

# LGBT+ Sector Common Outcomes Framework



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- Tonic Living CIC
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#### Introduction

This framework has been produced in collaboration with the Lesbian, Gay, Bisexual, and Trans Plus (**LGBT+**) **voluntary and community sector** to help organisations coalesce around a strategic set of outcomes and principles that benefit LGBT+ communities in the UK.

The framework sets out a standardised structure of five core areas of impact and associated sub-outcomes, as well as three underlying principles.

Its aim is to help LGBT+ voluntary and community sector organisations **identify** the difference that their everyday activities have on the individuals with which they work and their local communities and help them **demonstrate** how these contribute to wider outcomes across the sector as a whole.

#### Why is this framework important?

The LGBT+ voluntary and community sector is extremely diverse, composed of a wide range of organisations that vary significantly in size, form and focus.

All of these organisations face significant service pressures in the wake of public/statutory funding reductions for their services, and increased demand as general provision and support has also been reduced for LGBT+ people.

Within this context, organisations face increased competition for resources and more limited opportunities for collaboration. Organisations also have limited resources to direct towards monitoring, evaluation and learning, creating an evidence gap around the achievements of the LGBT+ sector in the UK.

This framework seeks to act as an initial reference point for organisations to critically reflect on what outcomes they are best placed to achieve and potential areas of collaboration with others. In combination with a draft reference list of suggested outcomes measures, it also seeks to act as a tool to help organisations of all sizes demonstrate that they are working towards the most pressing priorities for LGBT+ people in the UK.

#### How has this framework been produced?

The framework has been coproduced with LGBT+ sector organisation representatives. Traverse – an independent social research and evaluation consultancy – delivered an exploratory workshop in March 2019 to identify if common priorities existed across a subset of LGBT+ organisations.

They then reviewed available literature and created a draft outcomes framework, which was revised by organisations in May 2019.

This was then tested by a wider range of LGBT+ organisations, which fed into the development of the final common outcomes framework.

#### What is an Outcome?

An outcome is something that occurs as a result of an activity or service that an organisation provides. It is something that changes as a result of an activity.

For this framework, this means a change that occurs in an individual, statutory service or community as a result of an activity.

These changes can be observed in the short-term, intermediate or long-term.

- **Short-term outcomes** can be directly attributed to the intervention you would expect to see these at the end of your activity or project. They typically refer to changes, in awareness, knowledge and attitudes.
- **Intermediate outcomes** are usually measured between several months and a year after the end your activity or project. They might include changes in behaviour or changes in how services are delivered.
- Long-term outcomes are usually measured a year or several years after the end of an activity or project and are normally much broader. They might include changes in policies, organisational structures or crime rates.

#### **Example**

Imagine that a Consortium member based in Manchester wanted to improve the delivery of health care services for LGBT+ people (i.e. the objective)

The organisation delivered a LGBT+ awareness training course in Manchester (i.e. the activity). The course trained 50 healthcare professionals (i.e. the output).

The outcomes for this project might include:

**Short-term –** Improved understanding of the health needs of LGBT+ people among trained healthcare professionals

**Intermediate –** Improved delivery of culturally competent care for LGBT+ people by trained healthcare professionals

**Long-term** – Improved satisfaction scores of LGBT+ people with Manchester healthcare services, bringing them in line with those who are not LGBT+.

#### **The Framework**



#### **Outcome Area 1: Improved Wellbeing for Individuals**

Healthy living rests on multiple, interconnected dimensions of wellbeing. This includes emotional wellbeing, physical wellbeing and, critically for LGBT+ people, subjective wellbeing – life satisfaction and happiness in oneself and one's identity.

#### These can be broken down as follows:

#### 1. Improved personal wellbeing

LGBT+ people...

- Embrace who they are and feel a positive part of the community
- Feel empowered to be themselves
- Have improved expectations of what they deserve

#### 2. Improved emotional wellbeing

LGBT+ people have...

- Improved understanding of minority stress and how it can affect individuals
- Improved self-esteem
- Improved quality of life
- Increased confidence, choice and control

#### Everyone has...

Improved understanding of minority stress and how it can impact individuals

#### 3. Improved physical wellbeing

LGBT+ people ...

- Enjoy the best health and wellbeing for them
- Are supported to take control of their own and others' health

#### **Outcome Area 2: Social Connectedness**

To build strong networks for LGBT+ people and those connected LGBT+ people and the wider community, physical and virtual spaces need to be created to connect individuals from all walks of life and celebrate and amplify LGBT+ stories.

#### These can be broken down as follows:

# 1. Facilitating and building capacity for communication among LGBT+ people LGBT+ people have...

- Access to physical and virtual spaces which facilitates connections with others
- · Access to skills-based and interest-based networks
- Ways to amplify their stories across various networks and platforms
- Accessible support to reduce social isolation

#### 2. Increased discussion and understanding about LGBT+ lives

Everyone has...

- More exposure to positive messaging and celebration of LGBT+ lives, rather than the current emphasis on issues faced
- Increased awareness of LGBT+ lives and their positive contribution across workforce, education, cultural sectors and voluntary sectors

#### 3. Foster diversity in local and public life

Everyone has:

- Increased exposure to a greater variety of LGBT+ people in local and public life, including in positions of authority
- Increased representation among LGBT+ people including those from minority identities, focusing on intersectionality
- Improved understanding of minority stress and the effects it can have

#### **Outcome Area 3: Safe, equal communities**

Creating safe communities for LGBT+ people means that individuals have safe online or physical spaces to go where they can access support. It also means ensuring that LGBT+ feel not only safe, but empowered to be themselves wherever they are.

#### These can be broken down as follows:

#### 1. Individuals feel safe and supported to be open about themselves

LGBT+ people feel...

- Safe wherever they are in public and private spaces including care homes and sheltered housing.
- Empowered to come out at work and public forums including work and school.
- That they have allies across all life domains

#### Everyone...

 Challenges heteronormativity and cisnormativity in education, employment and public places, so 'coming out' is no longer required

#### 2. Improved visibility of LGBT+ issues

 More compassionate media coverage that respectfully represents stories about LGBT+ people

# 3. Reduced societal homophobia/ transphobia / biphobia and reduction of harm resulting from it

LGBT+ people have...

 Increased awareness of safe online and physical spaces for support to build resilience and reduce harm.

# 4. Greater compassion and fostering of diversity within LGBT+ communities including intersectionality and socio-economic differences

LGBT+ people have...

 Increased representation, recognition and inclusion for those within multiple minority identities

#### **Outcome Area 4: Improved service provision**

There is a need to increase the quantity and improve the quality of services for LGBT+ people – placing LGBT+ care within the heart of mainstream services and providing appropriate training to staff. The best services are co-designed with the individuals that they are providing services for.

#### These can be broken down as follows:

#### 1. Increased amount of mainstream support available

LGBT+ people have...

- Increased provision of partnership-based LGBT+ specialist services
- Appropriately affirmative services that are linked to mainstream services
- Improved quantity and quality of provision in rural areas
- More access to services catering positively to the diverse backgrounds and needs of LGBT+ individuals.

#### 2. Services are confident in welcoming LGBT+ people and vice versa:

Services have...

 Improved understanding and awareness of LGBT+ needs and experiences including those with multiple minority identities.

#### 3. Meaningful person-centred approaches in all services and settings:

Services have...

- Been co-produced with LGBT+ people who use them.
- Improved participation of LGBT+ people within decision making processes.
- LGBT+ people have...
- Support in engaging with services, especially more vulnerable individuals who have had previous negative experiences

#### 4. Improved perceptions of mainstream and specialist services:

LGBT+ people feel...

- Increased confidence in seeking support and know where to go.
- Increased confidence that the challenges they face are not their fault and services should exist to support them

#### **Outcome Area 5: Improved policymaking**

Effective policymaking requires a robust understanding of individuals needs and what works to meet them (or otherwise).

By developing more systematic data collection around a common consensus, LGBT+ organisations can better demonstrate the benefits of interventions. Professional bodies and policymakers must also be supported in better understanding LGBT+ specific issues.

#### These can be broken down as follows:

# 1. Robust evidence of need, including social and economic impact of prejudice:

Across the sector there is...

- A more common understanding within the sector of what research and evidence is needed.
- Increased implementation of sexual orientation and trans status monitoring.
- Improved approaches to monitoring and evaluating service use and impact among LGBT+ organisations.

### 2. Professional Bodies and Policy Makers have increased understanding of LGBT+ issues:

Across the sector there is...

- Increased provision of training that demystifies LGBT+ issues.
- More systematic, comparative analyses of LGBT+ monitoring data and general population data.
- Increased representation of academics on LGBT+ sector boards.

#### 3. Increased LGBT+ influence and ownership:

Across the sector there is...

- Increased variety of easy-to-access feedback routes to encourage a diversity of LGBT+ participation.
- Improved promotion and support of community leaders' voices
- Increased representation of LGBT+ individuals, with various experiences and backgrounds, in the public domain.
- Core principles and areas of consensus identified by the LGBT+ sector.

#### **Key Principles**

Organisations felt that the five priority outcomes areas should be underpinned **by LGBT+ influence** over, as well as **ownership** of, activities, services and policy decisions.

Co-production processes were highlighted as the main mechanisms for this.

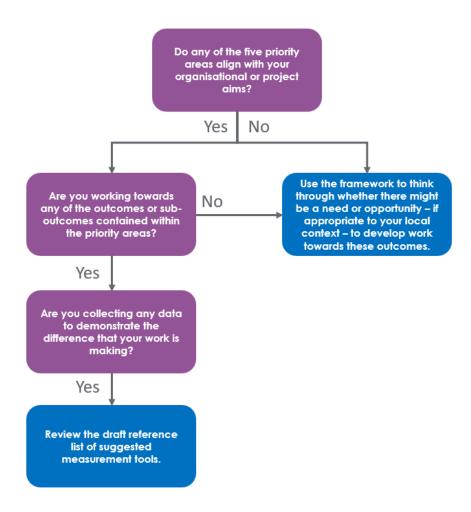
However, it must be acknowledged that genuine co-production processes with vulnerable and marginalised groups require considerable amounts of **commitment**, **time and investment** to put into practice – and that third sector organisations need additional financial support to achieve this.



#### **How to use the Framework**

This framework provides a common, standardised structure for LGBT+ voluntary and community sector organisations to use.

How it is used in practice will depend on the background, size and strategy of each organisation. However, we recommend working through the following questions as a starting point:



The framework is also accompanied by a draft reference list of **suggested measurement instruments**.

This list contains information about and links to different instruments that may help you measure outcomes within the framework.

The reference list is not exhaustive – it is only designed to serve as **a starting point** for organisations to explore well-used, tested and accepted research instruments; rather than commit resources to designing their own.

That said, each measure should be reviewed for **relevance** – and may benefit from being complemented by self-collected data (such as qualitative data).

#### Conclusion

The creation of LGBT+ voluntary and community sector common outcomes framework was an exploratory step; it is first attempt at coming up with an **overarching narrative** of what the LGBT+ sector hopes to achieve.

As such, the development of the framework does not stop with the publication of this booklet.

We encourage organisations from all walks of the LGBT+ sector to use the framework **and send feedback** to Consortium about not only whether it is useful, but also how well it works in practice and what could be improved.

We also recognise that LGBT+ organisations work within an incredibly complex and dynamic contexts on issues that will evolve in the coming months and years. The framework will therefore need to be **revisited on a regular basis** to ensure that it remains relevant to the work of the sector.



#### **Jargon Buster**

We recognise there can be some terms which are unfamiliar. We try to define some of these below:

**Outcomes Framework:** A process of linking together activities organisations do with what they want to achieve.

**Impact:** A long-term change that may not be achievable within the life cycle of a project, but which project activities can contribute to.

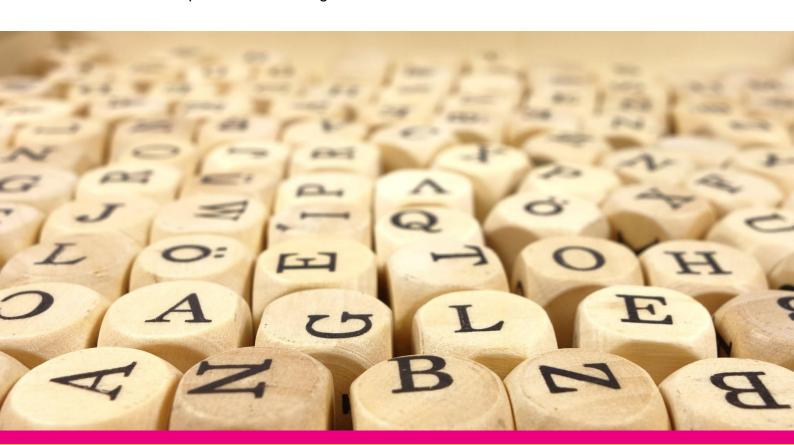
**Outcomes:** Outcomes are short, medium or longer-term changes that occur as a result of the activities an organisation delivers.

**Minority Stress:** Chronically high levels of stress faced by member of marginalised minority groups. Can be caused by a number of factors, including poor social support and low socioeconomic status.

**Intersectionality:** The interconnected nature of social categorisations (e.g. race, gender) regarded as creating overlapping and interdependent systems of discrimination or disadvantage.

**Heteronormativity:** A world which promotes heterosexuality as the normal or preferred sexual orientation.

**Cisnormativity:** The assumption that a person's gender identity matches their biological sex. Often manifests in the form of misgendering—referring to a person by the incorrect pronouns or other gendered terms.





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#### **Appendix: Suggested Outcomes Measures**

This document can be used for inspiration and guidance when considering how to measure the outcomes listed within the 'LGBT+ third sector common outcomes framework'.

The 'Useful measures' sheet in this document outlines tools for measuring the outcomes identified during workshops in March and May 2019.

This sheet has six categories that describe the tools:

Measure - Name of the tool or resource

- Type Categorisation of the tool or resource (e.g. survey).
- Description Brief description of the tool or resource and how it can be applied
- Outcome area Defines the outcome area(s) within which this tool can be applied.
- Level A rating scale of 1-3 that indicates how easily it can be applied. (1 = easy; 2= medium; 3= difficult)
- Link Where the tool and/or guidance on how to use it can be found online.

#### Please note that:

- These tools can be used in whole or in part where relevant. Although it should be noted that validated surveys have only been tested in their entirety.
- All measures and tools can be used together to test outcomes in comparison to one another, for example wellbeing measures compared with health measures or self-esteem measures and changes in workplace inclusion.
- They can also be used at two time points to measure any changes with service provision.
- Some documents (such as reports or toolkits) cannot be used to directly measure outcomes but can help to steer towards some useful outcomes to measure.
- Surveys are generally rated as a 2 or 3 as they require a number of participants in order to do the research with, which can be resource intensive.
- Toolkits have been scaled as a 1, as these can be more easily implemented by the project team.
- When using measurement frameworks, please ensure that you are referencing the authors



				Outcome areas						
Measure	Туре	Description	Social connectedness	Safer communities	Improved wellbeing	Improved service provision	Improved policymaking and delivery	Level	Links	
			(31 measures)	(6 measures)	(15 measures)	(9 measures)	(14 measures)			
The LGBT survey	Survey / Report	The links lead to the government LGBT survey and their response. The full survey can be found in the appendix and gives good outcomes measures.  It can be used to assess the correlation between many aspects e.g. trans and lower earning, question about comfort of being LGBT in the UK, satisfaction with life, openness about sexuality, open about sexuality in public, negative experiences, why not reported to police, openness in the workplace etc.  Any alignment the government strategy would be useful for securing funding and will add credibility.	X	x	X	x	x	2	A shorter version can be found here: https://digital.library.unt.edu/ark:/67531/metadc146560/m1/48/	
Multidimensional Scale of Perceived Social Support	Survey	This self-administered 12-part survey measures the levels with which people feel supported. This can be useful to understand the feelings about <b>service provision</b> and whether outcomes are being achieved any them.	x	x				3	https://williamsinstitute.law.ucla .edu/wp- content/uploads/lgbt-inclusion- and-development-november- 2014.pdf https://williamsinstitute.law.ucla .edu/wp- content/uploads/GDP-and- LGBT-Inclusion-April-2018.pdf	
Lesbian internalized homophobia scale (LIHs)	Survey	Can be issued to individualised to understand internalised homophobia among lesbians and bisexual women. Research findings, based on a sample of 303 female participants, supported the reliability and validity of the LIHS in assessing internalized homophobia in lesbians.	x		x			3	https://digital.library.unt.edu/ark:/67 531/metadc146560/m1/46/	
Diversity and inclusion toolkit for LGBT groups	Toolkit	Toolkit to improve <b>diversity and inclusion</b> - can also be used to create outcomes and measures for inclusion	x			x	x	1	https://assets.publishing.service .gov.uk/government/uploads/s ystem/uploads/attachment da ta/file/721704/LGBT-survey- research-report.pdf  And response: https://assets.publishing.service .gov.uk/government/uploads/s ystem/uploads/attachment da ta/file/721367/GEO-LGBT- Action-Plan.pdf	



					Outcome areas				
Measure	Туре	Description	Social connectedness (31 measures)	Safer communities (6 measures)	Improved wellbeing (15 measures)	Improved service provision (9 measures)	Improved policymaking and delivery (14 measures)	Level	Links
Legal count index (LCI)	Proxy measure	Can be used to measured how discrimination in policy is related to wider, macro factors e.g. economic outputs.  Calculated from a set of 7 policies related to homosexuality.  This can help understand the impact of prejudice.	x				x	3	https://digital.library.unt.edu/ark:/67 531/metadc146560/m1/41/ p39
Internalised Homophobia scale	Survey	This survey can be used to understand internalised homophobia of gay or bisexual males.	x				x	3	https://assets.publishing.service.gov. uk/government/uploads/system/upl oads/attachment data/file/412427/L GB Suicide Prevention Toolkit FINA L.pdf
Measures for diversity and inclusion	Toolkit	This report explores qual and quant ways to measure diversity and inclusion in the workplace and gives suggestions for what can be measured with various methods. See page 3 where it lists these, including: Attitudes, community involvement, engagement, etc and diversity of leadership boards etc. This could help the understand whether the outcome of delivering safe places for LGBT+ people is achieved.	x				x	2	https://digitalcommons.ilr.cornell.ed u/cgi/viewcontent.cgi?referer=https: //www.google.com/&httpsredir=1&a rticle=1148&context=student
Social mapping tool	Toolkit	A tool to help map individuals' social connections	х					1	http://www.yorku.ca/rokada/psyctes t/socsupp.pdf
Nungesser Homosexuality Attitudes Inventory (NHAI)	Survey	Measures the <b>internalised homophobia</b> of gay males.	x					2	https://diytoolkit.org/tools/people-connections-map/
Intersectionality - microaggression scales	Report	Lists scales that can be used when looking at intersectionality, including the Everyday Discrimination Scale (EDS), and the Gendered Racial Microaggression Scale (GRMS)		x		x	x	3	https://search.proquest.com/openview/917ae968c1b2c99a65f9952c39617a1c/1?pq-origsite=gscholar&cbl=18750&diss=y
Transgender rights index (TRI)	Proxy measure	Identifies transgender rights per country, which have been shown to be linked to more thriving economy.  This can help understand the impact of prejudice.		x			x	3	https://williamsinstitute.law.ucla.edu/wp-content/uploads/lgbt-inclusion-and-development-november-2014.pdf



	Outcome areas									
Measure	Туре	Description	Social connectedness (31 measures)	Safer communities (6 measures)	Improved wellbeing (15 measures)	Improved service provision  (9 measures)	Improved policymaking and delivery (14 measures)	Level	Links	
Measures to understand minority stress	Report	This report includes and compares many measures of minority stress for the LGBTQ community. It includes the <b>Internalised Homophobia</b> scale, the LIHS and others and the reports that they can be found in.		х			x	3	https://tgeu.org/wp- content/uploads/2015/05/trans- map-Side-B-may-2015_image.png	
Toolkit for tackling LGBT inequalities - systemic change	Toolkit	Toolkit to approach <b>health and wellbeing</b> of LGBT individuals from a system level. Some useful topics to consider			x	х	x	1	http://spectrumcil.co.uk/wp- content/uploads/2015/06/WS1- Final-Product-LGBT-Diversity- Toolkit.pdf	
ONS studies on wellbeing	Report	This provides a study of <b>wellbeing</b> levels of the general population which provides a good comparator for benchmarking			x	x	x	2	https://www.ons.gov.uk/peopl epopulationandcommunity/we llbeing/articles/understanding wellbeinginequalitieswhohasth epoorestpersonalwellbeing/201 8-07-11	
Multidimensional Self-esteem scale	Survey	36 item measure can be used to measure change in self-esteem among service users. Can be administered as a survey.			x			3	https://digitalcommons.winthrop.ed u/cgi/viewcontent.cgi?article=1043& context=sewsa	
Rosenberg self- esteem scale	Survey	<b>Self-esteem</b> measure widely used in social-science research. It uses a scale of 0-30 where a score less than 15 may indicate a problematic low self-esteem.			x			3	https://nationallgbtpartnershipdotor g.files.wordpress.com/2018/06/a- whole-systems-approach-lgbt- toolkit.pdf	
The Warwick– Edinburgh Mental Well-being Scale (WEMWBS)	Survey	Useful scale that can be used to measure <b>wellbeing</b> before / after an intervention			x			2	https://www2.uwe.ac.uk/servic es/Marketing/students/pdf/Wel lbeing-resources/well-being- scale-wemwbs.pdf	
The General Self- Efficacy Scale (GSE)	Survey	The General Self-Efficacy Scale is correlated to emotion, optimism, work satisfaction. Negative coefficients were found for depression, stress, health complaints, burnout, and anxiety. This can be used to understand <b>self-worth</b> .			x			2	https://www.drugsandalcohol.i e/26768/1/General Self- Efficacy_Scale%20(GSE).pdf	
Hamilton Depression Rating Scale (HDRS)	Survey	The HDRS (also known as the Ham-D) is the most widely used clinician-administered depression assessment scale. Can be administered as a survey or semi structured interviews to assess levels of depression and anxiety.			x			3	https://dcf.psychiatry.ufl.edu/files/2011/05/HAMILTON-DEPRESSION.pdf	
UCLA Loneliness scale	Survey	Measures subjective feelings of loneliness and <b>social isolation</b> . This could help measure the outcomes for improving social isolation.			x			2	https://www.campaigntoendlo neliness.org/wp- content/uploads/Loneliness- Measurement-Guidance1.pdf	



Measure	Туре	Description	Social connectedness	Safer communities	Improved wellbeing	Improved service provision	Improved policymaking and delivery	Level	Links
			(31 measures)	(6 measures)	(15 measures)	(9 measures)	(14 measures)		
De Jong Gierveld Ioneliness scale	Survey	Measures emotional and social <b>loneliness</b>			x			2	https://www.campaigntoendlo neliness.org/wp- content/uploads/Loneliness- Measurement-Guidance1.pdf
Medical Outcomes Study-Short Form 36	Survey	Measure of <b>health</b> as perceived by individuals. Useful for comparing this with other measures, e.g. <b>wellbeing</b>			x			3	https://www.brandeis.edu/roybal/do cs/SF-36 website PDF.pdf
Coproduction self- assessment framework	Toolkit	Framework to understand the level of <b>coproduction</b> used to develop a service.				x		1	https://www.seemescotland.org/media/7287/co-production-selfassessment-framework.pdf
Development of a framework for the co-production and prototyping of public health interventions	Toolkit	A simple 3 -stage framework for implementing a <b>co- produced service</b>				x		1	https://bmcpublichealth.biome dcentral.com/articles/10.1186/ s12889-017-4695-8
NHS coproduction model	Toolkit	NHS tool with 7 steps to make <b>coproduction</b> happen				x		2	http://coalitionforcollaborativecare.o rg.uk/wp- content/uploads/2016/07/C4CC-Co- production-Model.pdf
Public health wales - Useful coproduction framework	Toolkit	Tool that can be printed to audit levels of coproduction				x		1	http://www.goodpractice.wal es/SharedFiles/Download.aspx ?pageid=96∣=187&fileid=7 6
Odi framework for policy influence	Report / toolkit	A guide for monitoring and evaluating <b>policy</b> influence.					x	3	Appendix E, p45 https://commons.pacificu.edu/ cgi/viewcontent.cgi?article=13 30&context=spp
Policy influence framework	Report / toolkit	Tools for how to measure short, medium and long-term results in terms of <b>policy</b> influence					x	2	https://www.odi.org/sites/odi.org.uk /files/odi-assets/publications- opinion-files/6453.pdf
Several downloadable policy impact frameworks	Toolkit	Clickable resources for evaluating <b>policy influence</b> . Runs through several steps including: Identifying and engaging stakeholders, selecting goals and strategies, developing evaluation questions and choosing data collection tools. Provides resources for all steps					x	3	http://www.midss.org/sites/default/f iles/swls_english.pdf



			Outcome areas						
Measure	Туре	Description	Social connectedness	Safer communities	Improved wellbeing	Improved service provision	Improved policymaking and delivery	Level	Links
			(31 measures)	(6 measures)	(15 measures)	(9 measures)	(14 measures)		
LGBT Suicide prevention toolkit (designed for nurses but can be applied more widely)	Toolkit	This toolkit is designed for nurses but can be applied elsewhere. It focuses on what risks and protective factors to focus on to prevent suicide in lesbian, gay and bisexual young people. Could be used to develop proxy measures to determine successful outcomes when improving wellbeing and offering improved service provisions. It does not include trans-specific information						1	https://backend.fetzer.org/sites/defa ult/files/images/stories/pdf/selfmeas ures/Self Measures for Self- Esteem ROSENBERG_SELF- ESTEEM.pdf
Global index on legal recognition of homosexual orientation (GILRHO)	Proxy measure	Countries with more rights for LGBT people have a higher per capita income and higher levels of wellbeing. This measure uses 8 types of laws that cover important legal steps in counties taken including legality of homosexual acts, equality of age limit for consensual homosexual acts, legislative prohibition against discrimination in employment, good and services etc. This could be useful when identifying discrimination and economic impacts of this.		X			x		-
Satisfaction with life scale (SWLS)	Survey	A measure of the life satisfaction component of <b>subjective well-being</b> . Scores on the SWLS have been shown to correlate with measures of mental health and be predictive of future behaviours such as suicide attempts.			x			2	https://assets.publishing.service.gov. uk/media/57a08a6c40f0b649740005 b2/guia04_ingles_cippec_me1.pdf
Positive and Negative Affect Schedule (PANAS-SF)	Survey	Measures positive / negative sentiment. Can be used to measure the changes in positive / negative feelings depending on certain services changes / participation. This can help understand the outcomes of service provisions			х			2	https://www.nccmt.ca/upload s/media/media/0001/01/c3374 b8be4b35e1340385f1b593d3bb 9f50f6a38.pdf