response here or in separate document] |
| 2.7 | **Provide delivery and maintenance plan and organization**  [Insert response here or in separate document] |

|  |  |
| --- | --- |
| **Section 3: Key personnel proposed**  **Provide composition and structure of the team proposed. Explain how the proposed roles of the management and the team of key personnel qualified and suitable for the provision of the necessary services** | |
| 3.1 | **Team Leader**  [Insert response here by filling up the below table]   |  |  |  | | --- | --- | --- | | **Name and Nationality** | **Position to be Assumed in this Contract** | **Requirements as per Terms of reference** | | [Insert] | Team Leader | Copy the requirements in the TOR. If you are proposing additional personnel not included in the min. structure, please make this column as N/A | |
| 3.2 | **Team Members**   |  |  |  | | --- | --- | --- | | **Name and Nationality** | **Position to be Assumed in this Contract** | **Requirements as per Terms of reference** | | [Insert] | Team Member | Copy the requirements in the TOR. If you are proposing additional personnel not included in the min. structure, please make this column as N/A | | [Insert] | Team Member |  | | [Insert] | Team Member |  |   [For each of the names identified above, attach his/her CV using the format in Form F: Format for Resume of Proposed Key Personnel. If so required in Section I, also attach his/her Form I: Statement of Exclusivity and Availability] |

I, the undersigned, certify that I am duly authorized by [***insert full name of Offeror***] to sign this Proposal and bind [***insert full name of Offeror***] should UNOPS accept this Proposal:

Name : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Title : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Form E: Format for Resume of Proposed Key Personnel**

RFP reference no: [insert RFP reference No.]

Name of Offeror: [insert name of Offeror]

|  |  |
| --- | --- |
| Position | [Insert] |
| Name of Personnel | [Insert] |
| Title | [Insert] |
| Years with firm | [Insert] |
| Nationality | [Insert] |
| Language proficiency | [Insert] |
| Education/ Qualifications | [Summarize college/university and other specialized education of personnel member, giving names of schools, dates attended, and degrees/qualifications obtained.] |
| Professional certifications | [Provide details of professional certifications relevant to the scope of services]   * Name of institution: [Insert] * Date of certification: [Insert] |
| Employment Record/ Experience | [Starting with present position, list in reverse order, every employment held. List all positions held by personnel since graduation, giving dates, names of employing organization, title of position held and location of employment. For experience in last five years, detail the type of activities performed, degree of responsibilities, location of assignments and any other information or professional experience considered pertinent for this assignment.] |
| References | [Provide names, addresses, phone and email contact information for two (2) references]  Reference 1:  Reference 2: |

I, the undersigned, certify to the best of my knowledge and belief, this bio-date is accurate.

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

Signature of Personnel (individual) or firm representative Date (Day/Month/Year)

**Form F: Statement of Availability**

RFP reference no: [insert RFP reference No.]

Name of Offeror: [insert name of Offeror]

Date: [insert submission date]

I, the undersigned, hereby declare that I agree to participate with the Offeror[insert Offeror name] in the above-mentioned RFP. I further declare that I am able and willing to work for the period(s) foreseen for the position for which my CV has been included in the event that this proposal is successful, namely:

|  |  |
| --- | --- |
| **From** | **To** |
| [start of period 1] | [end of period 1] |
| [start of period 2] | [end of period 2] |
| [etc] |  |

I confirm that I am not engaged in other projects in a position for which my services are required during the periods where my services are required under this RFP.

Furthermore, should this proposal be successful, I am fully aware that if I am not available at the expected start date of my services for reasons other than ill-health or *force majeure*, I may be subject to exclusion from UNOPS other tenders and contracts and that the notification of award of contract to the Offeror may be rendered null and void.

Applicable only to personnel who have worked in UNOPS and/or have contracts with UNOPS or another UN organization:

I confirm that I am in compliance with, and my proposed work with the Offeror would be in compliance with, the below UNOPS Policy on Post-Service Restrictions:

***Post-Service Restrictions***

*1. This section outlines all restrictions after separation of personnel involved in the procurement process. (Personnel may seek clarification from the General Counsel as to whether his/her specific situation falls under the scope of these restrictions).*

*1.1 For a period of one year following separation from service, former personnel who have participated in the procurement process for UNOPS before separation from service are prohibited from seeking or accepting service with, or otherwise accepting any form of compensation or financial benefit from, any UNOPS contractor or vendor of goods or services, regardless of location, which conducts business with UNOPS or seeks to do so and with whom such personnel have been personally involved in the procurement process during the last three years of service with UNOPS.*

*1.2 For a period of two years following separation from service, former personnel who have participated in the procurement process for UNOPS before separation from service are prohibited from knowingly communicating with, or appearing before, any UNOPS personnel or unit of UNOPS on behalf of any third party on any particular matters that were under their official responsibility relating to the procurement process during the last three years of their service with UNOPS.*

*2. Sanctions for violations:*

*2.1 Violation of any of the provisions of section 1.1 or 1.2 of above by former personnel shall be recorded by a formal note in the individual’s official status file indicating the nature of the violation and a recommendation against any future service with UNOPS. In accordance with established procedures, such a note shall be brought to the attention of the individual concerned so that he or she has an opportunity to provide comments.*

*2.2 Any UNOPS contractor or vendor of goods or services who offers employment, hires or otherwise compensates personnel in violation of these restrictions may, after review by UNOPS, be subject to having its registration as a qualified contractor or vendor with UNOPS barred, suspended or terminated, in accordance with United Nations/UNOPS procurement policies and procedures.*

Furthermore, I confirm that my proposed work with the Offeror would not conflict with, or be perceived to conflict with, any obligation that I may have to UNOPS or another United Nations organization.

Name : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Title : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Form G: Past Contracts Form**

* RFP reference no: [insert RFP reference No.]
* Name of Offeror: [insert name of Offeror]
* Date: [insert submission date]

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Project name**  **and country** | **Name of client, address and contact person** | **Type of work performed and year of completion** | **Value of Contract** | **Date of completion of Delivery** | | **Remarks indicating reasons of late delivery, if any** | **Was performance of services satisfactory** |
| **As per Contract** | **Actual** |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |  |

Name : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Title : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature : \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_