**CB8(LA), VSO Strategy manager(M)**

Speaker Key:

CM Interviewer

IE Interviewee

CM What is your job role and experience with the commissioning for social value?

IE My role is, voluntary sector strategy manager and it is an interim role, and it is not a permanent role in the council but may become a permanent role at some point. The purpose of the role is to really manage the relationships between the voluntary sector and the council, and that involves a range of different aspects, it involves looking at the grant, commissioning, grant aid the funder side of it and also to be more strategic around premises and other non-financial support that the council provides to the sector. It is a quite wider ranging role. At the moment my main focus is around what was C, project now changed, and rather than being a procurement process, which was I can tell few weeks ago, we are now moving to a process which is not a traditional grant process but it is not a public sector contract either. It is sort of way between the two. So, what we are trying to do, we actually going to cabinet this afternoon, I think will be a cabinet paper I will tell you were to see it (…) and what we are doing is we are taking the best bits from the procurement, so is the openness, the transparency, the fairness, these sort of scrutiny procurement process, but making it, well, one of my colleagues was saying, a more friendly approach. So, rather daunting the process that normally a company procure through going through the L. portal and it is quite a bureaucratic process, what we are doing is, using the same process as we have for previous grants but adding into that sort of extra rigour that you will get through procurement.

CM It is a new model?

IE Yes, it is not actually new, it is new to (name local council\_case B) but is not new. I have done it before in other places but it is bridging the gap because one of the issues that come up and you may have heard people talking about it, in the sessions that you have attended, we are looking for a quite a bit of cultural change, we are looking at co-production, which is new to the council, is new to the voluntary sector and both are sort of filling their way and in doors here, a better quality co-production we want to introduce outcomes focus funding which is new to (name local council- case B). (name local council- case B) is been very much focused on outcomes (I think he meant on outputs) and all of the old grant schemes is entirely focus on the number of peoples that are getting their services, is all outputs, so again is a bit of cultural change, for the organizations to actually understand, what the outcome is, you know, is just simple like that, you know, someone talk about outcome and they go blank and then, introducing a different process as well, we go to a process with the contract is adding an additional cultural change. So in essence what we have done we said, ok, we still need to have a change around co-production we still have to have a change of outcomes focus funding but maybe we will compromise in the procurement bid, so what we are doing is sort of better, I suppose is a hybrid. Technically is probably still grant but we wouldn’t call it that because is not a traditional grant program, it is a much more, it a more rigorous process I suppose than the traditional grants process will be, so that’s how is developing. So those ideas, and reasons we put together it was the result of a sort of discussion that we had over the summer and obviously we were bumbling when we were talking to the organizations earlier on, you may have heard there is a sort of reasons, in the sessions that you attended. The people are not really comfortable with the process and actually they found a barrier to them to try look for the funding. So, the council decided to move it. (..) The process is going to be the same so, what is going to cabinet today is the framework for the new program, so it all that has been discussed during the spring and all the summer so the themes and the priorities, the high level outcomes that we want to achieve from the program and all that work synthetize and then the next stage with that will be to look at the themes in more details and work out what these services, what the, not specific services but what the sort of medium term outcomes will be that link into those, and those high level outcomes and those priorities. So, for short time you can call them service specifications but there is a danger there to call them service specifications, people then think of them in terms of the procurement services, because the spec is much more rigid, but it is the next stage… the bits that the organizations can see that they have to do the application …

CM The workshops will shape the final model?

IE Yes, what we will have, we will have these workshops and they should be starting later this month. And then they go through into December. We start up with one workshop for each of the themes and some we have more because some of the themes are quite big. And then what will come out of all of that is a sort of a shaping of the services and we will define that through whatever discussions we need to have in January and have a draft prospectus in place at the end of January. So by the end of January should be a document that actually sets out what the things are and what the expectations are in terms of service specifications.

CM How the social value policy will be embedded in this commissioning process?

IE Well, I suppose, we actually describing it as local value because, there is, one of the reservations that the organizations a bit expressed is that if we have a procurement process there are national and regional organizations that come in in (name local council-case B) and essentially set up all the commercial terms of the leaders…so they will undercut the local providers. Weather that is likely to happen or not I don’t know, but it has happened in some places (unclear) and is certainly one of the borough concerns, council and as well the organizations, so they wanted up to do what we could to emphasize that the social value for the council is being local, I suppose that is the best way to describe it. So, when we are looking at the specifications probably a fifth of the evaluation will be around what the sort of the local is, in terms of the service. So it would be looking at things like, weather an organizations is got track record of delivering services locally, weather they have a base in the borough, those sorts of things to really sort to draw down into the local connections and under value of that in itself of having delivering the service. But we also well take into account the social value aspects, what are the other benefits that having that sort of local connections is going to bring in terms of supporting the local economy. Obviously, the local organizations tend to employ local people they have local volunteers, they are funding locally so there is all sort of things. Those organizations are helping to build social capital and our funding may not be funding participants towards that… (Unclear) but the fact that these organizations are more sustainable though our funding and increase the ability to get up that social capital, community cohesion and get through a thriving local sector. So, if you know social value you will see it in the spec but it would be necessarily labelled as that, because in terms of presentation we really try to emphasize the local and that we really value the local service, and what that local service could bring to local community, if that makes sense.

CM So the borough interpretation of social value is through the lens of the local, valuing the local services?

IE Yes, probably is a good way to look at it. So, ya, bringing that sort of value through the local offer.

CM How the local social value policy influenced the relationships with VSOs?

IE I can say it favours it, because we have to be open and fair so we cannot show a preference in that way. But the social value should enable local organizations to demonstrate that what they are doing, with the funding that we are providing, goes beyond what we actually paying for, so, and it is around building that sort of local community and is all of those things around social value that is difficult to pinpoint and you cannot sort of quantify and social capital, there are tools but no one is doing it, but there are not easy things to quantify. Those are the sorts of things that we are trying to emphasize through this process. So, social value act is (unclear) really limited tools that we use to repromote that sort of local offer and the wider benefits to local community. So that what the commissioning services are doing … (unclear)

CM Based on your overall experience, how you define and articulate social value?

IE (smiling) The social value is the extra that come when you are funding or you are procuring whatever term you use to describe the relationships where the council is buying something. It is the extra value that it comes with that so it is thing like you know, helping the local economy, developing the local communities (unclear) if we support an organization, for example, that goes in a particular building the fact that that organization is based on the facilities and available for other organizations to hire in time to time, so you know, it become very practical or something like that or it become much more intangible as I said, trying to build that sort of social capital in the community and helping to a sort of community focus and help generate more community activities, just by being there, as a catalyst for other activities

CM VSOs are understanding and are able to evidence social value?

IE That’s a good question. I think most of them probably don’t understand it in the way that we will articulate it, because they just do it. You know, you can almost say that the VSOs has been doing it for years, we have just come to the fact that (unclear) that they are doing it and you can see it in things like where we have actually commissioned the service and then when the service is decommissioned and you also realise …what is built around that service but also lost. So you know, there is a range of different things good… but, the voluntary sector is different than the commercial sector, because the commercial sector is motivated by generating a profit and shareholder value and that kind of staff and that’s their driver. So they actually put a value on the thing, whereas the voluntary sector does what is funded to do but then, while is doing that there are other things that dictates as well, if that makes sense. So go back to the original question, I think what we need to do is explaining to the sector what social value means so that they actually recognize what they are doing which is like social value. And I think if we get that across, the organizations will find it much easier to articulate it (unclear) and then provide the support.

CM What about the local council commissioners?

IE I think that’s patchy. I think some people in the local authority will get it, they understand it, and you know, they articulate it, it is business as usually to them, and there are other parts where it is a concept that they just don’t understand. It varies. Corporately, I think there is these ones that understand it, I think that you look at the higher level management, people do understand it and you know, for some people, when you talk about social value, they will think about corporate social responsibility and apprentices and contractors getting groups of workers together going painting community centre, that kind of staff. So, ya, they will think about it in a very practical terms and perhaps though more deeply about that and see the wider scope of the social value. So, ya, as my colleague says, is a change that takes time to embed. If you go back 5- 10 years, social value wasn’t understood at all, they (unclear) wouldn’t heard it that is practiced, and nobody understood it. But now in some local authorities there is …. They didn’t have social value and the practice was more difficult, so it is a mixed picture, But I think that the direction of travel is more people getting to understand this, and sort of building in into their daily work.

CM The current processes are supporting a common understanding of the social value?

IE That’s a difficult one. The social value is built into the procurement process and at the end of the day is down to the individuals how they actually interpret that. And I was giving an example this morning of a contract which is for, essentially a voluntary sector service, it didn’t include the social value at all, because whoever have been dealing with it, in terms of procurement and contract management, the commissioning manager and isn’t in there, even though is set out in the process you know, because was not set before in their mind, it isn’t here in the contract, in the specifications. That’s a bad example, in the sense, you know … it shouldn’t happen. It is embedded in the system, in the processes but there will be occasions where the individual officers for whatever reasons don’t do it. And that’s the same (unclear) …there are certain inequalities and thing are done that way it shouldn’t be. In terms of the actual processes, as far as I’m aware, although my experience with procurement is limited, it is actually part of the process, and the evaluation of tenders includes a quite a significant proportion of the marks towards social value. And I think is probably going to get more problems, because, you probably know those contracts with F, which is an organization which help to sort broke the social value elements of the contracts that we have with the local voluntary organizations. So, I think actually having that, is much sort of tangible way of dealing with social value.

CM When you are talking about commissioning for outcomes you are talking about social value?

IE We are talking about social value but again, there is a difference between the people who get it and understand business, it is business as usual led, and they will see within the borough that there is a council plan which is the highest level of outcomes or priorities for the borough and you know people see built into that social value and that’s sort of cascades down into more specific strategies and values and again is probably there, but maybe not be articulated like that. It is a bit like equalities and others, what you are working towards this mainstream so you don’t have to particularly point about social value because is done in that way, and for some people you know you reached that point and with others you know, you still have to work at it, to actually understand that social value is part of the process.

CM Social value is about outcomes or is embed in the processes?

IE It is a big organization, my experience is limited. But certainly in my experience of the organization probably the working area as social value is very valuable and may be an outcome, it maybe not articulated as an outcome specifically because is embedded in all the outcomes that we are trying to achieve (unclear) it is obviously a community focus, how the procurement bids in the council we are looking at some of the more practical elements that council set and all those sort of things, that’s the area where I have much experience within this council.

CM The processes of co-design, co-production are linked somehow to the creation of social value?

IE Yes, clearly, all point of co-production and design it is that grounds out the elements of (unclear) social value. In whatever it is we are trying to design, so yes is a tackled part of it. Ok, whether is actually articulated as social value or is social value expressed in different ways. It will be extremely odd if, a co-production process that didn’t have at its core the idea of creating social value and drawing social value.

CM What impact these processes has on the voluntary sector?

IE Well, probably to answer that will probably 3 hours, (smiling), but the impact of it, from voluntary sector perspective, and I’m hoping that will bring about, (unclear) to will be over to say transformational change, but I’m hoping it will bring about some significant change. And (the council name-case B) is very traditional in its support for the voluntary sector and I think people looked at it with a critical eye linking what is currently funded by the borough and the outcomes that the borough is seeking to achieve, sometime struggle to match the two of them and I’m hoping with this program there will be much closer match between the higher developments that is trying to achieve and the individual outcomes organizations is trying to achieve and funding. (Unclear) that’s not 100 percent successful, I’m not pretending that it will be. But I think we should moving in that direction, so that the people don’t think that we have done the same things for the last 20 years, so it must be good. It could be, I’m not saying it isn’t, but is actually asking that question, it is good? It is relevant to the people needs? It is actually fitting with the broader schemes?. And I think that’s the bigger challenges to the sector, (unclear) traditionally funded year on year and some organizations were funded to do the same things for the last 20 years and that will have to change. And that will be quite a big change for some organizations. So that way one of the impact will be, the changes that will be about this program. And on the barriers, there are a huge numbers, a lot of organizations don’t understand outcomes, there is an all cultural change that we seek, a lots are not conformable with co-production, they are used to saying, this is what is needed, this is what is going to be, this is what we are going to provide and the government is going to fund it. Well but that’s not co-production that is juts about what the council say, this is what is funded, this is what is needed and this is what we are going to procure. Co-production is about the two sides coming together and on the bid that we have missed out, which I hope that is going to be addressed as the funding is going to a sort of cycle and our co-production is focused very much on working with the organizations rather than service users and what we want to do in the agreements that we have with the organizations it is to develop that next stage if you like, so with service users which are actually involved in the co-production. And is all to do with how. And giving up that part is difficult for some organizations as it is for the council. When we are going to co-production, we are surrendering (unclear) a lot of power and we are not directing as we used to, which, ya, is a good thing. But I think although the voluntary organizations will say (unclear) that they have not power… (Unclear) but they probably have and they are reluctant to the backup as well. So there is active barriers there but I think, you know, so far we have made some good progress but there will still be…. to give you an example, and there is a particular area of service were the organizations are quite articulate, and probably wouldn’t be hard to use (unclear) but within their skills are hard to articulate … (unclear) but certainly within their skills … and they are very reluctant to actually work in a co-production process unless they are controlling it, so the definition is the reluctance, but you know, at every stage, they actually (unclear) to us, making progress in discussion, so it is a bit a two ways treat and they are very reluctant to give the power and the autonomy that they traditionally had, in order to work with us and others providers, to take a more holistic view of that area of service, and actually change the way that work. It is actually a modelling, more vibrant, and actually needs people needs rather than what they always provided which needs some people needs providers. So there is also barriers at that sort of levels and there is all sort of kinds around understanding the process. In this borough particularly there is a trust problem, because few years ago, there is a lot of issues in the borough around the grants processes (unclear) and the trust between the voluntary sector and the council is eroded, I wouldn’t say it lost, but is eroded, and I have been here for 18 months now and in that time one of the things that I tried, at my hardest, to do is to try to rebuild that trust. Because there is been a lot of changes in the council, changes in the voluntary sector but there is still this sort of thing you know, in the background, you know, that basically the sector doesn’t trust the council, to make fair decisions. And in the last few weeks that is really come up to as a barrier. The organizations don’t accept the process that we are putting for because they actually don’t trust councillors (unclear) of not having to interfere with the decision making process in an appropriate way, even though we have now 3 or 4 years of direct control from the central government to try to (unclear) that kind of thing.…. And obviously now, the government is lifted from the direction from the council so the council is now free to do what it wants and we are pretty determinant to continue on that path of being open and transparent and do not letting the officers or members interfering with the proper process, so again, that trust element is a really significant barrier, that hopefully we are overcoming but, it is quite a struggle. And probably it is a bigger problem here in the local authority because of the history.

CM How would you describe the relationships between the voluntary sector organizations and the local council?

IE You cannot describe it as a holistic thing because it isn’t. There are different bids of voluntary sector and there are different bids of the council. If you look at the relationships between the property management in the council and the voluntary sector it is not very good, because historically there have been difficulties and only recently they have been able to deal with. If you look at the relationships between the voluntary sector and local council is very good because they worked together for years and has been supported so yes, it is not so clear cut you know, we have a good relationships. I think generally the relationships is improving, there is a more trust of the voluntary sector in the council and vice versa and but I think one of the reasons for that is the co-production process. And the council actually been quite open and say we want to be this process with you and involve us to release some power, involves you surrounding some power because what we are trying to achieve together is something better for local residents … and all that it has worked to improve the relationships, but the people memories are very long and they still remember old days when the relationships was is not good, and these are the tensions that we need to overcome.

CM What is the nature of the governance relationships?

IE It is working towards partnerships, yes, and there is some areas where you can see that is quite strong partnerships, but there are some sort of areas where that sort of more traditional power relationships is still there. And people think about the voluntary sector as being well intentioned amateurs who are going around doing well, but not to be taken seriously whereas in terms of the senior managers in these organizations, people are now working much more with the voluntary sector as equal partners there is much more of an equal relationship

CM How the cuts and austerity affected these relationships?

IE I was not here during the austerity first hit, but generally austerity has done huge damage to the relationships and some local authorities have faced a massive cuts and supporting the voluntary sector is a distraction of activities. But we don’t have to do it, so and if they have not to do it then they don’t do it. There was a survey commissioned to look at the picture nationally and I think the figure was 44 percent reduction of national and local authority funding overall to the voluntary sector. There was a massive reduction in the last two years. So inevitably that damage the relationships. So, where I used to work, in C., we had massive cuts to the voluntary sector, which took a lot of work to manage, I think we managed reasonably well, probably better than some places, but it is still very difficult when you change the relationships. And it wasn’t so much trust in the local authority but, you know, it became a more distant relationship, I suppose, and a lot of the things in the, you talked about partnerships, and those sort of things, a lot of that, is discussion only, but is not staff you have to do. So, a lot of partnerships works stopped, because there wasn’t to money to do it properly so, it is not really done very well at all. So, ya, I think that austerity has had a huge impact. I think here it may have not the same impact, (unclear…) in terms of austerity, as in some other local authorities, because (case B) has got quite, you know, they have more reserves and because there is so many businesses in (case B), they have that section 105 money that back on, so … and also the local authority has been very committed to maintain the funding to the voluntary sector. And there is few local authorities that have a funding program with 3 million pounds, which is exclusive in (case B).

CM How will be this new commissioning approach to funding?

IE It is still involving competition because it has to. But this is very much trying to, I’m hesitating while using the local commissioning, because in (case B) people understand commissioning as procurement, whereas in other places, commissioning is just the way about you are getting the service, so to use commissioning in proper sense, I think what we are trying to do is to use the commissioning services from voluntary sector which are able to deliver so there are some services which will include all range of different providers and you may try to devise range of social value into the contract and so forth, but the nature of the provider it is crucial. There are some area, because of the nature of the voluntary local provider there are doing better than other people. So, what we want to do with this program is target the types of activities that the voluntary sector does best, which is why we go through the co-production process with them to help determine what those areas are. You know, might be, to give you an example, there has been some criticism around community safety because there is not a lot of voluntary sector organizations involvement in the community safety. But part of that is because a lot of focus here is around that sort of strategy, the sort of the policing and enforcement of the community safety and less focus on the community based staff. And that just happens to be the way how things …and moving away from that, because of the things has been set up in that sort of area in (case B), the sector hasn’t had a huge amount of input whereas in other borough it might had a bigger emphasis so part of what we do now is to try and look at ways that sector can actually contributes towards community safety. And if we compare the themes with MSG and the themes for the new program there is a specific theme now around community safety. And it won’t have a huge budget, about 150 thousands or something like that, so is not a major part of it but there is a start. And what we have done there is to look at what it is that the sector can do in the area of the community safety that other people can’t do so well, because they have not those grassroots community connections and they don’t have that, well I guess is drawing from that social value, other bits of activities to support that activity of community safety.

CM The services specifications will be shaped within these workshops?

IE Yes, I mean the service specifications, when we tell the service specifications, it is not really my term because we are not specifying the service, what we are saying is these are the priorities, those are the outcomes, what we are developing is the intermediate outcomes that the organizations can bid against. So, what it would look like will be, let say, we take again community safety, we want to reduce the level of, the young people coming into contact with the criminal justice system, so that the local outcome, so we will say the organizations this is the medium level outcome that we developed, we think that the sector can help to deliver, what service can you provide to do that, they will actually specify the service against the outcome or the activity. So they will say will do some education classes for, we will have a street worker, whatever it is that you are doing, against that, so they will tell what that service is and part of the description that have to provide to the service there will be how social value will fit into that, and how the local offer will fit into that.

CM What the final outcome of these processes will be, a shared understanding?

IE Yes, that should be yes. It won’t suit everybody but yes. What I hope it will have at the end of it would be a program that the sector can say that they have some ownership of, because they have been actually been the primary organizations in shaping it and if it is not right it is as much their right and if it is right they will have as much credit as we do so is very much shared.

CM In the processes of co-production did so far, to what extend the voice of the voluntary sector organizations has been taken into consideration?

IE Well, the final program is the way how the voluntary sector expressed it and the contributions came in different ways, obviously the departments put forward their sort of collective ideas and that what went into the pot of what we discussed at the last sessions. But what the consultants that we employed to do those things for us, what they put in background is really what the voluntary sector said around those areas. So I would say that the voluntary sector has a very strong ownership in this and the criticism remained (smiling) on the local council side, you know within the council there is quite a total bureaucratic process (unclear) and a part of that is talking to different service leads and what they come back is, yes, they understand it and they see where comes from but there are bits of it that they think of should have been more emphasizes on their particular area and that kind of thing. You know, is not something that the council is imposing, and we are saying the same thing to people internally as we are saying the same thing to people externally, that this is a joined program that the people used. Yes, there will be areas that are not much emphasized as individuals might have wanted to emphasize, but the corrected vision of it, is this, and this is what we are putting forward.

CM So the tendency has been to balance the views?

IE Yes, so far, it has been balanced. And I would say that, not because I think it, because if you look at the feedback that we had, that program is been out there for quite a while now, so people had a chance to look at it and there are some pieces of feedbacks that come from organizations who says, well ya we understand it, but we don’t see how we fit within it. This is obviously… (Unclear) some organizations because they may actually … But we haven’t much of feedback from other sector or internally, saying we don’t think that this is the right program.

CM In the future workshops the local councils and VSOs will come together or will be separate workshops for the local authority officers?

IE They should be coming together. Yes, we did some initial separate workshops, not entirely certain why, but no, I mean all point is to working together and these themes workshops it will bring the service leaders from the local authority who come along and participate as much as the voluntary sector, because at the end of the day, the theme leaders in the local authority and other people that is going to take this forward, once the spin is set up … then my job is done. It is then down to the service areas to actually take the program forward.

CM What’s your perception on the commissioning for social value in your local authority? And further do you know any projects commissioned to the VSOs?

IE I don’t know, that’s my honest answer, because my involvement is fairly focused. I’m involved in the broader development of the FS and trying to promote social value and I think, from what I hear (unclear) it is reasonable and I think a proper understanding of it …. (unclear)

A higher scoring of social value should be a good point for voluntary sector. It should be as long as the voluntary sector organizations understand what social value is, because as I said before they do as a matter of course but they don’t think about social value and is trying to get organizations in that sort of framework mind of thinking, oh yes and the other staff that is going to happen because we have the commissioning is the social value that we are going to ask (unclear) rather than just say well this is going to happen anyway, it is almost like, I try to give you an example, I suppose one simple example is a contract within an organization caller R. which is around care service, I don’t remember exactly what the service is, but the point is that R employees mainly people with disabilities and their office facilities, they got all set up but they don’t actually think about that element of social value, the fact that they employees people who might otherwise will be out of employment, and they don’t think about that when they put their bid for a contract whereas they should be saying, you know, we contract the … and you will get all of these staff as well, about supporting this part of community which might otherwise. So, you have to tell them that they need to include that in their bid because otherwise they won’t include it, you know, they will just, you know, that’s our business, that’s what we do…so, is difficult, and is like anything else, is that cultural change, the organizations will eventually realise that is what they need to do that’s, as I say, lot of them deals with kind of things that we recognize as being social value, without actually articulating it in their bids.

CM How the local council invest in the capacity building of VSOs to commissioning for social value?

IE That’s going to change because we will no longer go through a full procurement process but we are investing heavily and we give significant funds to the local CVS to support them to deliver that capacity, the volunteer centre, into transport so there is quite a bit of investment into the local infrastructure organizations and specifically to help develop the skills in the voluntary sector. As we go through the next 2 or 3 years, we will be working on having a more procurement process, next time around so that element of fair work will have to increase so they had a reasonable amount of time to get over the organizations into that place where they can actually put in proper bids if you like, that goes through a proper procurement process rather than the light touch things that they have at the moment.

CM What other tensions are there?

IE Organizations having a fear of the process, looks different, the process is different and so is all that staff. Having said that organizations who have been through it, the procurement process …. Because in the essence is the same thing but packaged differently. We have a service, we have outcomes so you are trying to promote, so you put all that staff forward as you would in any funding application but it’s a different way of doing it. I think the other thing, I don’t know if it is peculiar to (case B) but there is a very strong feeling about externally organizations coming and taking up contracts, the bigger contracts and it has happened a lot in different areas where external providers, the national voluntary organizations, they are not for profit organizations, but more commercial minded and they come in and you know and they pick up the service, and this is has happened in the past so there is a real fear there.

CM So this new model encourages more the medium small voluntary sector organizations?

IE Yes, this is trying to do, those voluntary medium organizations that we don’t want to lose, yes. That’s the biggest risk, the biggest risk for all of us is to lose the small organizations and they are the ones that in a way are the most important ones because they are the ones working with the communities with whom otherwise we would have contact with so… I don’t actually, they are niche, but this is what they are, in the sense that they are niche services and you know, we talk about hard to reach communities or outcomes. Actually those small organizations that are working with those harder to reach communities, so if you lose them, then, you know, you lose something that is almost irreplaceable. So I think if at the end of this we are able to preserve some of those smaller organizations than that in itself will be an achievement.

CM Thank you very much.