

2010-2014 S T R A T E G Y

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FOREWORD

We would like to thank all of the people who took part in our consultation and offered us their insights, evidence, experience and ideas. Without those contributions we simply would not have been able to develop a plan which was directed at the right targets or which could possibly work in the real world. The people who were involved in this process came from a variety of backgrounds – churches, public service, the voluntary and community sector, academia – and they represented the interests and concerns of the full diversity of Moldovan society. Most were engaged in the day-to-day work of developing FBOs social service. We cannot overstate the debt the MCA owes to those working on the frontline – both for that daily work and for bringing their expertise to bear on the development of our strategy.

In the delivery of this plan over the next five years we know that we will need to build new relationships and to invest in mobilizing our stakeholders. We know we will be tested on results for real people, not lots of warm words. We intend to strengthen the architecture for the involvement of our existing partners, and to expand our stakeholder universe to help us achieve that. We know that the task of making Moldova fairer and more equal is not one that we can achieve by ourselves.

MCA faces new demands and challenges. We have the potential to reshape the environment in which we work. Our evidence-base and research capability will transform how society thinks about inequality and human dignity. Our ability to undertake informal mediation and binding agreements will change how organizations behave. Our capacity to work on the ground will give us a powerful role in promoting community cohesion.

This five-year strategic plan sets out the MCA's strategic direction: our priorities and work programs from January 2010 to December 2014. It shows how we intend to fulfill our statutory obligations as the independent church related organization for social justice and human dignity in Moldova efficiently and effectively. We will use our unique powers to create change, and to empower and enable others to work with us. The plan summarizes our priorities and sets out a series of programs that we believe will help to make a difference.

This plan has been produced in four successive stages:

- First, gathering a comprehensive evidence-base of strategic environment and agreeing the core requirements of the MCA's remit.
- Second, formulating clear strategic priorities and testing these against the available evidence while specifying desired outcomes.
- Third, undertaking extensive consultation and involvement with stakeholders.
- Fourth, finalizing the plan by putting in place resources, infrastructure and performance measures to ensure delivery and value for money.

In the coming five years we intend to capitalize on the relationships we have been building with people and organizations who have an interest in the MCA's work, and we will find more ways to secure the expert advice of many in our projects and our decision-making. The hard work of delivering this strategy can only succeed with the involvement and goodwill of the widest possible coalition. We hope and believe that our plans match that ambition.

Sincerely,
MCA team

December 7, 2009

1. MCA PROFILE AND IDENTITY.

“Moldovan Christian Aid” association is non governmental, non profit organization registered under the number 3904 on June 12, 2007 at the Ministry of Justice.

All Moldavian Christian Aid (MCA) founding members, priests and pastors, have been officially delegated by the respective Church leadership and represent the following churches:

- Moldavian Orthodox Church (Moldavian Mitropoly);
- Union of Christian Evangelical Baptist Churches,
- Evangelical Lutheran Church from Moldova.

Moldavian Christian Aid continues collaboration with social structures of the Moldavian Christian Churches not associated so far and open to consider any suggestions or applications from their side.

Starting from July 1, 2007 Moldovan Christian Aid took over the responsibility for the projects supported via WCC EEO MPP in Moldova in accordance with the respective contract concluded between MCA and WCC EEO. Starting from July 1, 2007 all employment contracts of MPP staff members in Moldova concluded with WCC EEO were terminated. Following procedures of Moldavian Christian Aid staff recruitment and appointment are of MCA Board competence.

Mission:

MCA aims to assist people in need for social justice and human dignity through strengthening & consolidation of capacities, fostering ecumenical cooperation of the partner churches and related organizations on social and development levels.

Vision:

- Leading interchurch agency in Moldova, working on social and development levels, based on partnership, shared values, professionalism and mutual respect;
- Powerful actor of the Moldavian society in selected social and development sectors;
- Reliable partner, fostering high performance standards of social & development work;
- Efficient tool of the churches and related organizations for the lobby & advocacy for the poor and marginalized;
- Open, transparent and learning organization, accountable for its actions and able to meet high standards of the public and stakeholders.

MCA values:

As members of the ecumenical alliance we are called to a common task and witness. We accept and commit ourselves to these values, which shape our work and our relationships with one another:

- we believe that all persons are created in the image of God
- we believe that God has called and is calling all human beings to struggle to uphold and protect the human dignity and basic rights of every living person
- through our cooperative presence in situations of human suffering and injustice we seek to model a vision of restored human community which we believe is God’s intention for the human family
- we believe we are given a privileged responsibility to wisely use and care for limited human, financial and environmental resources and that we must consider the sustainability of our efforts

- we value the contributions of all people of good will and seek to work collegially in the international community
- we believe that we must learn from our and others knowledge and experience in order to improve the quality of our work
- we believe that all available resources (human, material and intellectual) are gifts from God and that we are accountable as an alliance to those who require assistance, to those who entrust us with their support and to each other

The main guiding principles of the MCA work:

- 1) Respect for each MCA partner beliefs, religious heritage and traditions, as well as organisational integrity;
- 2) No proselytising policy, shared by all MCA constituencies;
- 3) Non-discrimination in providing the assistance for the people in need, regardless of their age, sex, nationality and religious background;
- 4) Gender-based violence eliminated in all forms of activities;
- 5) Efficiency – efficient use of natural, human and financial resources;
- 6) Transparency – ensuring the transparency of the process of distribution, allocation and usage of resources for implementation of MCA development strategy, programs and projects;
- 7) Openness and innovativeness in cooperation with similar institutions, organisations or individuals sharing the same values and respecting main principles of our work;
- 8) Participation and ownership of project partners and focus groups at the all levels of Project Cycle Management;
- 9) The accurate reporting of the MCA activity and dissemination of information through the stakeholders and mass-media.

MCA mandates:

1. To promote the dialogue and witness of the churches in Moldova.
2. To foster the diaconal service and visible presence of churches in society.
3. To facilitate reconciliation among churches and communities in Moldova, to promote social justice and human dignity respect, to enable Churches to work for developing a culture of peace and promote reconciliation.
4. To promote development programs, know-how transfer and partnerships.

In pursuit of its duties MCA may use various powers and undertake a range of activities:

- The provision of assistance to those in need
- The provision of education and training.
- The ability to found or adhere to public partnerships, national & international networks
- The issuing of informative papers and guidance.
- The ability to award grants.
- The use of evidence-gathering powers to carry out an advocacy action
- The ability to undertake a formal assessment of a public body.

Modes of Operation

- Project execution through Parishes

MCA coordinates the execution of projects through Parishes or local Churches by means of open contests. MCA assumes the training of local church representatives who carry out the proper implementation, being responsible for the narrative and financial reporting to the funding agencies. MCA also responds to requests from Parishes and local partners for specific projects or training proposals.

- Operational projects in thematic areas

MCA foresees operational implementation of projects which provide models, transfer knowledge and skills, and hand over the ownership. The experience and expertise gained in a thematic area will be replicated in another part of the country. MCA will not carry out micro-regional or territorial projects and should not be seen as long-term service provider in a same community.

- Consultancy

MCA responds to church-related partners, at their invitation, to facilitate the capacity building of diaconal or development institutions.

Our strategy is driven by our vision of a better Moldova built on principles of fairness and respect, our statutory duty to eradicate poverty and injustice, and the needs of the society in which we operate.

The process of creating strategy is centrally about choice, and taking decisions about where to direct resources. Those choices led to the development of the 4 strategic priorities that sit at the heart of this plan:

- 1: Secure and implement measures for better [Social Justice](#).
- 2: Facilitate access to the better opportunities for the people living in the rural areas via [Community Developing](#).
- 3: Promote understanding and awareness of rights and duties – deliver timely and accurate information and guidance to the partner organizations and individuals for [Peace and Human Rights](#).
- 4: Strengthening the process of knowledge management and [institutional sustainability](#) to improve the quality of the services provided and ensure the impact of the processes that we facilitate.

In delivering this plan we will not be working alone. We already have many dozens of partner organizations who share our values and we consider it vital to work in close collaboration with them – for example, the developing relationship with our partners from social centre of Moldovan Orthodox Church “[Agapis](#)”, Baptist Church related NGO “[Beginning of Life](#)”, social centre “[St. Paul](#)” of the Evangelic Lutheran Church in Moldova.

MCA is a public body charged with helping create a society where people can live their lives to the full, whatever their background or identity. Our evidence shows that there are often common roots of inequality and that with a joined-up approach across our mandate we can achieve real, systemic change. By working together with a wide range of groups our voice and the voices of those we speak for will be amplified. It is not enough for us to identify problems: we must find solutions. We want to enable people and organizations to act fairly, rather than simply punish them if they step out of line. We will work with those who do well, help those who want to improve, and act against those who do not.

2. OVERVIEW OF THE STRUCTURE OF THE STRATEGIC FRAMEWORK

MCA strategic plan for 2010-2014 is based on a strategic framework. This framework first of all defines the main priorities. These priorities describe the issues and areas of concern that will be of central priority in the work of MCA during the new strategic period. Under each of these priorities a number of goals for the period 2010 – 2014 have been established. They describe the overall results that MCA wishes to accomplish during the strategic period within these priority areas.

Through this strategic framework set-up, MCA aims to provide the answers to the following basic questions raised by the analysis of the external and internal environments:

- What are the priority issues and areas of concern that MCA will focus on in the period 2010-2014?
- What are the goals that MCA wishes to accomplish with regard to these priorities in the period 2010-2014?

In this respect, it should be noted that the priorities and the goals are considered to be constant factors governing the work plans of MCA and its structures during the period covered by this strategic plan.

From strategic framework to implementation

Priorities and goals for the period 2010-2014 have been set through a participatory process, involving the member organizations, the current working structures, the governing structures and the professional structures and bringing the specific expertise and experience of each of these groups to bear.

These priorities and goals have been defined on the basis of an analysis of the external and internal environments, paying particular attention to perceived challenges. They will feed directly into the annual work plans and budget proposals of MCA and its working and professional structures in the period 2010-2014.

Risks and side effects

- Secularization of the society in past still negatively influences attitudes of authorities toward churches & church related organizations.
- Lack of confidence among traditional Christian churches could be minimized by high accountability and transparency and communication standards.
- The aggressive proselytism of some new Protestant Churches can diminish the interest of other Churches for ecumenical cooperation.
- Ecumenical openness can be harmed when the Churches will not have a common voice in common issues dealt with the society and public authorities.
- Decreasing donors' contribution to the social care and aid provision condition the necessity for the better plans for the projects local take over.

A Learning Organization

MCA is a young organization and needs to complement its administrative and organizational structure. MCA is conscious of the increasing demands facing aid assistance and development organizations today, understanding the need to be more dynamic, effective and professional in order to deliver quality results. MCA also aims accountability as an organization and cost effectiveness in relation to results achieved. In order to accomplish these tasks, key competencies and systems are needed.

New approaches like community development, environmental issues or advocacy work challenge the MCA and transform its way of working. The needed institutional expertise must be built up. This means capacity-building of the team, development of implementing methodology and systematization of results in all working areas. Up to now the MCA has mainly assumed the role of a financing agency, channeling funds to the different projects carried out by the parishes and coordinating the participation of different experts. The building of institutional expertise is indispensable in order to be able to compete in project contests.

It is the aim of the MCA to be a learning organization and thereby constantly improve the quality, the efficiency and the coherence of its work. MCA also wants to develop and improve on mechanisms through which communities and stakeholders can also hold the MCA accountable towards them. MCA aims to improve on information sharing and transparency with all partners, not only funding agencies, but also other stakeholders and grassroots organizations.

MCA will develop and share standards of best practices across projects and with partners and to learn from its own experiences.

3. PRIORITIES AND GOALS FOR THE STRATEGIC PERIOD 2010-2014

Priority I: Social justice

Strategic Goal 1.1: Improving quality of life of different vulnerable groups (vulnerable groups may include but not be limited to: elderly, poor families and individuals, pensioners, disabled, children and youth living under difficult circumstances).

Strategic Objective 1.1.1: To improve living conditions for vulnerable groups;

Strategic Objective 1.1.2: To foster integration of vulnerable groups in the society;

Strategic Objective 1.1.3: To promote the provision of accessible, affordable, suitable and quality social services throughout Moldova

Priority II: Community Development

Strategic Goal 2.1: Mobilizing communities to identify their resources and build their social capital for sustainable livelihoods.

Strategic Objective 2.1.1: To develop social and economic self-supporting mechanisms through teaching entrepreneurship and crafts to different vulnerable layers of population, at the same time develop job opportunities.

Strategic Objective 2.1.2: To support community social infrastructures and better access to the safe natural resources.

Strategic Goal 2.2: Empowering the communities and promoting community growth

Strategic Objective 2.2.1: To build community partnership among Community Based Organizations, FBOs, Community Groups, Councils and Centers.

Strategic Objective 2.2.2: To foster community participation in decision making processes of local governance.

Priority III: Capacity Building, Advocacy and Communications

Strategic Goal 3.1.: Strengthening the process of knowledge management and institutional sustainability that improve the quality of the services provided and ensure the impact of the processes that we facilitate.

Strategic Objective 3.1.1.: To strengthen capacities of staff, the Board and the MCA partners

Strategic Objective 3.1.2.: To undertake the Human Resource Development (HRD) program to groom future leadership of the organization for potential and committed personnel and provide appropriate knowledge, skill and attitude for continuous growth.

Strategic Objective 3.1.3.: To promote/establish linkage with suitable institutions/organizations to achieve HRD goal/s.

Strategic Objective 3.1.4.: To enhance the sharing of information and best practice and to improve the quality of programs through learning processes

Strategic Goal 3.2.: Increasing the Engagement in Advocacy on Issues of Importance to MCA.

Strategic Objective 3.2.1.: To create and implement an advocacy strategy.

Strategic Objective 3.2.2.: To build MCA advocacy capacity and expertise.

Strategic Goal 3.3.: Improving MCA communication.

Strategic Objective 3.3.1.: To create a MCA communications culture & strategy.

Strategic Objective 3.3.2.: To develop MCA efficient communication tools and resources.

Priority IV: Peace & Human rights

Strategic Goal 4.1.: Mobilizing churches, related organizations and communities to combat the human trafficking

Strategic Objective 4.1.1.: To enhance the capacity of the Churches and FBO in combating the trafficking phenomena

Strategic Objective 4.1.2.: To develop and sustain coherent trafficking prevention activities

Strategic Objective 4.1.3.: To contribute to the alleviation of the negative consequences of the trafficking/ to provide assistance & opportunities for social reintegration to the victims

Strategic Goal 4.2.: Transformation of human consciousness through spiritual, moral & cultural awakening, and deepening societal commitment to non-violence.

Strategic Objective 4.2.1.: To increase knowledge about family violence and the actions that reduces it among churches and FBOs

Strategic Objective 4.2.2.: To strengthen the system of women's and children protection against violence

Strategic Goal 4.3.: Diminishing the spread of HIV/AIDS and minimize the associated health and social consequences of the disease.

Strategic Objective 4.3.1.: To engage clergy, church workers and volunteers, NGOs and key stakeholders to raise awareness and increase the priority given to HIV/AIDS programs within local development agendas.

Strategic Objective 4.3.2.: To support capacity building and knowledge sharing for comprehensive management of HIV/AIDS programs.

4. ACTION PLAN

No	Objectives	Activities	Years					Expected results	Indicators	Budget (Euro)
			2010	2011	2012	2013	2014			
1.	<p>Priority I: Social justice</p> <p>Strategic Goal 1.1: Improving quality of life of different vulnerable groups (vulnerable groups may include but not be limited to: elderly, poor families and individuals, pensioners, disabled, children and youth living under difficult circumstances).</p> <p><u>Strategic Objective 1.1.1:</u> To improve living conditions for vulnerable groups;</p> <p><u>Strategic Objective 1.1.2:</u> To foster integration of vulnerable groups in the society;</p> <p><u>Strategic Objective 1.1.3:</u> To promote the provision of accessible, affordable, suitable and quality social services throughout Moldova</p>	<p>- Programs:</p> <p>Developing homecare services in the rural areas of Moldova for elderly</p> <p>Social reintegration of children affected by violence phenomena</p> <p>- Projects:</p> <p>daily centres for abandoned children</p> <p>social canteens for elderly</p> <p>support to the vulnerable women & children</p>	*	*	*	*	*	<p>- Positive changes in knowledge, attitude, practice and behaviour related to the health & care;</p> <p>- Increased complexity & quality of the provided social assistance program;</p> <p>- Increased participation of communities in care delivery;</p> <p>- Increased sustainability of the undertaken social integration efforts;</p> <p>- Strengthened capacity of constituencies in developing the community organizations providing access to health and care;</p> <p>- Increased community participation in providing access to the basic services to the needy;</p> <p>- Partnerships established between</p>	<p>- N of the people assisted;</p> <p>-N of volunteers mobilised;</p> <p>- N of services delivering to the poor;</p> <p>- Increased confidence of the population to the social services providing by FBOs;</p> <p>- Increased participation of the vulnerable & marginalized groups in community activities;</p>	

								<p>church affiliated and state health care providers (local, district and national level);</p> <ul style="list-style-type: none"> - social networks for care services and facilities for integration of vulnerable groups - Raised public awareness on nutrition problems; - Better monitoring system of the existing nutrition problems & targeting of those in need; - Increased accessibility & quality of the basic facilities for poor & marginalized; - The increased capacity of the partners in social & spiritual rehabilitation/integration 		
2.	<p>Priority II: Community Development</p> <p>Strategic Goal 2.1: Mobilizing communities to identify their resources and build their social capital for sustainable livelihoods.</p>	<p>- Programs: Improving livestock in the rural areas of Moldova</p> <p>- Projects: Social enterprise development; Improving access to vocational education</p>					<ul style="list-style-type: none"> - Increased accessibility to the vocational education for poor & marginalized; - improved livestock in the rural areas; - increased participation of the communities in the local development 	<p>N of new jobs; N of CBO created; N of new services available for the rural population; N of people received access to the clean water;</p>		

<p><u>Strategic Objective 2.1.1:</u> To develop social and economic self-supporting mechanisms through teaching entrepreneurship and crafts to different vulnerable layers of population, at the same time develop job opportunities.</p> <p><u>Strategic Objective 2.1.2:</u> To support community social infrastructures and better access to the safe natural resources.</p> <p><u>Strategic Goal 2.2:</u> Empowering the communities and promoting community growth</p> <p><u>Strategic Objective 2.2.1:</u> To build community partnership among Community Based Organizations, FBOs, Community Groups, Councils and Centers.</p> <p><u>Strategic Objective 2.2.2:</u> To foster community participation in decision making processes of local</p>							<p>initiatives;</p> <ul style="list-style-type: none"> - reduced unemployment for vulnerable groups in the rural area; - increased access of the communities to the safe natural resources; 		
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	governance.										
3.	<p>Priority III: Capacity Building, Advocacy and Communications</p> <p>Strategic Goal 3.1.: Strengthening the process of knowledge management and institutional sustainability that improve the quality of the services provided and ensure the impact of the processes that we facilitate.</p> <p><u>Strategic Objective 3.1.1:</u> To strengthen capacities of staff, the Board and the MCA partners</p> <p><u>Strategic Objective 3.1.2:</u> To undertake the Human Resource Development (HRD) program to groom future leadership of the organization for potential and committed personnel and provide appropriate knowledge, skill and attitude for continuous growth.</p>	<p>- Programs: MCA OD & IS</p> <p>- Projects: EU –Moldova from Policies to practice; Advocacy master program for FBOs; Communication master program for FBOs; Youth strategies for FBOs;</p>	*	*	*	*	*	<ul style="list-style-type: none"> - Improved planning, monitoring and evaluation systems; - Improved financial self-sustainability of local partners; - Increased quality & quantity of services provided to the population; - Improved skills and practical knowledge on developing and implementing management systems; - Existence of systems improving the performance and quality of services; - Improved financial viability and financial management system of the partners; - Professional cooperation, better understanding of the common needs and gradually mutual trust 	<p>N of trainings provided; N of trainings attended; Documents, manuals, strategy papers elaborated; N of people trained; N of media channels involved in to communication activity of MCA; Website info is actual and timely updated.</p>		

<p><u>Strategic Objective 3.1.3:</u> To promote/establish linkage with suitable institutions/organizations to achieve HRD goal/s.</p> <p><u>Strategic Objective 3.1.4:</u> To enhance the sharing of information and best practice and to improve the quality of programs through learning processes</p> <p>Strategic Goal 3.2.: Increasing the Engagement in Advocacy on Issues of Importance to MCA.</p> <p><u>Strategic Objective 3.2.1:</u> To create and implement an advocacy strategy.</p> <p><u>Strategic Objective 3.2.2:</u> To build MCA advocacy capacity and expertise.</p> <p>Strategic Goal 3.3.: Improving MCA communication.</p> <p><u>Strategic Objective 3.3.1:</u> To create a MCA communications culture & strategy.</p>						<p>built between partners;</p> <ul style="list-style-type: none"> - Increased capacity of MCA and it's partners in addressing social needs and existing social challenges in a constituency in an accountable, democratic and professional manner - Local partners are better informed on issues related to the MCA work; - Increased access of the local partners to the informational sources and modern communication means; - Improved communication and information systems of the partners; - Improved communication and information systems of the platform; - MCA advocacy strategy elaborated; - MCA communication policy elaborated; - Availability of well trained staff; - Increased program quality; 		
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	<p><u>Strategic Objective 3.3.2:</u> To develop MCA efficient communication tools and resources.</p>									
<p>4.</p>	<p>Priority IV: Peace & Human rights</p> <p><u>Strategic Goal 4.1:</u> Mobilizing churches, related organizations and communities to combat the human trafficking</p> <p><u>Strategic Objective 4.1.1.:</u> To enhance the capacity of the Churches and FBO in combating the trafficking phenomena</p> <p><u>Strategic Objective 4.1.2:</u> To develop and sustain coherent trafficking prevention activities</p> <p><u>Strategic Objective 4.1.3:</u> To contribute to the alleviation of the negative consequences of the trafficking/ to provide assistance & opportunities for social reintegration to the victims</p> <p><u>Strategic Goal 4.2:</u> Transformation of human</p>	<p>- Programs:</p> <p>Mobilising FBOs for Domestic violence prevention; HIV AIDS among youth prevention; Violence victims social reintegration program</p> <p>- Projects:</p> <p>Violence prevention small projects Trafficking prevention small projects HIV prevention small projects</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>*</p>	<p>- increased competence and involvement of FBOs in the field; - increased participation of FBOs in decision making and national referral systems</p>	<p>N of people assisted; N of people participated in the program activities; N of small project initiatives implemented in the parishes;</p>	

<p>consciousness through spiritual, moral & cultural awakening, and deepening societal commitment to non-violence.</p> <p><u>Strategic Objective 4.2.1.:</u> To increase knowledge about family violence and the actions that reduces it among churches and FBOs</p> <p><u>Strategic Objective 4.2.2.:</u> To strengthen the system of women’s and children protection against violence</p> <p><u>Strategic Goal 4.3:</u> Diminishing the spread of HIV/AIDS and minimize the associated health and social consequences of the disease.</p> <p><u>Strategic Objective 4.3.1.:</u> To engage clergy, church workers and volunteers, NGOs and key stakeholders to raise awareness and increase the priority given to HIV/AIDS programs within local development agendas.</p> <p><u>Strategic Objective 4.3.2.:</u> To support capacity building and knowledge sharing for comprehensive management of HIV/AIDS programs.</p>									
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