

Terms of reference (ToR) for the procurement of services

CONFIDENTIAL

		Project number/ Gcost centre: G-012417 – 001
Hiring of an Agency for Knowledge Management for VB-G RAM programme of Ministry of Rural Development		
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0. List of Abbreviation

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
FK	Expert
FKT	Expert days
KZFK	Short-term expert
ToRs	Terms of reference
AVCERR	Adaptive Social Protection of Vulnerable Communities for Enhanced Rural Resilience
CBOs	Community Based Organisations
CRPs	Community Resource Persons
ERADA	Enhanced Rural Resilience through Appropriate Development Actions
EBA	Ecosystem-based adaptation
ToRs	Terms of reference
GIS	Geographic Information Systems
GP	Gram Panchayat
IEC	Information, Education, and Communication
NFHS	National Family Health Survey
MoRD	Ministry of Rural Development
MoEFCC	Ministry of Environment, Forest & Climate Change
MGNREGS	Mahatma Gandhi National Rural Employment Guarantee Scheme
PRI	Panchayati Raj Institution
SHGs	Self-Help Groups
SRLM	State Rural Livelihoods Mission
VB G RAM G	Viksit Bharat Guarantee for Rojgar and Aajeevika Mission Gramin
WRD	Water Resources Department

1. Context

1.1 Brief About the Indo-German Project: AVCERR

Indo-German Development Cooperation Project “Adaptive social protection of Vulnerable Communities for Enhanced Rural Resilience (AVCERR)” is an Indo-German development cooperation project in GIZ India. It is commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) in partnership with the Ministry of Rural Development (MoRD) in India for three years, September 2024 – August 2027. The Implementation Agreement with MoRD is yet to be signed.

The key objective of the project is that the institutional capacities for the implementation of adaptive social protection through VB G RAM G for vulnerable households in rural India have improved. The project will be operational at national level and six districts across Bihar and Rajasthan, covering different agro-climatic zones and hazard conditions.

1.2 Context and Background of the Assignment

The Viksit Bharat – Guarantee for Rozgar and Aajeevika Mission Gramin – VB- G RAM G, has recently been enacted by parliament in Dec 2025, replacing Mahatma Gandhi NREGA framework. While VB-G RAM G inherits the implementation experience, field systems, public works architecture and accountability legacy of MGNREGS, it also introduces a renewed programme ambition linked with Viksit Bharat through Viksit Bharat Gram Panchayat Plans (VGPP), livelihood strengthening, convergence, saturation, technology-enabled implementation and resilient rural transformation.

The Ministry of Rural Development is committed to supporting States, districts, blocks and Gram Panchayats during this transition. Since, VB-G RAM G is a flagship programme with national significance, systematic knowledge management is essential for capturing field level learning, documenting success stories, gathering feedback, enabling peer learning and disseminating practical implementation knowledge.

The VB-G RAM G Act provides for 4 master categories of works:

- a. Water related works
- b. Core Rural Infrastructure related works
- c. Livelihood related infrastructure and
- d. Special works related to mitigation of extreme weather events and disaster preparedness

Adaptive Social Protection of Vulnerable Communities through Enhanced Rural Resilience (AVCERR) is an Indo-German Cooperation Project being implemented in partnership with Rural Employment (RE) division of Ministry of Rural Development (MoRD). It is being implemented in selected districts of Bihar and Rajasthan from September 2024 to August 2027. The project objective is therefore to strengthen the institutional capacities for the implementation of works related to mitigation of extreme weather events and climate resilience through the Viksit Bharat–Guarantee for Rozgar and Aajeevika Mission (Gramin) (VB—G RAM G) Act, 2025. Key areas of interventions are listed below;

- i. Use of digital technology and artificial intelligence in decision making.
- ii. Skilling of frontline and technical functionaries on climate resilience and disaster preparedness
- iii. Customization of technical manual for public works under VB-G RAM G and digital knowledge portal for learning and capacity building.
- iv. Innovative pilots: Amrit poshan vatika; nature-based solutions; eco-system-based adaptation; women led anticipatory action; rural heat resilience; etc.
- v. Multi stakeholder dialogues with line ministries at the national level and line departments at the state level including civil society organizations, think tanks, CSR and private sector practitioners.
- vi. International exchange for learning and dissemination of learning.

A lot of knowledge management is required at the AVCERR project level as well as VB-G RAM G programme level. This includes activities like case studies, success stories, photo-stories, webinars, posters, etc. In this background AVCERR Project is proposing to engage an agency to provide knowledge management, documentation, feedback and learning support for AVCERR and VB-G RAM G.

GIZ shall hire an agency for the anticipated contract term, from **01st November 2026 to 31st July 2027**

1.3 Objectives of the assignment:

The objective of the assignment is to support MoRD in establishing a lean but effective knowledge management and learning mechanism for VB-G RAM G. The assignment will especially support:

- a. Collection and documentation of success stories and emerging good practices.
- b. Collection and synthesis of feedback from states, districts, blocks and Gram Panchayat, and implementation functionaries.
- c. Facilitation of inter-state and intra-state cross learning
- d. Wider sharing of knowledge products through multiple means.

2. Scope of work

The agency will work under the guidance of Indo-German AVCERR project and in coordination with selected States, districts and implementation partners. The assignment will be largely desk-based and consultation-based.

The agency will undertake the following tasks:

- Develop a knowledge management framework for VB-G RAM G.
- Prepare simple templates for success stories, field feedback, learning notes and dissemination products.
- Identify success stories and good practices through consultation with States, review of programme documents, and virtual interactions.
- Collect feedback from implementation functionaries on key operational, planning, technical, convergence, training and communication-related issues.
- Prepare periodic learning notes for MoRD based on emerging implementation experience.

- Facilitate online and hybrid cross-learning sessions among States and districts.
- Prepare communication-ready knowledge products for wider sharing.

3. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

3.1 Work package: I – Inception, Knowledge Management Framework and Tools

The agency will begin with a review of relevant VB-G RAM G documents, operational materials, implementation advisories, permissible works, convergence guidance, training material and related knowledge products.

Key activities will include:

- Preparation of a detailed inception report.
- Development of a knowledge management framework for VB-G RAM G.
- Preparation of templates for success stories, feedback collection, learning briefs and workshop documentation.
- Identification of priority themes and States for documentation and feedback.
- Preparation of a consultation and documentation plan.

Deliverables

- Inception report with methodology and workplan.
- Knowledge management framework.
- Templates for success stories, feedback notes, learning briefs and dissemination material.
- State and theme-wise documentation plan.

3.2 Work package: II – Collection and Documentation of Success Stories

The agency will document selected success stories and emerging good practices from States, districts and Gram Panchayats. The focus will be on practical implementation learning and not merely on publicity-oriented narratives.

The stories may cover:

- Effective Gram Panchayat planning.
- Good-quality public works under VB-G RAM G.
- Livelihood-linked assets.
- Convergence with line departments and schemes.
- Use of geospatial planning, MIS and digital tools.
- Participation of women, vulnerable households and community institutions.
- Repair and maintenance of assets.
- Community-led implementation practices.
- Innovation in planning, execution, monitoring and transparency.
- Examples of State or district-level implementation support systems.

The documentation will be prepared in simple and field-friendly language. The agency may rely on State nominations, district consultations, secondary material, virtual interviews and selective field verification.

Deliverables

- 20 short success stories of 800–1,000 words each.
- 6 detailed case studies of 2,000–2,500 words each.
- 8 photo stories or visual documentation notes.
- One consolidated good practices compendium.

3.3 Work package: III - Feedback Collection and Implementation Learning

The agency will design and implement a structured feedback process to capture early learning from VB-G RAM G implementation.

Feedback will be collected from:

- State-level officials.
- District and block programme functionaries.
- Technical staff.
- Gram Panchayat representatives.
- Field-level implementation workers.
- Community institutions and selected beneficiaries.
- Training and resource institutions, where relevant.

Feedback themes may include:

- Understanding of new provisions under VB-G RAM G.
- Training and capacity-building requirements.
- Planning and approval-related issues.
- Quality of public works.
- Convergence-related challenges.
- Use of digital systems and reporting formats.
- Communication gaps and frequently asked questions.
- Support required from MoRD.
- Good practices that can be replicated.
- Bottlenecks requiring policy, operational or training response.

Methods will include online surveys, structured telephonic interviews, virtual consultations, limited field interactions and review of documents shared by States.

Deliverables

- Feedback collection tools.
- Two rounds of structured feedback collection.
- Two implementation feedback briefs.
- One thematic note on common implementation bottlenecks.
- One Frequently Asked Questions note for field functionaries.
- Recommendations note for MoRD on knowledge and handholding support

3.4 Work Package: IV – Cross-Learning and Wider Sharing

The agency will facilitate peer learning among States, districts and practitioners. Given the lean budget, the focus will be on virtual and hybrid learning formats, with limited in-person support.

Key activities will include:

- Organising thematic cross-learning webinars.
- Facilitating State-to-State experience-sharing sessions.
- Preparing short “what works” notes from successful examples.
- Preparing monthly or bi-monthly knowledge bulletins.
- Preparing communication material for sharing through MoRD platforms.
- Supporting content packaging for digital repository or knowledge portal.
- Preparing presentation decks for review meetings, workshops and consultations.

Deliverables

- 4 thematic cross-learning webinars or virtual learning sessions.
- 2 hybrid or in-person learning workshops, subject to MoRD’s requirement.
- 6 thematic practice briefs.
- 4 knowledge bulletins.
- 1 dissemination toolkit containing PPTs, infographics, social media cards and short notes.
- Final synthesis report on learning from the assignment.

Note:

The contractor is responsible for selecting, preparing, training, and steering the international and national, short, and long-term experts assigned to perform the advisory tasks.

- The contractor provides equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
- The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

In derogation from GIZ AVB, the contractor makes contributions to reports to GIZ’s commissioning party instead of submitting its own reports.

In addition to the reports required by GIZ in accordance with the AVB, the contractor submits the following reports:

- Inception Report
- Contributions to reports to GIZ’s commissioning party.
- Brief quarterly or half-yearly reports on the implementation status of the project

3.5 Certain milestones, as laid out in the table below, are to be achieved during the contract term:

Milestones/process steps/partial services	Deadline/place/person responsible
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• Inception meeting	10 days after start of contract
• Knowledge management framework, template and plan	end of 2 nd month after start of the contract
• Documentation of Stories, first feedback round	End of 5 th Month after start of the contract
• Cross-learning, case studies, briefs and second feedback round	End of 7 th month after start of the contract
• Compendium, dissemination toolkit, repository and final synthesis	End of 9 th month after start of the contract

Period of assignment: 1st November 2026 to 31st July 2027

Monthly/ Quarterly review meetings (Online/ in-person) will be organized with the project team to assess the physical and financial progress of the assignment.

- The final reports need to be submitted in word version to GIZ
- All reports need to include an executive summary, content page, list of acronyms used, figures, maps and tables. All figures, maps, tables and images need to be captioned.
- GIZ language and communication guidelines shall be followed in the report.
- The reports shall be technically reviewed by GIZ and other parties as desired by GIZ.
- The final editing, designing and publication of the report shall be undertaken by GIZ.
- The authors and the organisation involved will be duly credited in the publication.
- The copyrights of the publication will remain with GIZ.

3.6 Data protection and information Security

The provisions on data protection and information security of the current version of GIZ's General Terms and Conditions of Contract (section 1.10 Data protection) apply.

4. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

The tenderer is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender:

- Service-delivery Control
- Managing Adaptation to changing conditions
- Ensuring the flow of information between the tenderer and GIZ
- Assuming personnel responsibility for the contractor's experts
- Process-oriented steering for implementation of the commission.
- Securing the administrative conclusion of the project

Further requirements (1.7)

Gender and diversity must be considered while constituting the project team and implementation of the assignment as far as possible.

5. Criteria for Eligibility of firms

Note: Bidders have to submit the documentary evidence for the criteria's specified below. The eligibility criteria for the firms include the following points-

I. Commercial Eligibility

- i. Be a registered as national/regional organization or entity as per the norms.
- ii. In case of bidding consortia: Declaration letter by the consortium.

- iii. Average annual turnover for the last three financial years should be at least 46000 Euros
- iv. The agency should have minimum 15 employees as on previous year (preferred gender ratio at least (70:30)).

II. Technical Eligibility

- v. There is a minimum requirement of at least **2 reference projects** in technical field of knowledge management **and 1 reference projects** in the last three years with minimum commission value of Euro 30000.

III. Weighted Criteria

1. Technical Experience –

- i. 5 years of experience in knowledge management of government programmes.
- ii. 3 Years of experience in working with Public Works Programme,
- iii. 3 years of experience in Climate Adaptation and Disaster Management Programme.
- iv. The agency should have regional experience in disaster hotspots in India that covers multiple hazards.
- v. Should have published at least 3 knowledge products related to government programmes and schemes.

6. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment. Following key personnel are required to perform the tasks:

	Key Personnel's	Number
1.	Team Leader – Knowledge Management Specialist	1
2.	Expert 1 – Public Works Specialist – Climate and Disaster Resilient Structures	1
3.	Expert 2 – Monitoring, Evaluation and Learning Specialist	1
4.	Expert 3 – Documentation and Communication Specialist	1
	Total	4

Team leader (1) – Knowledge Management Specialist

Tasks of the Team Leader: Key Expert

- Lead the overall assignment and act as the primary point of contact with GIZ, MoRD, States, districts and other stakeholders.
- Prepare the inception report, detailed workplan, knowledge management framework, documentation plan and quality assurance protocol.
- Guide the identification, classification and synthesis of success stories, good practices, implementation feedback and cross-learning themes.
- Oversee all work packages, including documentation, feedback collection, learning sessions, dissemination products and repository development.
- Ensure timely submission of deliverables, internal quality control, coordination among experts and incorporation of MoRD's feedback.
- Lead preparation of the final good practices' compendium, synthesis report and recommendations for strengthening VB-G RAM G implementation support.

Qualifications of the team leader

- Education/training (2.1.1): Master's degree in development studies, public policy, social work, disaster management, social sciences and related subjects.
- Language (2.1.2): C2-level language proficiency in English and C1 level language proficiency in Hindi (**English carry a maximum score of 8 & 2 carry a maximum score of 2**)
- General Professional Experience (2.1.3): 7 years of professional experience in knowledge management, public programme support, institutional learning, government advisory, rural development, governance or social sector programmes.
- Specific professional experience (2.1.4): 5 years of experience in large-scale government schemes and programmes, especially public works programme related to climate resilience and disaster preparedness.
- Leadership/management experience (2.1.5): 5 years of experience in leading multidisciplinary teams, managing client-facing assignments and coordinating with government departments or development partners.
- Regional experience (2.1.6): 5 years of experience in working in multi-hazard prone geographies on multiple hazards.
- Development cooperation (DC) experience (2.1.7): One year of experience in DC projects.
- Other (2.1.8): -NA -

Expert 1: Public Works Specialist: Climate and Disaster Resilient Structures (1)

Tasks of expert 1:

- Provide technical inputs for documentation of public works, especially works related to water security, rural infrastructure, livelihood assets, repair and maintenance, and climate/disaster resilient structures.
- Review technical soundness of selected success stories, case studies and field examples before final documentation.
- Support identification of model works, innovative practices and scalable examples under VB-G RAM G, including Category IV works.
- Contribute to technical briefs on planning, design, implementation quality, asset durability, convergence and maintenance of rural public assets.
- Participate in consultations with technical functionaries, engineers, programme officers, district teams and Gram Panchayat-level stakeholders.
- Support cross-learning sessions on quality of works, resilient infrastructure, worksite practices, technical planning and maintenance protocols.
- Ensure that technical content is simplified for use by implementation functionaries, training institutions and Gram Panchayat-level stakeholders.

Qualifications of Expert 1:

- Education/training (2.2.1): Graduate or postgraduate degree in civil engineering, agricultural engineering, water resources, disaster management, environmental planning, rural infrastructure, natural resource management or related technical field.
- Language (2.2.2): C2-level language proficiency in English and C1 level language proficiency in Hindi. **(English carry a maximum score of 8 & 2 carry a maximum score of 2)**
- General Professional Experience (2.2.3): 7 years of experience in rural infrastructure, public works, watershed development, natural resource management, climate-resilient infrastructure, disaster mitigation works or government infrastructure programmes.
- Specific professional experience (2.2.4): Experience in technical planning, execution, monitoring or assessment of works under MGNREGS/VB-G RAM G-type programmes, rural roads, water conservation, drainage, flood protection, embankments, slope protection, livelihoods infrastructure, community assets or repair and maintenance of rural infrastructure.
- Leadership/management experience (2.2.5): Experience of working with State, district, block or Panchayat-level technical teams and supporting field-level implementation will be preferred.
- Regional experience (2.2.6): - NA -
- Development cooperation (DC) experience (2.2.7): - NA -
- Other (2.2.8): - NA -

Expert 2: Monitoring, Evaluation and Learning Specialist (1)

Tasks of Expert 2:

- Design the feedback collection framework, tools and methodology for capturing implementation experience from States, districts, blocks, Gram Panchayats and field functionaries.
- Develop formats for surveys, key informant interviews, focus group discussions, consultation notes and feedback summaries.
- Lead analysis of feedback received from implementation machinery, technical staff, community institutions and selected beneficiaries.
- Prepare periodic implementation feedback briefs, issue notes, FAQ documents and recommendations for MoRD.
- Support identification of recurring bottlenecks related to planning, approvals, convergence, technical capacity, digital systems, training, communication and community participation.
- Contribute to learning sessions by presenting findings, trends and actionable insights from feedback data.
- Support monitoring of assignment deliverables, progress trackers, output quality and evidence-based reporting.

Qualifications Expert 2:

- Education/training (2.3.1): master's degree in monitoring and evaluation, statistics, economics, public policy, development studies, social sciences, management, rural development or related field.
- Language (2.3.2): C2-level language proficiency in English and C1 level language proficiency in Hindi. **(English carry a maximum score of 8 & 2 carry a maximum score of 2)**
- General Professional Experience (2.3.3): 7 years of experience in monitoring, evaluation, research, learning systems, feedback mechanisms, programme review or implementation assessments.
- Specific professional experience (2.3.4): Experience in designing feedback tools, conducting qualitative and quantitative assessments, analysing implementation data, preparing learning notes and supporting evidence-based programme improvement.
- Leadership/management experience (2.3.5): Experience in coordinating data collection teams, consultations, surveys, review exercises or stakeholder feedback processes.
- Regional experience (2.3.6): - NA -
- Development cooperation (DC) experience (2.3.7): - NA -
- Other (2.3.8): - NA -

Expert 3: Documentation and Communication Specialist (3)

Tasks of Expert 3:

- Lead preparation of success stories, case studies, photo stories, newsletters, thematic practice briefs, workshop reports and dissemination material.
- Convert field-level experiences into clear, human, credible and implementation-focused narratives.
- Prepare drafts of knowledge bulletins, social media-ready content, PPTs, infographics, captions and short communication notes for wider sharing.
- Coordinate with the Team Leader and Public Works Specialist to ensure technical accuracy of stories and case studies.
- Support documentation of cross-learning webinars, consultations, exposure visits and workshops.
- Edit and standardise all written outputs to ensure consistency with MoRD terminology, tone, branding and communication requirements.
- Support organisation of the digital repository by ensuring proper titles, summaries, captions, tags and metadata for knowledge products.

Qualifications of Expert 3:

- Education/training (2.4.1): Master's degree in communication, journalism, development communication, English, social sciences, public policy, rural development or related field.
- Language (2.4.2): C2-level language proficiency in English and C1 level language proficiency in Hindi. **(English carry a maximum score of 8 & 2 carry a maximum score of 2)**
- General Professional Experience (2.4.3): 7 years of experience in documentation, communication, content development, knowledge product preparation, development journalism or public programme communication.
- Specific professional experience (2.4.4): 5 years of professional experience in Experience in preparing success stories, case studies, newsletters, policy/practice briefs, human-interest stories, workshop reports, social media content and communication material for government or development-sector programmes.
- Leadership/management experience (2.4.5): Experience in coordinating with field teams, technical experts, designers, translators, photographers, editors and government stakeholders.
- Regional experience (2.4.6): - NA -
- Development cooperation (DC) experience (2.4.7): - NA -
- Other (2.4.8): - NA -

Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Self- Initiative
- Communication skills

- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

7. Costing requirements

Fee days	Number of experts	Number of days per expert	Total	Comments
Team Leader - Knowledge Management Specialist	1	80	80	Total 80 days in 9 months
Expert 1: Public Works Specialist: Climate and Disaster Resilient Structures	1	80	80	Total 80 days in 9 months
Expert 2: Monitoring, Evaluation and Learning Specialist	1	80	80	Total 80 days in 9 months
Expert 3: Documentation and Communication Specialist	1	80	80	Total 80 days in 9 months

Travel sectors:

- Not Applicable -

Workshops, events and trainings

- Not applicable -

8. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organized in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English.

The complete tender must not exceed 10 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g., links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 5 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. CVs can also be submitted in English.

Please calculate your financial tender based exactly on the parameters specified in Chapter 6 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops, or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.