CHALLENGES FOR FORMATION OF NON-PROFIT ORGANIZATION

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ABSTRACT

The challenges faced by child-focused non-profit organizations (NPOs) in Pakistan, highlighting key barriers such as bureaucratic hurdles, limited regulatory frameworks, and financial instability. These challenges are compounded by social mistrust, political instability, and limited community engagement, which hinder the sustainable operation of these organizations. Using qualitative methods, including thematic analysis and case studies, the research identifies the need for regulatory reforms, diversified funding strategies, and capacity-building measures to increase the sector's impact. The recommendations emphasize fostering collaboration among stakeholders, improving transparency, and developing culturally sensitive programs to better serve child welfare in Pakistan.

Keywords: Non-profit organizations, child welfare, Pakistan, regulatory challenges, financial sustainability, community engagement, capacity building, stakeholder engagement.

CHAPTER 1: INTRODUCTION

1.1   Introduction

The establishment of focused Non-Profit Organizations (NPOs) is significantly required throughout Pakistan. Still, young-focused NPOs face various combined challenges such as legal limitations while working under constraints of limited funding and social acceptability. Around 64% of the population is made up of youth and as such, children across the nation have to face huge obstacles to educational and health care due to poverty. However, nonprofit organizations, while pathways to address social inequities, offer registration guises that are foreign to their owners, and force themselves to live on unreliable outside financial support (Mursaleen & Burdaskiene, 2023)

Non-profit organizations (NPOs) working for the welfare of children in Pakistan encounter several obstacles to their formation and efficient operation, which stem from sociopolitical, legal, and cultural reasons. Given the high rates of child labor, poverty, and lack of access to education in the nation, there is a critical need for these groups. (UNICEF, 2022), Establishing and maintaining these organizations is still a difficult task. The regulations governing the establishment of non-profit organizations are frequently complicated, with problems like unclear rules, bureaucratic roadblocks, and a lack of funding incentives (Khan & Sheikh, 2018). Furthermore, cultural norms and societal attitudes can occasionally make it difficult to provide services effectively, especially when addressing children's rights and welfare. (Ali & Zaman, 2020)

All forms of organizational effort in building public support are limited by political conditions that combine with stakeholder alignment obstacles and distrust communities have towards nonprofit entities. Results of the research show the fundamental organizational barriers in the way of enhancement of nonprofit performance and improvement of child welfare in Pakistan. (Nisa et al., 2021)

1.2 Project Description:

It sets out to research nonprofit child welfare issues in Pakistan as financial limits, education access barriers and unavailable health services affect children. Legal, financial, and societal barriers impede these organizations' formation and effectiveness.

The complex registration system, strict foreign funding policies, and political instability deter both local and international support. Public corruption leads to dropping community support levels that exacerbate the frail state of nonprofits that depend on unstable donor contributions. Government agencies typically experience coherent welfare program failures since their agenda changes do not align well with civil society organizations and community needs thereby producing worse welfare results.

Better nonprofit governance legislation combined with monetary stability improvements and stronger community involvement is necessary according to this study to advance child-oriented nonprofits in Pakistan.

1.3 Significance of study

This research explores core problems encountered by nonprofit organizations serving children in Pakistan with special attention to implementation hurdles social restrictions and funding issues. The analysis concludes that regulatory updates need to reduce bureaucratic barriers while embracing greater public participation in nonprofit organization management. Increased transparency together with strengthened

accountability persists as fundamental factors which generate domestic and international sector support.

The study explores financial sustainability concerns while showing international funding volatility and urging stronger domestic financial support. Children's welfare success depends on the united efforts of national institutions with non-governmental organizations and international organizations.

This research provides actionable guidance to help policymakers and major stakeholders in developing an effective and sustainable child welfare system across Pakistan.

1.4　Research Objectives

This investigation explores the main difficulties that Non-Profit Organizations (NPOs) that work with children face when establishing and maintaining their operations in Pakistan. Specifically, the study aims to:

• The research will analyze all the obstacles that prevent child-focused NPOs from beginning their operations and maintaining stability.

• This research evaluates how regulatory frameworks together with government policies affect the operational sustainability of such organizations.

1.5　Research Questions

The research seeks to answer the following key questions:

• What legal entities prevent the establishment of child-focused non-profit organizations within Pakistan?

• Financial limitations mixed with foreign funding dependence what effects do they trigger on these organizations' long-term stability?

• How do public trust and perceptions stay the boundaries for NPOs operating in Pakistan?

• What combination of policy changes alongside cooperative initiatives and institutional strengthening strategies will enhance child-focused NPO creation and operational success?

1.6　Scope of the Study

The study analyzes Pakistan's child-focused nonprofit sector to understand the regulatory, financial, and cultural challenges they encounter. Urban and rural case study analysis demonstrates how government policies and community involvement together with public trust influence nonprofit operational effectiveness.

The study collects data from NPO founders combined with input from policymakers and donors and feedback from beneficiaries to uncover essential problems and

develop useful solutions that benefit both public policies and nonprofit practices. This research yields understandings applicable to developing nations that share these socio-political and economic conditions.

The research combines statistical analysis and qualitative interview techniques to achieve a comprehensive understanding of the matters at hand.

CHAPTER 2: Literature Review

2.1.   Literature Review

Researchers have focused heavily on non-government organizations during the past 30 years. Research continues to explore new aspects of how nonprofit organizations work despite their great variety of functions. Organizations promoting children's causes represent one of Pakistan's projects. This article draws from primary and secondary research materials to examine what non-government organizations do for children and how different delivery and advocacy groups promote child rights both nationwide and globally. The way an organization operates and what it does explains how it will work with the state government. Organizations delivering basic services to meet children's needs work together with state departments like education and health but rights-based advocacy groups stand against state authority. Government decisions about child issues always hold power so children-oriented organizations must seek state cooperation to promote better outcomes for children (Jabeen, 2013).

The non-profit sector operates with few resources in Pakistan. Throughout the 1990s growth emerged slowly due to multiple positive factors such as democracy's return and privatization moves plus globalization effects and civil society ties. This work studies the ways government policies promote the growth of Pakistan's non-profit sector while analyzing present sector matters. The study focuses primarily on current government attitudes toward the nonprofit sector as demonstrated through existing policy regulations and foundational organizational values. The different levels of government must display their support methods for the nonprofit sector. The current analysis focuses on international organizations' position regarding local nonprofit groups and examines challenges within today's nonprofit sector. This research explores how Pakistan's government dealt with the nonprofit sector over the past twenty years while examining current sector challenges. Our analysis stops before considering the present government. (Aisha Ghaus Pasha, 2002)

This study examines Pakistan's educational system while reviewing NGOs that help improve education through both qualitative research methods. Using qualitative methods the study shows Pakistan's poorest students have not seen better education

systems. The research matters since organizations and government leaders disagree about what NGOs achieve in education. This research calls for new studies to verify the achievements claimed by NGOs both locally and in Pakistan because many organizations state they are succeeding. (Ahmad, 2022)

2.2.   Hypothesis:

•   **Hypothesis 1:** Child rights-focused non-profits in Pakistan face operational challenges and vary in their relationships with the government. While service-delivery NGOs collaborate on children's needs, rights-based NGOs challenge policies to improve outcomes.

•   **Hypothesis 2:** Government policies are vital for the growth of Pakistan's nonprofit sector. Despite opportunities from democracy and globalization, local organizations struggle with limited resources and inconsistent support.

•   **Hypothesis 3:** NGOs in Pakistan claim to improve education outcomes, but their true impact on the poorest students remains uncertain and requires further verification.

CHAPTER 3: RESEARCH METHODOLOGY

3.1. Research methodology

This study investigates Pakistani child-focused NPO difficulties using qualitative research approaches together with thematic analysis techniques. The investigation analyzes a combination of logistic regulations and financial resources, alongside social bounds which impact an organization's performance and operational ability. In the course of focus group meetings, analysis of documents, and deep interviews, the research team gathered detailed information from the founders of NPO.

The research examines the variables that serve as intermediaries and (modification) conditions influencing the relationship between standalone challenge points and the hypothesized sustainability outcomes that depend on them.

Independent Variables (IVs):

Legal and Regulatory Challenges – Complex compliance procedures, restrictions on foreign funding, bureaucratic delays.

Financial Constraints – Limited funding sources, donor dependency, and inconsistent cash flow. Societal Mistrust and Cultural Resistance – Lack of credibility, skepticism about foreign aid, resistance to child welfare programs.

Organizational Capacity & Leadership – Limited skilled workforce, weak internal governance, ineffective management.

The charity faces challenges for operating in this region because Country-specific political instability, and regional security threats, make operating difficult.

Dependent Variable (DV):

Formation and Sustainability of Child-Focused NPOs in Pakistan.

3.2 Data Collection Methods:

Documented evidence evaluation in addition to personnel interviews and focus group discussions can allow NPOs to understand how they tackle their operating problems.

Interviews: By speaking with both funding sources and local community leaders, researchers were able to gather, firsthand, information about operational challenges and coping techniques from both the foundation leaders and policy implementers.

Focus Groups: Social perspectives were evaluated as well as operational problems with representatives from NPOs and community education sectors participating in small groups.

Document Reviews: Analysis of: Government policies regulating NPOs. Annual reports of child-focused organizations.

The research focuses on nonprofit difficulties and how they have been dealt in academic sources.

3.3 Data Analysis:

Thematic Analysis: During the data analysis SPSS software was used and identified themes were produced from the assessment of interview transcripts and focus group evaluation.

Case Study Analysis: The current investigation aimed to compare successful and unsuccessful child- focused NPOs to determine what factors lead to success and what the barriers are.

Ethical Considerations:

Informed Consent: Before they agree to take part as volunteers, participants will become informed as to the purpose of the study.

Confidentiality & Anonymity: To protect the anonymity of the research participants, the identity information of participants will be kept for safety purposes.

Data Security: Safe storage systems will allow research access protection to records of interviews and documents.

CHAPTER 4: FINDING AND ANALYSIS

4.1   Interview Guide and Data Analysis: Interview Process:

Gaining the access:

My research was on qualitative analysis and qualitative analysis is the name of going and asking people and interviewing people is a very difficult task. Then I talked to some Founders of NPO and then it took me at least a week to get time with them and then after a week they went, and I was interviewed at different times and on different days I also went to Sibel welfare organization for an interview and I interviewed some people online over the phone because they were far away from me so that's how I did my research. For research questions, I contacted their respective departments and people with relevant knowledge so that I could get the best answers to my research questions and that's why I had to go to different NGOs. For some interviews, I had to go to the core member of the Sibel welfare organization and for some interviews, I had to go to the Alif-laam-meem. So, my interviews were completed, and I faced more difficulties during the interview many times repeating the questions and using Urdu language due to the cultural dimension and easy conversation with the interviewee. I also recorded some interviews with their permission, but I could not do much because some people did not agree to record recordings, I assured them that it was just one. The recording is being done for a research assignment and has no purpose.

Data Collection:

Interviews are one of the data collection techniques used in qualitative research. When data collection involves conducting qualitative interviews, the instruments include the researcher and the interview questions. The value of the data collected during a qualitative interview depends on the competence of the researcher and the strength of the interview questions. For this reason, I use qualitative method. Interviews can be done in a variety of ways, including unstructured, semi- structured, and fully structured, keeping in mind the research goals. But best method is the semi structure question because all the question easily grape in the researcher mind and interviewer easily gave the answer about the question. That is why I choose this method for my research project. All the interviews are 15 to 20 minutes long.

Additionally, semi-structured interviews help to collect more information easily grasp the interviewee and explore the interviewee's ideas and emotions very easily.

Interview guide:

An interview guide is a list of topics or questions that the interviewer hopes to cover during the course of an interview. In anticipation of a qualitative interview, the

researcher typically creates an interview guide to use as a resource (or memorizes in advance of the interview). Creswell (2012) states that a qualitative interview occurs when a researcher asks one or more participants in general, open- ended questions, and records their answers. The interviewer probed the questions while getting in-depth responses to acquire more information. An interview guide is simply a list of the high level topics that you plan on covering in the interview with the high level questions that you want to answer under each topic. The list of question are as followed:

1. What inspired you to establish a non-profit organization focused on children's issues in Pakistan?
2. What challenges have you faced regarding the registration and operation of your NGO in Pakistan?
3. Do you know any government policy which benefits or affects your organization?
4. What are the primary sources of funding for your organization, and how do you secure these funds?
5. Have you faced difficulties in managing resources if yes then what strategies have you implemented to address these issues?
6. What operational hurdles have you faced in implementing programs for children?
7. How does the media portrayal of NGOs in Pakistan affect public support for your organization?
8. What strategies do you employ to build trust and credibility within the communities you serve?
9. What are your long-term goals for your organization, and what challenges do you foresee in achieving them?
10. How can the government or international organizations better support NGOs focused on children's welfare in Pakistan?

Thematic Analysis:

The thematic analysis played a significant role in the data analysis stage. Thematic analysis is the process of identifying patterns or themes within qualitative data. Braun & Clarke (2012) suggest that it is the first qualitative method that should be learned as 'it provides core skills that will be useful for conducting many other kinds of analyses.'

The present study's exploratory nature makes the thematic analysis a key source of inquiry in every way. The "how" and "what" questions can best be answered using one of the most effective research methods since they allow us to witness human actions under various factors, circumstances, and social contexts. Special advantages of thematic analysis for the present study include the openness of the method. The open-ended approach permits the researcher to study the importance and necessity of NPOs in Pakistan. This study stresses the need and necessity of a new formation of NPOs in Pakistan for Children.

Coding strategy for themes:

Challenges for formation of NPO in Pakistan about children:

Description Level	Code
Challenges of NPO registration and operations in Pakistan	**C-N-R-O-P**
Sustainable funding and resource management	**S-F-R-M**
Building Trust and Impact Through Community Engagement	**B-T-I-C-E**

Theme Identification and Interpretation:
C-N-R-O-P:
Here the challenges of NPO registration and operations in Pakistan are defined as the administrative, financial, and systematic obstacles faced by NPOs in obtaining the legal registration process and coded as C-N-R-O-P. Here, C stands for challenges, N stands for Non-profit organization, R stands for registration, O stands for Operation and P stands for Pakistan. This has been described by the researcher and interviewee. This discussion tells that there are the challenges of NPO registration and operation for the new Formation of NPOs in Pakistan Children.

One of the interviewees said:
In my point of view, unfortunately, it is very difficult to register any NPO in Pakistan because their system is not working that well. But many times one of the biggest hurdles in the NPO registration process is illegal matters due to some people converting black money into white money that is why the best organizations that work

genuinely for the help of other people face difficulties in the registration process and people take many years, go through the rounds of the social welfare Departments and face a lot of hurdles. I want the government to work to improve this system So that new youth can participate in welfare work as much as possible.

Currently, we are running a school in a slum area we want to bring a lot of changes in it under this children were very receptive but in our society, parents create many problems. Especially in the slum area they want to take the old model and run it. They don't give the children space to do anything new. This is the main hurdle in running it. And the language barrier comes in, especially in talking to the parents of this area and sometimes this problem arises with the children as well. That is why we should make Punjabi and Urdu common so that any organization or school faces minimum hurdles in operating.

Another interviewee said:

In my point of view, Bribery is a common problem in Pakistan. Everyone demands it for registration. Which is not permissible in Islam. That is why we tried very hard to find some references to get our organization registered. So that the organization can be registered without paying bribes but it is facing a lot of difficulties.

We also faced financial problems in operations. Operational obstacles in implementing programs for children often include limited funding. Resources, and logistical challenges, such as ensuring access and engagement of diverse groups.

Another interviewee said:

In my experience, registering NPOs in Pakistan can be a long and complicated process, involving legal documentation, compliance with local laws, and sometimes bureaucratic red tape. Operational challenges include obtaining permits, managing finances transparently, and navigating the regulatory environment. Common obstacles include logistical issues (such as access to remote areas), lack of infrastructure, or challenges in reaching the most vulnerable children. Training staff and ensuring local community involvement often help overcome these issues.

According to Study:

"The many difficulties Non-Profit Organizations (NPOs) confront during registration and operations in Pakistan represent a substantial problem. Non-Profit Organizations (NPOs) must confront different operational challenges because their activities require a complex and unclear regulatory context and face bureaucratic obstacles beside multiple government procedures for compliance. The inefficient operations of NPOs result partially from delayed approvals and policy inconsistencies as well as the

organizational challenges with transparency that slow down their operational efficiency. The

Confusing regulatory procedures together with bureaucratic obstacles create disruptive conditions which prevent civil society organizations from setting up properly in the country." (Shazia Amjad, 2019)

S-F-R-M:

Here Sustainable funding and resource management is defined as the municipality using strategic planning to manage our financial assets alongside natural resources so sustainability goals become achievable and we decrease environmental impact while increasing economic stability and social well-being. And coded as S-F-R-M. S stands for sustainability, F stands for funding, R stands for resource, and M stands for management. This has been described by the researcher and interviewee. This discussion tells that there are Sustainable funding and resource management for the new Formation of NPOs in Pakistan about Children.

One of the interviewees said:

In my organization, the primary sources are family, close friends, and personal businesses. In this small setup. These are sufficient resources but for the future, we need to increase our resources. Yes, I face difficulties in managing resources usually it happens, at that time family members come in front to support and fulfill the needs. At the moment I don't have any other resources but in the future, in shah Allah, some resources will become available.

Another interviewee said:

First of all, no one in my organization works on payroll; we all work for the sake of Allah. And the love of mankind. We all have the same passion, we all want to serve humanity. We all do some job or the other. I do my job also. I am working as a media consultant in Pakistan china join the Chamber of Commerce. Even if I am earning that's why I can run my organization. I even have donors from out of the country who help, in addition to that we have a board of patrons which consists of 2-3 people who do monthly funding.

I have no difficulty related to the resources. So I think it's all about my teamwork and it's all about determination and a good leader to maintain our team.

According to the study:

"Non-profit organizations in Pakistan experience significant hurdles regarding sustainable funding sources and resource distribution since many organizations lack assurance for their continuing operational viability. Through almost 45,000 active

NGOs of various sizes working throughout Pakistan this nationwide network fills crucial social service gaps which the standard government services do not address. Many NGOs depend on donations from foreign agencies local institutions and individual donors but face difficulties maintaining sustainability because of inconsistent funding sources. Financial sustainability improvements for these organizations require effective strategic direction regulatory framework development and public-private collaborative actions according to the report. Through mutually beneficial partnerships facilitated by intermediary philanthropic organizations social services can be sustained even when Pakistani non-governmental organizations experience financial hurdles." (Shehzad, 2017)

B-T-I-C-E:

Here Building Trust and Impact through Community Engagement for NPOs in Pakistan is defined as the development of authentic and transparent community relations while promoting sustainability marks the fundamental concept of community engagement. B stands for Building, T stands for Trust, I stand for Impact, C stands for community, and E stands for engagement. This has been described by the researcher and interviewee. This discussion shows that there is Building Trust and Impact through Community Engagement for the new formation of NPOs in Pakistan.

Interviewees said:

I believe that if we show people what we do, they will have confidence in us and we can also build trust and credibility by ensuring transparency. Pakistani media mostly portrays the negative aspects of NGOs, which negatively affects our organization.

Another interviewee said:

In my view, our media is doing good work in a particular field, highlighting social work very well. And it shows the positive side of every NGO. Social media is the best source of spreading Our NPO's information. If people see the work that NGOs are doing through media which builds people's trust we also do campaigns through the media, which makes people believe in us and establishes transparency, and we also engage the community through the media.

According to the Author:

"This research investigates the communication functions of non-governmental organizations (NGOs) in Pakistan and evaluates community involvement. The study examined its subject from the viewpoints of the academician's regulatory body's official social activist's development professionals and communication experts. Ten selected respondents participated in face-to-face interviews to achieve this purpose.

The research generates performance recommendations for development workers and staffers at Non-Governmental Organizations (NGOs) who operate social services to uplift marginalized communities' quality of life. The study aims to generate beneficial data that benefits both NGOs in their operations and the communities they serve. Research data yields possibilities for new dialogues between development practitioners and communicators. Additional studies on community cohesion will benefit from insights within this paper which also demonstrates strategies for resolving communication issues and increasing community participation throughout development projects". (Mumtaz Ali, 2021)

Conclusion:

In my view, a comprehensive and proactive approach is needed to address the challenges facing non-profit organizations (NPOs) in Pakistan. Difficulties with registration, financial sustainability, and community trust highlight the need for structural reforms and collaborative strategies. Bureaucratic inefficiencies, bribery, and restrictive policies not only delay the formation of NPOs but also discourage genuine social work initiatives. Financial sustainability, a persistent problem, can be mitigated by diversifying funding sources, introducing tax incentives, and promoting local partnerships. Furthermore, building trust through transparency and community engagement is paramount to creating impactful and culturally sensitive programs. It is clear that without government support in streamlining processes and combating corruption, the potential for NPOs to serve the most vulnerable populations, especially children, is unrealized. This study reinforces the urgent need for policy consolidation, leadership development, and cross-sector collaboration to empower NPOs and ensure they can effectively fulfill their missions.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1.   Conclusion

In conclusion, the difficulties faced by child-focused non-profit organizations (NPOs) in Pakistan in developing sustainable operations are discussed. These organizations face operational challenges as they must navigate a complex bureaucracy where policy ambiguity persists and they are required to adhere to strict regulations regarding foreign funding. Public skepticism, in addition to financial constraints that point to donor dependency, poses serious obstacles for these organizations.

This paper emphasizes the need for improving the regulatory framework through pro-institutional policies through simplified registration standards and improved transparency and accountability measures. NPO operations thrive when organizations

build trust with communities through culturally tailored program development as well as meaningful engagement that strengthens operations. Addressing financial sustainability requires multiple local funding strategies and tax benefits to avoid dependent relationships with unpredictable international financial resources.

This research demonstrates how capacity development initiatives require the consolidation of leadership capacities and strengthening of operational performance, as well as collaboration between government and private organizations with international donor communities. These organizations need data-driven decision-making systems with continuous impact assessment processes to improve their operational credibility.

The assessment observed that a comprehensive approach is needed to create an enabling environment for child-focused NPOs in Pakistan that integrates robust policies, active community participation, and concerted action by multiple stakeholders. The sector's ability to fulfill its mission of advancing the rights and well-being of children in Pakistan will improve when these challenges are addressed across the country.

5.2.   Recommendations

In Pakistan, the array of collaborative solutions that are needed by child-focused NPOs to function optimally is fully developed. The following recommendations are proposed:

Financial Sustainability

Diversify Funding: Luckily, launching crowd funding campaigns alongside local business collaborations and establishing cooperative partnerships among their sorority will help NPOs reduce their international funding needs.

Tax Incentives: The provision of tax incentives for donations will foster donations by local philanthropists to nonprofit organizations in the specific society.

Transparency: Always implementing consistent auditing practices will build up donor confidence, which in turn is achieved by improving financial management practices.

Regulatory Reforms

Streamline Registration: It makes the registration and compliance processes one simple application and starts the simplification of approval requirements through a centralized system.

Capacity Building: However, educational initiatives that provide NPOs with needful regulatory procedures are required.

Supportive Policies: Positive support systems for NPO activities will be established through the filial relationship development with political representatives.

Community Engagement

Culturally Sensitive Programs: Neither can nonprofits ignore the fact that they have to develop their programs per the local cultural traditions as well as local spiritual traditions.

Awareness Campaigns: Educational outreach programs should be used by organizations to educate people on the organization's basic organizational work.

Inclusive Participation: Essentially, local communities must be involved in working out programs and in implementing them.

Capacity Building

Leadership Development: As a result, the organization must develop education courses related to leadership development and financial planning expertise courses.

Staff Retention: Stub out staffing problems in non-profit organizations by combining professional development training with fair salaries — employee departures drop when the above conditions exist.

Regional Hubs: Support centers for non-profit organizations must be set up in isolated areas.

Security and Stability

Enhanced Safety: To implement protective security measures that support the work done by staff members in dangerous regions under conflict, you have to deal with finance.

Policy Stability: Policy execution stabilizes organizations' operations, and organizations should be able to guide policy execution.

Collaboration and Networking

Stakeholder Partnerships: The current collaborative bonds between NPOs, public bodies, and private enterprises need to be much stronger.

Knowledge Sharing: It provides these organizations with exchange avenues for sharing best practices among each other.

Monitoring and Evaluation

Data-Driven Decision Making: The organization process outcome assessment systems (OAS) process information that informs what decisions can be made concerning program development paths.

Impact Assessments: The results of periodic assessment then guide the development of new measures of success to be assessed.

Final Remarks

Stakeholder collaboration helps remove barriers that enable child-centered nonprofits in Pakistan to achieve higher performance and livability levels leading to better care circumstances for the children in the nation.

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