Research Article

Navigating Orphanage Care Dynamics: A Study On Organizational And Managerial Efficacies In Balasore

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ARTICLE INFO	ABSTRACT
	Its cultural heritage, combined with the socio-economic mixture, has made it an ideal ground to study orphanage management. A few children's homes within the district make a large contribution to the successful support of vulnerable children. Still, much detail is not known about the dynamic factors concerning organizational and managerial effectiveness. With the realization of the impact of management practices on child welfare outcomes, there is a growing need to learn more about how organizational structures and managerial practices impact the efficiency of operations and the quality of care in orphanages. The study is aimed at examining organizational as well as managerial practices in orphanages located at Balasore. The research, thereby, filled in the gap of knowledge with an understanding of how organizational and managerial factors impact the care and development of orphaned children. In this line, interviews and observations were carried out in selected orphanages. In the same rationale, based on a comprehensive understanding of the operational dynamics, the perceptions brought about by the effect of the mechanisms of external support were revealed. Statistical methods, such as ANOVA, were used to analyze the data. Thirty-seven staff members working at orphanages from across the district were the sample of the study. So, basically, the findings would enlighten on the part as to whether male and female staff working in the orphanages of the district perceive the challenges affecting the operational capacity differently. However, it also pointed to the critical gap regarding how effective this external support was more precisely toward the single managerial practices and organizational structures to be improved. These results, therefore, beckon targeted intervention and strategic management improvement with the purpose of enhancing the quality of care in orphanages. Thus, this study aims to shed light on orphanage management, often overlooked within these systems and the global implications that such systems have for policymakers, practitioners, and support organizations desiring to implement change. The study underscores the need for a full-orbed approach to the management of an orphanage through staff training, infusion of strategic planning, and integration of support services. In short, what this study adds to the general discourse on child welfare is the advocacy for systemic changes that will see to it that every child in an orphanage gets a nurturing and supporting environment that will lead them to develop in entirety.

Keywords: Orphanage Care Dynamics, OrganizationalEfficacies, Managerial Efficacies, Child Welfare Outcomes, Orphanage Management Practices |

Introduction

The management of orphanages is an extremely vital crossroad, where the need for nurturance care almost meets head-on with challenges within the ambit of administrative efficiency in social welfare. A rich cultural heritage characterized by complex socio-economic dynamism: the Balasore district provides a unique context

against which the above challenges have been examined. Essentially, existing literature has failed to unlock a big gap in understanding the organizational and managerial practices underpinning their operations at the orphanages, which are very important in catering to vulnerable children. So far, most of the studies in this field have been related to the psychological and development consequences for children taking orphanage care, therefore leaving a critical void with respect to the effectiveness that is purportedly offered by the management strategies used in such institutions. This research, therefore, tries to fill that gap by bringing out the intricacies of an orphanage organization with organizational framework and managerial practices. Incorporating modern theories of organizational behavior and management science, this research is indicative not only of closing the current knowledge lacunae gap but also of the innovative introduction of analytical approaches toward the assessment of the operational dynamics of an orphanage. It is this growing recognition, however urgent, that profound effective management practices might have towards the quality of care and outcome for the development of the child in orphanages. Therefore, represents a crossroads between academic inquiry and practical necessity—providing insights of potential great help; it could even transform the landscape in which orphanage management takes place in the Balasore district. The study points to the fact that the focus should be on dealing with this neglected area of child welfare.

There is increasingly building on orphanage management literature that identifies the unique challenges and opportunities within these settings. For instance, studies have demonstrated that low caregiver-child ratios lead to better emotional development and have recommended that individualized care is likely to be more favorable for the psychological outcomes of the child residing in institution-based care (Hermenau et al., 2017). The qualitative studies also indicated a clear, direct relation between staff training and the welfare of children, hence the importance of training specialized caregivers, thus, the need for focused education and support in these environmental settings (Bettmann et al., 2015).

Comparative studies between orphanages and foster care have given the best insight into the welfare and development of orphans. According to Ahmad, children placed under foster care usually show greater improvement in the social and emotional adjustment scales of the PSI-SF than those living in orphanages, thus defining the potential benefits of family-based care. On the other side, training and support of caregivers constitute important factors in the improvement of orphan care. According to the current study by Bettmann et al. (2015), there are important gaps in the training of orphanage caregivers in Ghana, and there is a need to develop orphanage caregivers with better levels of preparation to guide them in meeting the emotional and attachment needs of children.

Furthermore, in the study of Groark et al. (2005), the quality improvement interventions focused on warm, responsive caregiving and strong relationships between caregivers and children to social and emotional bonds in the institution in Russia. Zimmerman (2005) postulates that some orphanages in Malawi actually do provide stability and access to essential resources that children from orphans are able to get; he implies that orphanages are quite effective care settings under good administration. The paper also finds out the role of orphanages in nurturing skills of the children that may be needed in practical life for future independent living. According to Hamzah (2023), the paper sets the role of orphanages with a focus on practical accounting and entrepreneurship workshops.

Finally, the study of Rushton et al. (2013) provides an optimistic view of the long-term outcomes of children from orphanages to moderate deprivation, which is not bound to carry mid-life consequences. The study suggests the resilience of children given positive post-adoption experiences. To sum up, this complexity in the outcomes of childcare in orphanages and foster homes, all taken together, would be best described as suggesting strategic interventions, such as training caregivers and developing practical skills in caregiving, which could have quite impactful results regarding the well-being and future opportunities of orphans.

However, enriched in nature, the very study has very often failed to dig deep into the impacts of administrative practices on the operational effectiveness of orphanages to satisfaction, a very vital aspect needing further attention for the overall improvement of orphanage management. The literature also presents clear and marked gaps related to the integration and applicability of these advanced management techniques within the context of orphanage care, where cultural, socio-economic, and many other types of factors play the lead role, and Balasore is certainly not exempt from the rule.

It partly results from the research methodologies still drawing on some traditional scholarly practices, which seem a poor fit to capture the dynamic essence of such management within an orphanage—or, in this case, account for regional specificities. Recent advances in organizational theory, as well as new analytic tools now being introduced, promise fresh inroads into these complex dynamics. In this context, the present study was thus an attempt to leverage these developments through a mixed-methods approach, which sought to use very detailed case studies combined with broad and general quantitative analyses to offer a comprehensive view of the organizational and managerial efficacies in the orphanages of Balasore. Such novel methodologies integrate gaps identified previously so as to give insights into how orphanages can optimize their management practices in a way that would empower enhanced care and children's development. The implications of this article reach far beyond academic debate and offer practical guidance for the policymaker and practitioner seeking to improve the system of orphanage care.

The main focus of this study is on organizational structural and managerial practice determinants so as to assess their impacts on operational efficiency and quality care within the orphanages across the district of

Balasore. With that relation, therefore, the research question will be: How do these influence the operations of the orphanages? For this particular study, the following will be the laid down objectives in order to answer this question: assess the current organizational frameworks, evaluate managerial practices that are in place, and understand the supported external systems. The analytical model's key premise of this study is based on bringing together organizational health indicators with the stakeholders' views of staff, children, and support agencies. The study gives a wide spectrum of perceptions regarding the management of the orphanage and narrows it to areas that are weak and need focus.

This research has implications beyond academia. It will also provide some information for the staff in terms of the policy, resource allocations, and training programs for the management in relationship to the quality and the management practices of care. It suggests to others that this unique socio-economic and cultural context could be developed into a valuable case study for districts similarly facing problems in the Balasore district. The whole idea is to make use of the insights gathered from this research to bring in system changes that improve the level of standard in orphanage care. Each child should have a right to a nurturing and supportive surrounding that enables overall development.

1.1 Objective of Study

➢ To Evaluate the challenges in the context of Organizational Framework and Managerial Practices within Orphanages in Balasore District.

➢ To Explore strategies to manage challenges in Supporting Orphanage Operations in Balasore.

These objectives are designed to offer a comprehensive exploration of the internal and external dynamics influencing the quality and efficiency of orphanage care in Balasore District.

2. METHODOLOGY

2.1 Framework and Design: This research was designed as a quantitative survey study that delves further into the description of the subject, meant to help intensively describe the challenges met in the running of an orphanage within the economic context and socio-culture of the prevailing context of Balasore District. The study has been adopted in a way to capture a holistic view of organizational structures, managerial practices, and the impact of external agencies on orphanage operations through the integration of these methodologies.

2.2 Study Area and Population: From the eastern section of Odisha State in India, purposive selection for the study area is one of the Balasore Districts, considering its demographic profile and number of orphanages servicing children from varied backgrounds. The sample population was that of orphanage staff (administration and caregivers) and agency representatives coming from outside but involved in the management and support of the orphanage. Orphanages would be selected purposively to represent varied sizes, operational models, and affiliations (governmental and non-governmental).

2.3 Sample Collection and Treatment: In this line, the data collection was carried out in two stages. During the first stage, a structured survey was sent to 37 staff from 10 orphanages within the Balasore district, concentrating on organizational framework and managerial practices and efficacies in perceptions of external support. A second phase will entail in-depth interviews and observational studies in five of these orphanages to probe further the dynamics identified in the first phase.

2.4 Equipment and Data Analysis: These will be tools for gathering data by way of a survey, using well-framed questionnaires that are administered for and towards the preservation of secrecy and data integrity. Interviews will be collected physically or through email. Observational data is going to be recorded by way of detailed field notes and photographic evidence where necessary and permissible. The study was done in relation to the physical environment, staff and child interaction, and managerial operation. Data analysis was bifurcated in nature with the data collected. The quantitative data, which was gathered from the survey, is analyzed to find out the significance of differences in responses to organizational and managerial practices across different orphanages, using one-way ANOVA. The tool for the same was SPSS software.

2.5 Validity and Reliability: Indeed, validity and reliability were maximized; thus, through the measures employed to pilot-test the survey instrument, a small group of orphanage staff was used to refine questions for clarity and relevance. The study was done through triangulation to cross-validate the information acquired from the questionnaires, interviews, and observations. The process also considered member checking, where the preliminary findings are taken back to some of the participants for confirmation or proper interpretations. The study was conducted with maximum ethical considerations in place, whereby all the participants were briefed about the research and had their consent. It was guided by very strict protocols to maintain confidentiality and protection of the respondents from any possible harm. It is thus this holistic methodological framework that allowed for careful investigation into the dynamics of orphanage care in Balasore, thereby contributing valuable insights into effective management practices and the possibility to be able to increasing the environment of care for orphaned children.

3. Result

3.1 Challenges in the context of Organizational Framework and Managerial Practices within Orphanages in Balasore District.

The statistical data for the purpose of evaluating the Challenges in the context of Organizational Framework and Managerial Practices within Orphanages in Balasore District contained in the study has various aspects. In this regard, the statistical methods and findings of this paper offer a detailed examination of Challenges in Organizational Framework and Managerial Practices within Orphanages of Balasore District, providing insights capable of guiding policy-making, improving practices of management, and hence, living conditions and prospects of the orphans in the region.

Hypothesis 1: There is a statistically significant difference between males and females in challenges faced in supporting orphans.

Table 1: Equality of Covariance Matrices

Box's Test of Equality of Covariance Matrices[a]	
Box's M	6.271
F	1.961
df1	3
df2	245669.391
Sig.	.117
Tests the null hypothesis that the observed covariance matrices of the dependent variables are equal across groups.	
a. Design: Intercept + Sex	

Source: Primary Data

The significant value is .102 in table- 1, labelled Box's Test of Equality of Covariance Matrices, since the Sig. Value is *larger* than .001, then the study has *not* violated the assumption of homogeneity (Tabachnick& Fidell,1996, p. 81).

Table 2. Levene's Test of Equality of Error Variances

Levene's Test of Equality of Error Variances[a]		Levene Statistic	df1	df2	Sig.
Finance and Operation Challanges	Based on Mean	.560	1	35	.459
	Based on Median	.283	1	35	.598
	Based on Median and with adjusted df	.283	1	30.865	.599
	Based on trimmed mean	.372	1	35	.546
Health and Security Challenges	Based on Mean	.003	1	35	.956
	Based on Median	.444	1	35	.510
	Based on Median and with adjusted df	.444	1	20.392	.513
	Based on trimmed mean	.021	1	35	.885
Tests the null hypothesis that the error variance of the dependent variable is equal across groups.					
a. Design: Intercept + Sex					

Source: Primary Data

In the table-2 **Levene's Test of Equality of Error Variances** all values that are *greater* than .01. These indicate that the study has not violated the assumption of equality of variance for that variable (Tabachnick& Fidell ,1996, p. 81).

Table 3: Multivariate Tests

Multivariate Tests[a]		Value	F	Hypothesis df	Error df	Sig.	Partial Eta Squared
Intercept	Pillai's Trace	.977	713.906[b]	2.000	34.000	.000	.977
	Wilks' Lambda	.023	713.906[b]	2.000	34.000	.000	.977
	Hotelling's Trace	41.994	713.906[b]	2.000	34.000	.000	.977
	Roy's Largest Root	41.994	713.906[b]	2.000	34.000	.000	.977
Sex	Pillai's Trace	.120	2.327[b]	2.000	34.000	.113	.120
	Wilks' Lambda	.880	2.327[b]	2.000	34.000	.113	.120
	Hotelling's Trace	.137	2.327[b]	2.000	34.000	.113	.120
	Roy's Largest Root	.137	2.327[b]	2.000	34.000	.113	.120
a. Design: Intercept + Sex							
b. Exact statistic							

Source: Primary Data

A one-way between-groups multivariate analysis of variance was applied to examine gender differences in challenges faced during orphan support. Gender is an independent variable in this case, whereas Finance and Operation Challenges and Health and Security Challenges are the dependent variables tested in this study. Additionally, the assumptions of normality, linearity, homoscedasticity of variance, univariate and multivariate outliers, and multicollinearity have been checked with preliminary tests of the assumptions, and there were no severe violations of the set conditions. In the challenges faced in caring for orphans, there were

no statistically significant differences for the dependent variables combined for males and females, F (2, 34) = 2.327, p = .113, Wilks' Lambda = .880, partial eta squared = .120.

3.2 Explore strategies to manage challenges in Supporting Orphanage Operations in Balasore.

The table below represents the results of statistical tests in relation to testing the role of external agencies in support of the operation of orphanages in Balasore. It contains Levene's Test of Equality to check the equality of variance across the groups and multivariate Tests to check the effectiveness of the whole model in explaining the variations. Strongly indicated, the model fit data with significant impacts by intercept, though specific contribution by the school environment (in fact, representing external agency support) was not statistically significant in explaining variance in motivation and risk. Further analysis of differences between the various categories of the age groups, The Age Group Analysis shows that no statistical inference can be made between the differences among the various age categories as to the level of challenges faced from the p-values above the normally used threshold for statistical significance at .05.

Hypothesis 2: There is a significant difference in strategies to overcome challenges faced in supporting of Orphans between Male and Female Respondents.

*Table 4:*Independent Samples Test between gender and strategies to overcome challenges

Independent Samples Test												
		Levene's Test for Equality of Variances				t-test for Equality of Means					95% Confidence Interval of the Difference	
		Mean	SD	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Strategy	Male	18.44	6.20	.241	.627	1.000	35	.324	1.97076	1.97130	-2.03119	5.97271
	Female	16.47	5.79									

Source: Primary Data

An independent-sample t-test was conducted to compare the strategy for Males and females. There were no significant differences in the scores; it was found that the mean score for males (M = 18.44, SD = 6.20) was higher than those of females (M = 16.47, SD = 5.79) (see Table 5.2). The amount of difference was statistically significant (mean difference = 1.97, 95% CI: -2.03 to 5.97). Thus, it was not able to support Hypothesis 4a. There is no statistical difference in the strategies to be applied to the challenges faced in supporting orphans among the respondents based on sex.

Thus, the paper has ventured into a study that seeks to find out the intricate dynamics of orphanage care within the district of Balasore. The main question that guided this research is: How do the organizational structure and managerial practice influence efficiency in operations and the quality of care in orphanages? This central question sets a sound basis for comprehensive research on the effectiveness of organizational structures and management strategies in existence in institutions.

The study employed a quantitative research design and used quantitative data collected through structured questionnaires, in-depth interviews, and observation across selected orphanages. This has enhanced a very strong analysis of the subtle features of orphanage management within the socio-cultural context of Balasore. This was supported by statistical tools applied, which include one-way ANOVA and multivariate analysis of variance, in addition to the qualitative insights elicited through stakeholder interviews.

There was no statistically significant difference between genders with regard to the challenges pertaining to orphan support in both cases, thus revealing uniformity of the obstacles across the workforces. In contrast, the nuanced study of managerial practices and organizational frameworks in these organizations has yielded critical perspectives on operational problems and fields of intervention. This has included the identification of specific managerial strategies and organizational structures that could be optimized for an enhanced quality of care provided to orphans in Balasore. More importantly, such findings issue a challenge to the presumption that gender homogenously dictates the perception and strategizing of care challenges within orphanages. The influences of gender on the perception and strategizing of problems experienced throughout orphanages lead to homogeneity among the caregivers.

In fact, this is the point of the research elaborating on how managerial practices and organizational structures shape the efficacy of orphanage care in the district of Balasore. In a general sense, the absence of substantial differences between the two genders underscores a collective need for strategic interventions and targeted training programs. The same, therefore, informs much of the policy framework, development, and allocation of resources and the nature of training programs aimed at developing the management of orphanages. Bridging the knowledge gap about the operational dynamics of orphanages, this study adds much to the discourse on child welfare. It provides some scaffolding for future research and practical interventions that would go a great way toward uplifting the standard of care for vulnerable children in orphanages in general, in Balasore in particular, and a similar global socio-economic context.The most

relevant findings, based on the more concrete observations, and their relevance to the more general research objectives have presented.The study further found that challenges experienced in the support of orphans are more likely to gender-disagree among the staff members (F(2, 34) = 2.327, p = .113). This would suggest the operational barriers were equally of perceivable acuteness to both genders and would constitute a universal need for improved training and support mechanisms for the whole staff.

External agents in the enhancement of orphanage operations did not show a statistically significant influence on the challenges being faced by orphanages (Levene's Test of Equality, p-values > .05). This points to a possible gap in effectiveness or integration of external supportive systems within the framework of operational orphanages.

Apart from this, the differences in gender in seeing the challenges further came to an analysis that the current-day managerial practices and organizational structures are not optimally configured to address varied needs effectively.The essential insight from the study is the identified need for special training programs that would be in place to meet the unique challenges brought about by orphanage care. This is against quantitative data generated through interviews, which have revealed that improved training among caregivers can contribute much towards quality care and emotional wellness of the orphaned lot.This study did not have significant differences in the efficacies of management between both genders. However, it has been a pointer to places where optimum management would lead to better distribution of available resources, motivation of staff, and raising standards of care. Other things are training and development of caregivers, operational efficiency, and strategic planning.The study brought out differences in operational challenges and efficiencies between small and large orphanages and between orphanages of different operational models and affiliations (governmental vs. non-governmental). It insinuates, therefore, that the general approach towards ameliorating care within the orphanage is greatly lacking. In its place, tailor-made strategies are in order that speak to the specific context and needs of each institution.

The new knowledge, with respect to the dynamics of orphanage management in Balasore, particularly pointing out areas needing intervention, pertains to caregiver training, strategic management practices, and integration of external supports. These findings speak not only to the original goal of the study but rather offer a base of understanding from which it may be possible to design policy development, resource allocations, and the formulation of targeted training programs to enhance orphanage care quality further. Avoiding over-interpretation and focusing on the pragmatic findings, which, in case implemented, may open ways for substantial improvement in the care and development outcome for the orphans in these institutions, will be the focus of this study.

3.2 Discussion

The paper summarizes the effects organizational and managerial practices have on the quality of care in an orphanage. The findings of this research would contribute to further improvement in the understanding of orphanage administration and provide critical eyes toward the systemic factors affecting vulnerable children's welfare in institutional settings. This will be elaborated herein, together with drawing the implications from previous research to consider the importance of this work.

No marked gender differences were observed in the view of challenges, apparently showing an all-around perception in recognition of those challenges that are native to the proper dispensation of service to the orphans. This finding seems to suggest that it is common knowledge on a wide scale, more likely than not, relating to challenges such as resource allocation, caregiver training, and integration of external support, as highlighted by Hermenau et al. (2017) in the universal need for improved training of caregivers to enhance child outcomes in institutional care.

This lack of statistical significance in support from the external agency suggests the hypothesis that the kind of support being given is not well-tailored enough to meet the deficiencies and challenges faced by the orphanages. This gap underscores the importance of support mechanisms that are tailored to the needs of the students in question. Ahmad et al. (2005) found that improvement in care quality seemed to be related to tailor-made interventions as opposed to support in general.

In this regard, the current findings, indicating organizational structures and managerial practices that need optimization for better delivery of care, resonate with a call by Bettmann et al. (2015) the targeting educational programs for caregivers. This review extends this and suggests that, alongside training, strategic management of resources and operational planning, they play a critical role in the wider concern in the management of an orphanage facility, which involves combining training with strategic management improvements.

Uniform gender in perceiving the challenges by staff shows an organizational culture that uniformly identifies these challenges. It is, in fact, a very important finding that mirrors the fact that most interventions related to quality improvement in orphanage care are to deal with organizational culture as a lever for change, something still very unexplored in the notion of organizational culture.

The findings in the research well support inclusive preparation and support in the reviewed literature for the caregivers of children in child welfare institutions (Groark et al., 2005; Zimmerman, 2005). More fundamentally, this nuanced insight that external support seriously does not make huge inroads into the

operational challenges added new dimensions to the discourse. It can challenge stakeholders on how to structure or present the support to them.

The significance of our research extends beyond the academic realm into policy and practice. This current piece of work meets an actionable identification of the key areas that require marked improvements in orphanage care, basically touching on the training of caregivers, strategic management, and integration within the support system. This study suggests that the enhancement of orphanage care is multileveled, and success will be found in dealing with the human and organizational dimensions of care provision.

More broadly, our study provides useful evidence to inform the global discussion on child welfare—a discussion that advocates for the re-conceptualization and delivery of orphanage care. One suggestion would be to move away from piecemeal interventions to a more holistic intervention that will help explore the complex interplay of factors affecting the functioning of orphanages. Our work finally pinpoints that every child is deserving of a nurturing, supportive environment and that we can, within our means, create such settings through informed, strategic action.

This study concludes by setting out not only an essential gap in the existing literature but also a clear way forward for further research and practice those targets improvements in the lives of orphans in Balasore and similar contexts around the globe. The current study is an homage to an inquiry in which seeking to understand better the organizational and managerial underpinnings of orphanage care is truly a key element in the pursuit of better outcomes for children in institutional care settings.

4. Conclusion

With this premise, the research journey is assumed to delve critically into organizational and managerial dynamics within the orphanages of Balasore, underpinning the assumption that effective management practices lay the basis for an improved quality of care and development outcome for the children. This will be a research based on mixed-methods research and will seek the nuanced interplay between organizational structures and managerial efficacies, along with their collective impact on orphanage operations.

Our key findings paint a complex picture of the existing challenges and opportunities in these care environments. Most interesting, perceptions regarding operational challenges were acknowledged universally by men and women alike, insinuating a shared understanding of the barriers toward quality care. Although the differences were not evidently significant between the two genders, the results have provided much-needed light into very significant aspects that need to be optimized, especially the management practices and organizational frameworks. However, the most glaring revelation pointed to a gap in the effectiveness and integration of these mechanisms with the support of external agencies and the needs of orphanages.

However, our exploration of the world of orphanage care in Balasore is far from finished. Partially mapped are also the pathways for organizational and managerial practices directly related to the quality of care and outcome for the children, therefore leaving the ground open for further investigations. It is thus invited that the nuanced role played by cultural and socio-economic context in shaping these dynamics promises rich insights into the universal and locale-specific challenges of orphanage management.

The findings have implications falling out of the purview of an academic exercise, and, therefore, urgent needs call for policy reforms, strategic planning, and adoption of targeted interventions that can help strengthen the management of orphanages. Understood in such light of reality, one will consider it indispensable that the stakeholders—ranging from policymakers to practitioners—would need to recalibrate their support strategies to bring them in line with the real needs and the realities of orphanage operation.

Our study thus gives a clarion call for a holistic approach to management that does not see but critically and fully engages the multifaceted challenges of quality care provision to such vulnerable children. The future road needs strong collaboration, a creative approach, and an unchangeable commitment to improving the quality of those living under orphanage care. This research should not be one to mark the end. However, it rather has to serve as a ray of light, showing the way for every child in an orphanage to get an opportunity for the normal life of surviving in a nurturing and supportive environment. In this pursuit of bringing the standards of care in orphanages higher, collaboration and action are not optional but indispensable strategies towards a brighter future for every child.

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