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**EVALUATION REPORT:
FPMD PUBLICATIONS**

APRIL 1995

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FAMILY PLANNING MANAGEMENT DEVELOPMENT

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ACRONYMS

APHA	American Public Health Association
CA	Cooperating Agency
CBD	Community-Based Distribution
CEDPA	Centre for Development and Population Activities
CQI	Continuous Quality Improvement
ELCO	Eligible Couple
FHI	Family Health International
FPAK	Family Planning Association of Kenya
FPMD	Family Planning Management Development
FPMT	Family Planning Management Training
IEC	Information, Education and Communication
INTRAH	Program for International Training in Health
LAC	Latin America/Caribbean
LIP	Local Initiatives Program
MAQ	Maximizing Access and Quality
MSH	Management Sciences for Health
MT	Management Training
MWORA	Men and Women of Reproductive Age
NCIH	National Council for International Health
PC	Publications and Communications

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I. EXECUTIVE SUMMARY

A desk evaluation of Family Planning Management Development (FPMD) Publications was undertaken in March 1995. FPMD's history in publications began under the Family Planning Management Training (FPMT) project, with the publications of *Beyond the Clinic Walls: Case Studies in Community-Based Distribution* and *The Family Planning Manager's Handbook: Basic Skills and Tools for Managing Family Planning Programs*. The Publications and Communications (PC) Unit of FPMD has expanded distribution of these handbooks and added three new publications: the bimonthly newsletter *The Family Planning Manager (FPM)* and French and Spanish translations of *The Handbook*. This report covers all of these.

The author concludes that the PC Unit has been very successful in fulfilling its stated goals: to provide a forum for FPMD staff and staff of other CAs to communicate management innovations and experience in applied management techniques; improve collective knowledge of management strategies and share technical information that exists or is developed within and outside the FPMD project; and provide practical and useful family planning materials to the population and development community. There is also some evidence of an impact on service delivery.

In Section III, the PC Unit's goals are broken down into component questions and examined using available data. Three recommendations, discussed in Section IV, are made as a result of the evaluation: a long-term marketing strategy should be developed, the circulation database should be revised, and efforts to recruit contributors from cooperating agencies (CAs), particularly those in developing countries, should be expanded.

II. METHODOLOGY SUMMARY

Ideally, an evaluation of publications would be comprised of two parts: 1) evaluation of the message and 2) evaluation of its impact. This evaluation is, because of limited data available to measure impact, mainly the former. The main criterion for measuring the success of FPMD's publications is whether the PC Unit has achieved its stated goals.

Some of the analysis in this report is based on the results of a survey conducted with readers of *The Family Planning Manager* in 1993. A presentation of the survey results can be found in Annex 3, but some are discussed in Section III. Additional analysis is based on current circulation data, review of project documents, consultation with the PC Unit, and review of letters and written comments received from readers. (For more information on methodology, see Annex 2.)

III. FINDINGS

A. Publications and Communications Unit Goals

Goal: To provide a forum for FPMD staff and staff of other CAs to communicate management innovations and experience in applied management techniques.

- *Do FPMD publications provide a forum for communication for FPMD staff and staff of other CAs?*

The PC unit has collaborated with CAs in the development and distribution of its publications. The procedure for developing an issue of *The Family Planning Manager* (see Box 1) requires a review by persons from inside and outside of MSH. This includes an International Review Board, the members of which are listed in the masthead. Selected comments from reviewers are presented in each issue. *The Family Planning Manager* often uses guest editors. Of the guest editors used for Volumes I-III, 20 percent were affiliated with CAs or were independent consultants.¹ However, these are concentrated in Volume I. Three of six guest editors for Volume I were from outside of MSH, while for Volumes II and III combined, three out of nineteen fit this description.

- *Do FPMD publications communicate management innovations and experience?*

The Evaluation Project has developed a series of indicators for family planning programs, presented in its *Handbook of Indicators for Family Planning Program Evaluation*, and intended to provide a general framework for evaluation. The Project identified key elements which underlie the management indicators cataloged by management specialists from the population community. These elements are: mission, planning/strategy, organization, human resources, finance, information, monitoring and evaluation, and logistics. The following chart shows these

Box 1 *The FPM Publication Process*

Topic selection for *The Family Planning Manager* is based on whether the topic or management technique can be put into a practical and self-instructional format, can be adapted to be relevant at the program and clinic levels, and is transferable to programs worldwide. The PC Unit holds an initial meeting with FPMD and MSH technical staff with expertise in the topic to be covered in the issue. In this meeting the PC Unit discusses and formulates the focus and content of the issue with FPMD/MSH Staff and decides who will be Guest Editor(s) for the issue. Following this meeting, the PC Unit develops an outline for the issue. The Guest Editor(s) develop a first draft of the issue under the direction of the PC Unit and in collaboration and consultation with FPMD technical staff and colleagues in the field, as appropriate. This draft is further developed and refined by the PC Unit and a formal reviewers' version is developed. This reviewers' version is reviewed by FPMD technical staff, MSH experts, *The Family Planning Manager* International Review Board, and selected technical experts from Collaborating Agencies. The PC Unit reviews and incorporates reviewers' comments into the issue, as appropriate.

¹*The Family Planning Manager* has had Guest Editors from Bangladesh, Kenya, Nigeria, Thailand, and the U.S.

topics, along with client services², and the issues of *FPM* containing information intended to assist readers in addressing them. (For a list of titles of *The Family Planning Manager*, Volumes I-III, see Annex 4.)

Topic	Volume I					Volume II					Volume III				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Mission						✓			✓		✓				✓
Planning/Strategy			✓		✓	✓			✓		✓	✓	✓		✓
Organizational Structure						✓				✓			✓	✓	✓
Human Resources	✓	✓			✓	✓		✓	✓	✓		✓	✓	✓	
Finance			✓				✓		✓				✓	✓	✓
Information	✓	✓			✓	✓	✓	✓						✓	✓
Monitoring/Evaluation		✓			✓	✓	✓	✓	✓			✓	✓		✓
Logistics				✓									✓	✓	
Client Services	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

As indicated in the chart, each issue of *The Family Planning Manager* conveys information about at least one of the key management elements listed above, and most contain discussion of three or more of them. It should be noted that not all topics addressed in an issue of *The Manager* are given equal attention. For example, Volume III, No. 2, "Increasing Community Participation in Family Planning," is virtually dedicated to client services; while Vol. III, No. 5, "Working with Boards of Directors," devotes about 17 column inches to service quality issues. Aspects of most of these topics are also covered in *Beyond the Clinic Walls* and *The Family Planning Manager's Handbook*. (See Annex 4 for tables of contents.)

Goal: To improve collective knowledge of management strategies and share technical information that exists or is developed within and outside the FPMD project.

- *Do FPMD publications improve collective knowledge of management strategies and technical information?*

The term "improving collective knowledge," while not defined in project documents, does imply a need for wide dissemination of information, requiring extensive marketing and distribution efforts. FPMD's PC Unit has had no formal, long-term marketing strategy. However, it has employed marketing techniques to expand its distribution base. These efforts

²This is defined as information provided specifically for service providers on how to improve client services within the context of the topic covered in that issue.

include marketing through Kumarian Press; mailings, inserts, and listings in outside professional publications and directories; distribution at conferences; and distribution to training participants. In addition, the PC Unit has met with representatives from CAs to develop distribution strategies through their programs. For a list of distribution efforts, see Box 2.

Apparently as a result of these efforts, FPMD's PC Unit has seen its mailing list for *The Family Planning Manager* grow from 2,000 names for its first mailing (March 1992) to 7,700 names as of January 1995, an increase of 284 percent. Because many persons receive more than one issue, the actual number of *FPMs* mailed totals approximately 15,300. Information was not available from the publications database that would allow for an analysis of circulation growth over time.

FPMD's PC Unit has expanded distribution beyond the English-speaking world. As of January 1995, 14 percent of all *FPMs* mailed were in French, 20 percent in Spanish. The PC Unit has begun distributing the *Handbook* in French, and start of distribution for a Spanish translation is scheduled for April 1995. Also significant is that 78 percent of *FPMs* mailed are sent to the Latin America/Caribbean, Asia/Near East, and Africa regions.

Nearly one-third of respondents to the readers' survey said they distribute their copies of *The Family Planning Manager* to other people; 19 percent of the total said they distribute to 1-5 others and 7 percent to 6-10 others.

While it is known that approximately 2,000 copies of *Beyond the Clinic Walls* and 7,000 copies of *The Handbook* (English)

Box 2 FPMD Publications Distribution

Mailings

- Flyer to launch *The Family Planning Manager* asking people to sign up as distributors for their organization
- Five copies of first issue of *FPM* to original database for secondary distribution
- *FPM* and flyer as insert in international distribution of *The Family Planning World* journal (1992)
- *FPM* and flyer as insert in mailing to all CEDPA participants
- Mailing to all LAC missions to inquire re: interest in foreign editions and to market current publications
- Mailed publications brochure printed in three languages

Listings

- INTRAH's *List of Free Materials*
- FHI's *Network* magazine
- *FPM* and *Handbook* review listed in *Family Planning World* journal

Conferences

- Annual FRAC meetings
- All APHA and NCIH conferences
- IPPF regional directors conference, Aug. 1993, Abidjan
- CQI conference, Sept. 1993, Guadalajara
- CAs meeting presentation on ELCO mapping, Feb. 1994
- Grand opening of MSH Senegal project, Aug. 1994
- International Conference on Population and Development, Sept. 1994, Cairo
- MAQ conference, March 1995, Ouagadougou
- World Summit on Economic Development, March 1995, Copenhagen

Presentations/Training/Other

- Marketed through and used in training MT participants/Boston
- Used in FPMD sponsored training programs
- Presentation to CEDPA participants
- Provide bulk quantities to CAs for use in their training on management topics
- Used as course material in Schools of Public Health

have been distributed, specific distribution data for these publications are limited. The PC Unit reports that every name on its French and Spanish mailing lists has or will receive a copy of an appropriate translation of *The Handbook*.

**Box 3 Improving Collective Knowledge:
The FPM and Knowledge Transfer**

Locally-managed family planning programs in Indonesia and Bangladesh use a simple management tool found effective by programs in those countries: the ELCO map. An ELCO map is a hand-drawn map that shows where the ELigible COuples (married couples of reproductive age) live, whether they are using a method of contraception, and if so, the method they use. Volunteers draw the maps and record information about each couple through pictures and color-coding.

After reading about ELCO mapping in *The Family Planning Manager*, the Family Planning Association of Kenya (FPAK) decided to introduce the technique into its program. A staff member from Bangladesh's Local Initiatives Program (LIP), a program managed by FPMD, traveled to Kenya to train FPAK field-level staff to prepare and use ELCO maps. During the training, FPAK staff renamed the maps MWORA maps (Men and Women of Reproductive Age) to better suit their needs.

- *Do FPMD publications provide information developed both within and outside of FPMD?*

Some of the cases discussed in *The Family Planning Manager's Handbook* are based on experiences of the earlier FPMT project. For example, the case in Chapter 2, "Developing and Using Workplans," is based directly on FPMT's work in Bangladesh. The case scenarios in *The Family Planning Manager* are based on the collective experience of FPMD, and are designed to reflect a wide range of management issues encountered in the field in relation to the specific concepts discussed in a given issue of *The FPM*. They are based on experience in Kenya, Bangladesh, Philippines, Mexico, Burkina Faso, and other countries.

All FPMD publications make use of information developed outside of the project. *The Family Planning Manager* presents experiences of CAs in the field in its "Working Solution" section of each issue. The Publications' use of information from outside of the project is also indicated by the resources cited in bibliographies. Each issue of *The Family Planning Manager* contains a bibliography; the median number of references for each issue is nine. *Beyond the Clinic Walls* cites 28 references, while *The Family Planning Manager's Handbook* contains 37 annotated references. The annotated references list for *The Handbook* foreign editions were revised to include articles written in French or Spanish, respectively.

Goal: To provide practical and useful family planning materials to the population and development community.

- *Do FPMD publications provide practical and useful family planning materials?*

Ninety-one percent of readers' survey respondents said that *The Family Planning Manager* often or sometimes covers topics relevant to their jobs, while 82 percent reported that they have been provided with practical tools to help solve problems in their work.

FPMD has received hundreds of letters from readers of its publications, many of which are on file in the PC Unit. Following are some excerpts regarding the usefulness and practicality of FPMD publications.

- I have found *The Family Planning Manager* a useful document not only for understanding hidden aspects inhibiting programs efficiency but also to make necessary modifications to test out newer ways to improve it.
- National Institute of Population Studies, Pakistan
- Our program has collaborated with managers of national micronutrient programs from 15 countries with the goal of strengthening their management skills. Your [*Family Planning Manager's Handbook*] has been extremely useful in providing practical tools for use in each component of their programs.
- Center for International Health, Atlanta, GA, USA
- [*The Family Planning Manager*] has greatly assisted me with the latest and best practical information and thus helped in solving many important management problems.
- Family Planning Association of Uganda
- [*The Family Planning Manager*] was extremely informative and helped us focus on areas which could have been overlooked while providing [Maternal Child Health & Family Welfare] services.
- Family Planning Association of India
- Our staff members have found [*The Family Planning Manager*] very informative and useful as a management development tool.
- International Planned Parenthood Federation, Indonesia
- In a nut-shell, [*The Family Planning Manager's Handbook*] contains all the facts needed for effective management of the family planning programmes in a hospital set up.
- N.C.W.A. Evangel Hospital, Nigeria

Virtually all letters in FPMD's files are positive; some offer suggestions of topics to cover in future issues of *The Family Planning Manager*. The only negative comments pertain

to the lack of Spanish- and French-language publications, a shortcoming since remedied, as indicated by the following comments:

- [The French-language *Family Planning Manager*] has introduced a revolution in my perception. It is like going from black and white television to color television."
- Hospitality Industry Consultants, Lomé, Togo
- Without a doubt, I think that [the Spanish-language *Family Planning Manager*] is the first manual that exists for managers of family planning programs. It is very clear and complete, and will be of much use in improving the management of these programs.
- Centro Médico de Orientación y Planificación Familiar, Ecuador
- *Do FPMD publications reach their intended audience?*

The readers' survey does not ask specifically if the respondent is a population or development professional, and this information is not always available in the circulation database. However, the PC Unit's marketing efforts have targeted this group (see Box 2). Also, 79 percent of survey respondents said their organizations provide family planning or other health services. In addition, *The Handbook* and *The FPM* have been cited in an article published in *Studies in Family Planning*, an indication that these publications have reached, and are found useful by, population and development professionals.

B. Impact on Service Delivery

As noted above, it is significant that in nearly every issue of *The Family Planning Manager* an effort is made to directly address client services. In addition, 48 percent of respondents to the readers' survey identified themselves as service providers (21 percent did not respond to this question). Of these, 97 percent reported that *The FPM* often or sometimes covers topics relevant to their jobs, while 92 percent reported that it often or sometimes provides them with practical tools for solving problems.

Many of the respondents provided information on how using *The FPM* has helped them improve service delivery. Following are some responses related to service delivery that were received in answer to the question: "What sort of problem did *The Family Planning Manager* help you to solve?"

- *The Family Planning Manager* helped us to reduce client waiting times in our own clinics.
- The Family Life Association of Swaziland
- I used your "Using Maps to Improve Services" to ensure that the CBD agents plan their work and maintain schedules for visiting clients, what was supplied, and when to revisit their clients.
- Family Planning Association of Tanzania

- *The Family Planning Manager* has helped me to order the correct amount of contraceptives I need so that there is no wastage caused by overstocking, expiration of contraceptives or waste due to incorrect storage temperatures.
- Belo Baptist Health Centre, Cameroon
- We had difficulty in arranging client visits in rural areas. The patient flow analysis helped us in arranging visits at 2 or 3 villages on a single trip. We were thereby able to contact more clients.
- Family Planning Association of India
- Health and family planning workers were found to be passive recipients of performance targets given from above. We made efforts to get them involved in analyzing client data available to them and develop a segmented approach to service delivery and to work out their own targets and work loads. This involvement was very useful to them and the program.
- Indian Institute of Health Management Research
- We realized that we have to provide refresher courses to our staff, especially in the area of counselling, since some of them are still tuned to motivation rather than counselling when clients come for advice and services.
- National Population and Family Development Board, Malaysia

While available data regarding the impact of FPMD publications on service delivery is sketchy, there are suggestions of a greater impact than can be gleaned from this information. Of the respondents identifying themselves as service providers, 16 percent said they shared their copies with one to five other people. The distribution of FPMD publications to training participants is likely to impact service delivery.

C. *The Family Planning Manager* Readers' Survey

In June 1993, surveys were mailed to 8,000 names on *The Family Planning Manager* mailing list. Due to the four-percent response rate, we cannot draw any firm conclusions about the representativeness of the survey responses, but the data are still valuable as documentation of the background and preferences of these readers. This section will touch on issues highlighted by the survey not already discussed in previous sections: receipt of FPMD publications, use of *The Family Planning Manager*, and respondents' comprehension of language used in *The Family Planning Manager*.

Twenty-six percent of respondents reported having received *The Family Planning Manager's Handbook*, while four percent reported that they had received *Beyond the Clinic Walls*. Eighteen percent reported that they had received both.

Of the seven issues of *The Family Planning Manager* published by the time of the survey, respondents reported an average rate of receipt of 60 percent. This could be an indication of several things: some issues may not have arrived through the mail; respondents may not be the initial recipients of *The FPM* and are copied only on those issues relevant to

their jobs; or respondents may not have remembered which issues they received. Still, as the following table shows, with the exceptions of "Reducing Client Waiting Time" and "Improving Contraceptive Supply Management," the majority of those receiving specific issues found them useful. Many respondents reported multiple uses for *The FPM*, including evaluation, group training, and policy change.

Issue	Percent of those receiving who found issue useful
1. Reducing Client Waiting Time	14
2. Using Service Data: Tools for Taking Action	80
2. Supplement: Guide to Graphing Data and Taking Action	75
2. Wall chart: The Family Planning Data Manager	76
3. Charging Fees for Family Planning Services	68
4. Improving Contraceptive Supply Management	31
5. Using Maps to Improve Services	66
6. Using CQI to Strengthen Family Planning Programs	70
6. Supplement: Manager's Toolbox for CQI	69
7. Analyzing Costs for Management Decisions	78

Of those responding, 97 percent found the language used in *The FPM* very or fairly easy to understand. Of the respondents who were non-native English speakers (75 percent of the total), the figure is 96 percent. Eighty percent of respondents thought the technical terms were adequately explained.

IV. CONCLUSIONS AND RECOMMENDATIONS

FPMD's PC Unit does an excellent job of fulfilling its goals of providing a forum for the communication of management innovations and experience; improving collective knowledge of management strategies and sharing technical information; and providing practical and useful family planning materials to the population and development community. The number of names on mailing lists for FPMD publications increased by 284 percent in three years. The materials are perceived by readers as very useful, and there is some evidence of a positive impact on service delivery.

This report makes two related recommendations based on the positive results of current marketing efforts:

Development of a long-term marketing strategy. This would likely increase the efficacy of marketing and distribution efforts for current and future publications, increasing the impact of FPMD publications and making them even more successful.

The circulation database should be revised. This would be helpful not only for monitoring and evaluation purposes, but also as a resource for market research into the possible expansion of the scope of FPMD publications. A revised publications database should include a field that would allow for following mail list change over a period of time, such as a "Date Added" field. This information would have been very useful for this evaluation report (in comparing survey data with the mail list from the time of the survey), and in the future could allow for assessing the impact of special strategies. Specific distribution information for *The Family Planning Manager's Handbook* should also be put into a database.

Efforts to recruit contributions from cooperating agencies, particularly those in developing countries, should be expanded. In this way, the viewpoints of professionals in other countries would come across in the writing—as well as the editing—process. This communication of front-line knowledge would lend additional credibility to articles in *The FPM* and set the stage for expanded local information, education and communication (IEC) efforts.

ANNEX 1
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ANNEX 2
METHODOLOGY

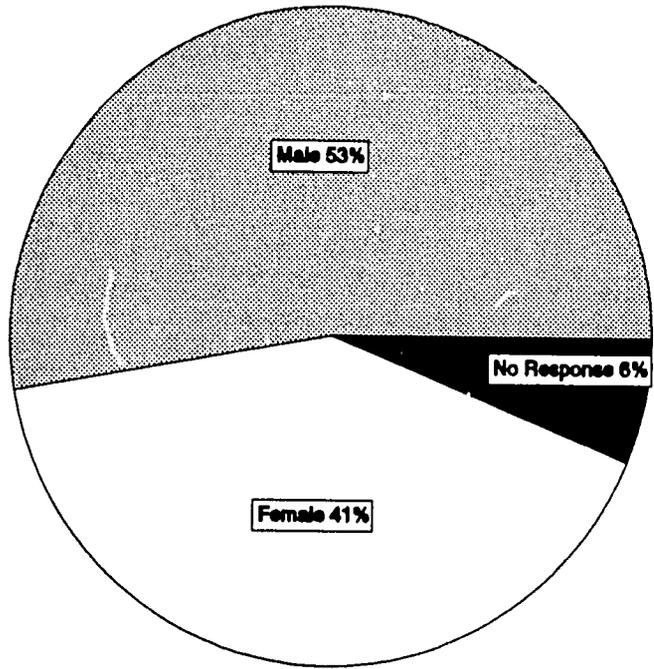
As a desk review, the evaluation of FPMD Publications was limited to available data. These data were: results of a survey of readers of *The Family Planning Manager*, letters and comments from readers, project documents, staff of FPMD's Publications and Communications Unit, and the publications themselves.

Three of these data sources relied on information generated or processed by the PC Unit itself. The Unit keeps the files of letters received and is primarily responsible for writing its section of project documents. There are no *Handbook* distribution data and no written record of distribution and marketing strategies, so the evaluator often relied on collective and individual memory in the PC Unit. There is some question of whether the PC Unit is an appropriate gatekeeper for information related to an evaluation. However, given the amount of positive feedback received by readers, it does not seem likely that the data were heavily tainted by subjectivity.

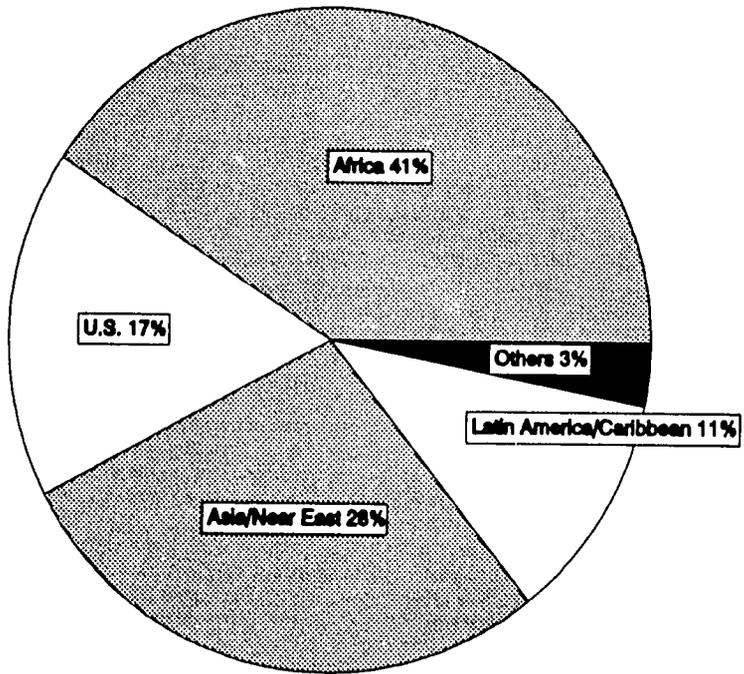
In June 1993, the PC Unit mailed out 8,000 questionnaires that had been developed in collaboration with the FPMD Evaluation Unit, and 314 were returned. The survey response rate of four percent, while not unusual for a mail survey, does not allow for firm conclusions about the representativeness of responses and cannot be said to reliably measure the impact of FPMD Publications. However, those taking the time and making the effort to respond are likely to be the most motivated readers of FPMD publications, and the data are particularly valuable as documentation of background and preferences of these readers. Ideally, the survey would have been supplemented by in-depth interviews of selected respondents, which could have collected valuable data regarding the use and impact of FPMD publications. For a more in-depth analysis, these interviews could have been complemented by data collected from service delivery clients about the areas managers said had been improved through use of FPMD publications.

ANNEX 3
READERS' SURVEY

**GRAPH 1
RESPONDENTS BY SEX**



**GRAPH 2
RESPONDENTS BY REGION**



GRAPH 3
RESPONDENTS' REPORTED JOB FUNCTIONS

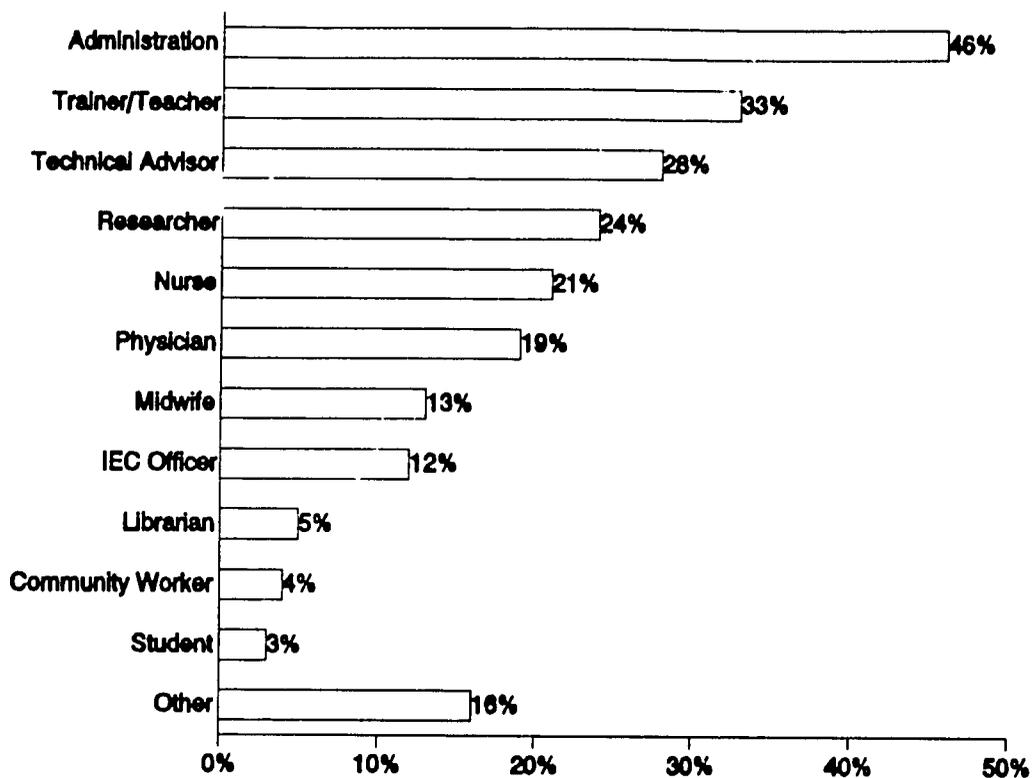


TABLE 1
TYPE OF ORGANIZATION AND LEVELS WHERE RESPONDENTS WORK
In Percent, N=314
(See also Graph 4, below)

	Central Level	Regional, State, Provincial Level	District or Local Level	Total
Public Sector	7.64	7.96	5.10	20.70
Private, Non-profit	18.15	12.42	12.74	43.31
Private, For-profit	0.64	0.32	2.23	3.19
University	1.59	1.59	0.64	3.82
Donor Agency	0.32	0.32	0.64	1.28
Other	2.55	1.91	1.59	6.05
Total	30.89	24.52	22.94	78.35

GRAPH 4

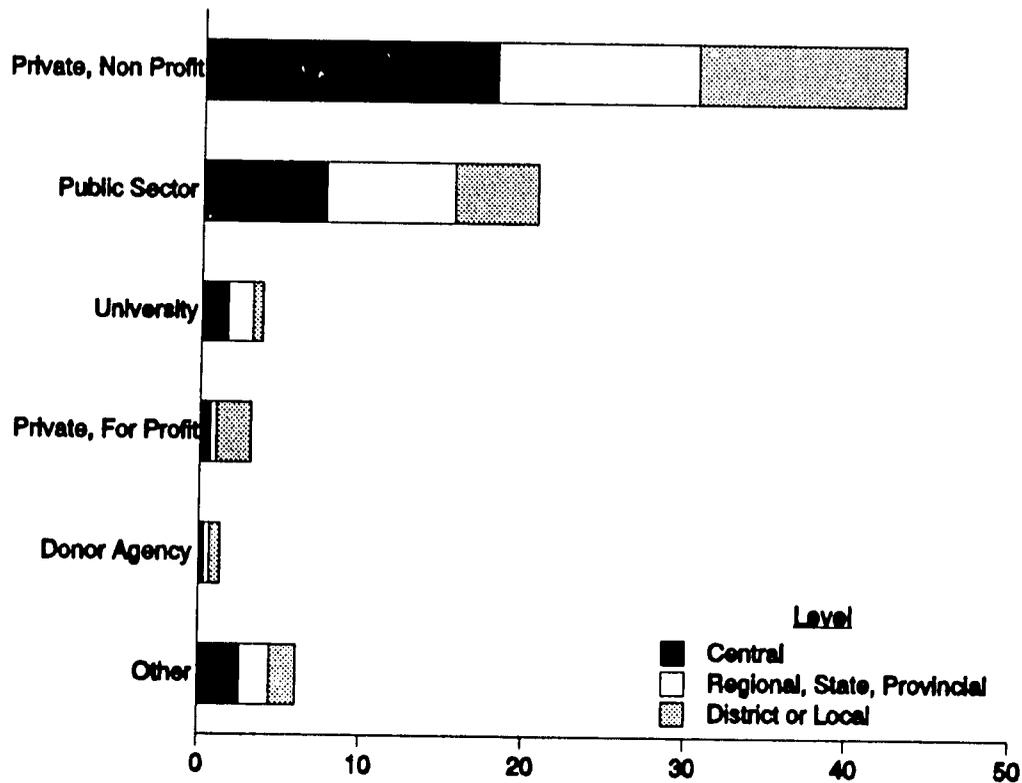


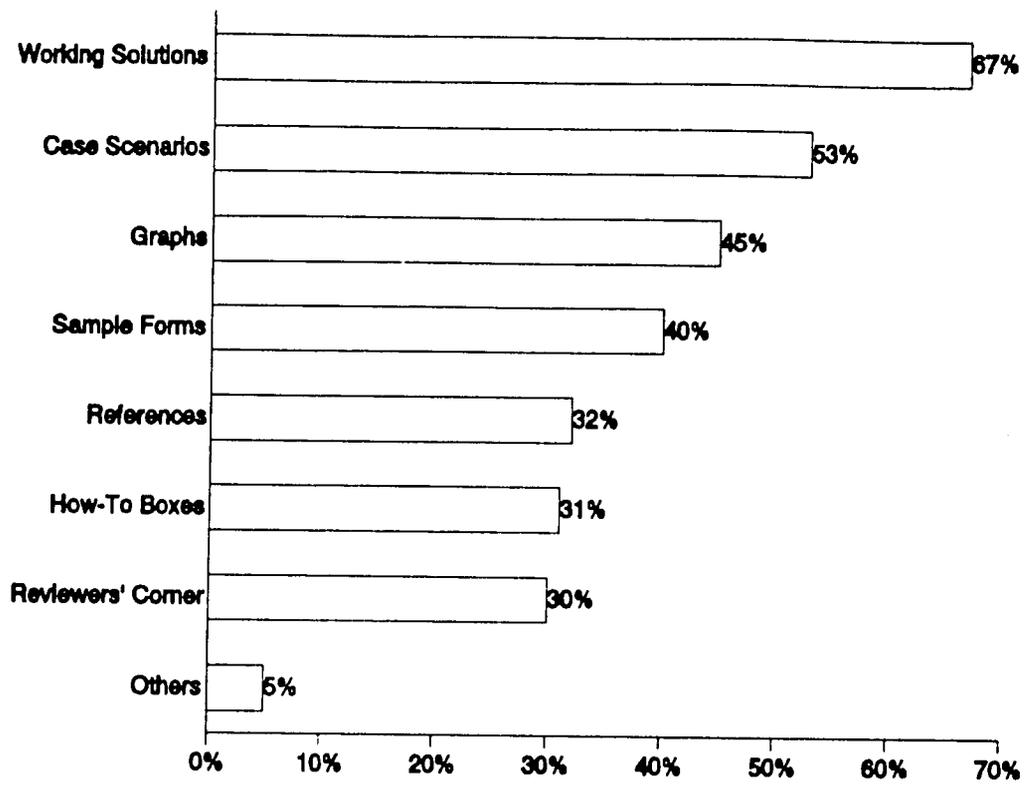
TABLE 2
RESPONDENTS' LANGUAGE SKILLS AND PREFERENCES
(In Percent)

<u>Language*</u>	<u>Native Speaker</u>	<u>Reading Proficiency**</u>	<u>Language Preference for Receiving <i>FPM</i></u>
Arabic	4	3	4
Bangla	4	0	0
English	22	16	80
French	2	19	9
Hausa	1	4	2
Hindi	3	7	0
Igbo	2	0	0
Portuguese	1	9	2
Shona	3	0	0
Spanish	8	7	10
Swahili	2	8	2
Yoruba	4	0	2

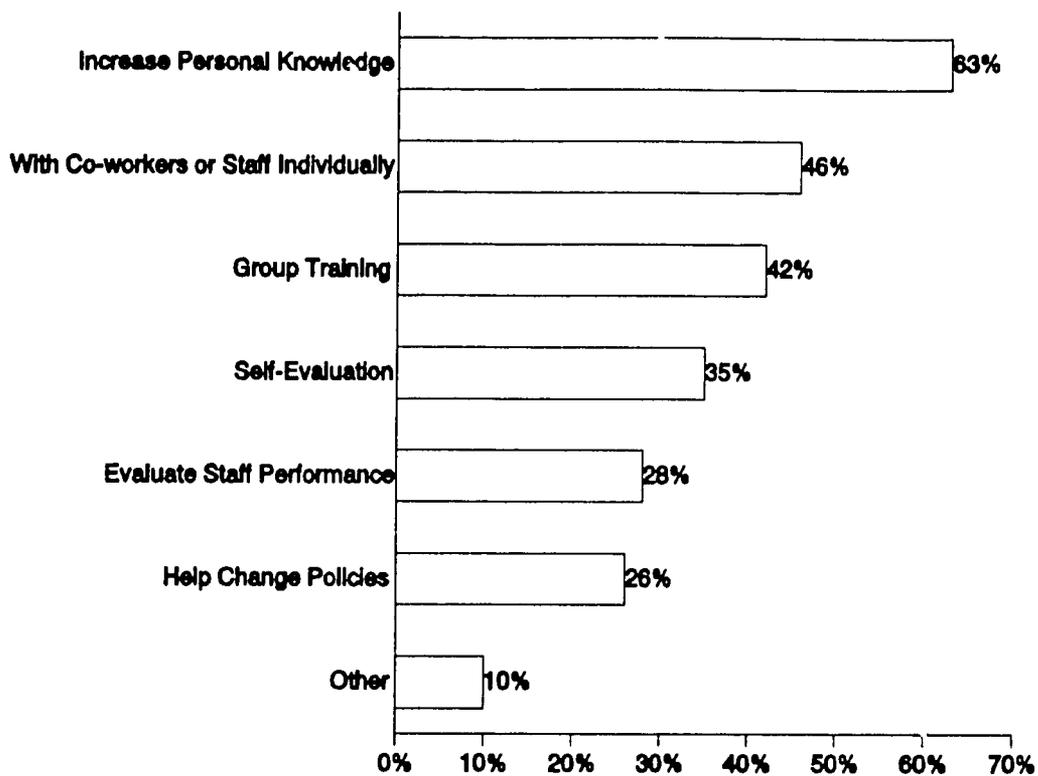
* Of 120 languages, these were identified by most respondents as their native language.

** In languages other than their native language

GRAPH 5
COMPONENTS OF *THE FPM* FOUND USEFUL BY RESPONDENTS



GRAPH 6
HOW RESPONDENTS REPORT USING *THE FPM*



ANNEX 4
CONTENTS OF FPMD PUBLICATIONS

22

The Family Planning Manager, Volumes I-III

Vol.	No.	Title
I (1992)	1	Reducing Client Waiting Time
	2	Using Service Data: Tools for Taking Action
	3	Charging Fees for Family Planning Services
	4	Improving Contraceptive Supply Management
	5	Using Maps to Improve Services
II (1993)	1	Using CQI to Strengthen Family Planning Programs
	2	Analyzing Costs for Management Decisions
	3	Reducing Discontinuation in Family Planning Programs
	4	Developing Plans and Proposals for New Initiatives
	5	Improving Supervision: A Team Approach
III (1994)	1	Learning to Think Strategically
	2	Increasing Community Participation in Family Planning
	3	Managing Integrated Services
	4	Cairo and Beyond: Addressing the Critical Management Challenges
	5	Working with Boards of Directors

22

The Family Planning Manager's Handbook

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