

CORPORATE PROFILE 2018-2021

State Unitary Enterprise "Innovation, Technology and Strategy Center" under the Ministry of Public Education of the Republic of Uzbekistan



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International partnership

Partnership is established with partners from the following countries:

- **USA**
- Great Britain
- Belarus
- Finland

- China
- Japan
- Austria
- Switzerland
- Denmark
- Kazakhstan
- Russia
- and others















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Media interaction

Partnership with channels and Internet publication websites:

The press service of ITSM actively cooperates with TV channels and online publications to disseminate information about the activities and organization, as well as to raise awareness among the population









































Introduction

Innovative technologies transform educational process for teachers and pupils all around the World.

According to the The Concept of Development of the Public Education System until 2030, active measures are taken with the aim of system modernization.

Based on the points mentioned in the Concept, the introduction of modern information and communication technologies and innovative projects in the field of public education, the introduction of modern methods and directions of out-of-school education, as well as the education of young people and ensuring their employment, SUE "Innovation, Technology and Strategy Center" (ITSM) sets ambitious goals for the implementation of these programs.

ITSM projects are aimed at digitalization and automation of the management processes of the public education system of Uzbekistan and introduction of innovative approaches, platforms and systems to empower teachers and pupils.





Brief information

ITSM was established on **November 28, 2018** under the Ministry of Public education of the Republic of Uzbekistan.

The main goal of ITSM is the improvement of public education system by introducing modern and innovative technologies, web-platforms, software products, information systems and strategic planning processes.

Successful projects

One of the first and successful projects of ITSM was creation of "Presidential schools" (2019). As well as "Online admission", "Modern Schools" and other projects were successfully implemented.

Development

ITSM develops modern technologies to digitize the administration of **the public education system**, simplify the process of admission of children to school, create distance learning opportunities and out-of-school education.

More than 20 other projects implemented by ITSM are successful examples of the digitization of the educational system.

Our achievements



Development and implementation of innovative technologies, platforms, software products for the further development of the public education system.



Mission

Innovative development of the public education system, the introduction of modern technologies and planning for the further improvement of the system.

Local partnership

Partnership is established with the following companies:





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O'QITUVCHILAR















O'ZBEKISTON JURNALISTIKA VA





International partnership















Cultural Organization



















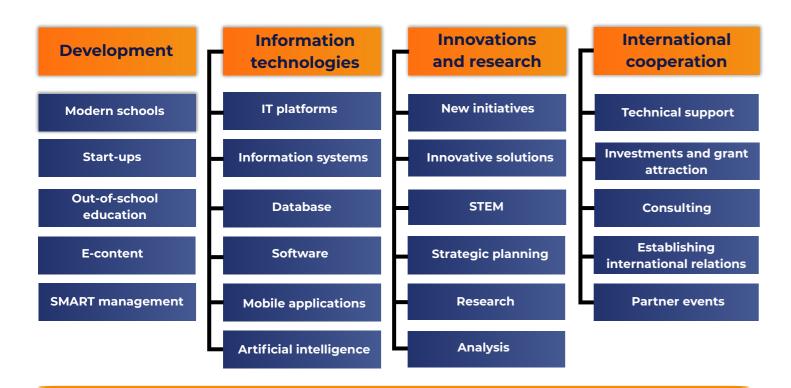




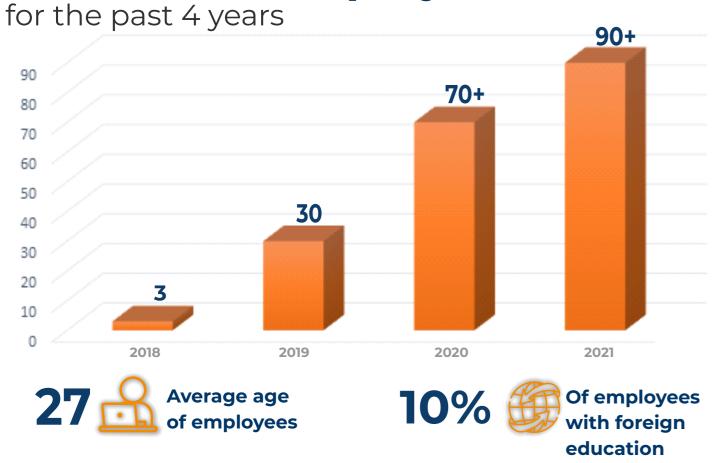




Directions of activities



Number of employees





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Distance learning for school education

(L) From 08.2020 to 12.2020

Project goal:

Creating favorable conditions for distance learning for schoolchildren and teachers by providing the necessary technologies As part of the project, teachers involved in distance learning have been allocated a laptop and developed a prototype of an online learning platform

Projects implemented in cooperation with the Embassy of Switzerland in Uzbekistan



Schweizerische Eidgenossenschaft Confédération suisse Confederazione Svizzera Confederaziun svizra

Embassy of Switzerland

Swiss Cooperation Office in Uzbekistan

Digital Empowerment of Girls [ICT4Girls] () From 11.2021 to 05.2022

Project goal:

Development of IT skills among girls in Uzbekistan



Work to be done within the project ICT4Girls:



Online courses



IT-camp



Events for participants



Mentorship program with participation of qualified specialists

The project is intended for female pupils of schools, vocational schools, colleges and technical schools.

Contributing to the fight against COVID-19

The coronavirus pandemic has caused an unprecedented crisis in all areas. This emergency has led to massive closures of educational institutions **in more than**190 countries as an effort to prevent the spread of the virus and mitigate its consequences.

Thanks to a combination of new projects and the rapid organization of measures to prevent COVID-19, ITSM has been able to carry out its activities continuously, as well as being **the main intermediary** in the transition of the education system to online mode.

coursera



eachers improved heir qualification



pupils acquired professional skills

With the support of the global educational platform Coursera, online courses adapted to the Uzbek segment were launched.



As part of the EduKids project, educational videos were released in the following areas: psychological support during the pandemic, a guide to hygiene measures, a guide to fight a pandemic, and others.



Smartland

Interactive virtual education platform was launched.

more than
1000
qames

For a smooth transition to online learning, ITSM studied international experience and ensured uninterrupted upload of online lessons for schoolchildren in grades 1-11 to the Online Maktab platform.



Monitoring of educational plans - improving reporting methods and using data for planning purposes

From 11.2021 to 01.2022

Project goal:

Analysis of gaps and needs of existing data systems and development of recommendations and a roadmap to improve policy analysis and decision-making.

Work done within the project:

- Existing data systems were reviewed and gaps were identified;
- Areas for improvement were identified;
- Taking into account the collected and analyzed data, a Roadmap was developed to improve existing information systems;

Creation of the website of the Education Sector Plan of Uzbekistan for 2019-2023

From 11.2021 to 12.2021

unicef

With the support of UNICEF, a second plan for the development of the education sector **for the period 2019-2023** has been developed, which will become a key instrument of national policy in the country.







The main goal of the website is to promote Education Sector Plan of Uzbekistan for ensuring mutual accountability and responsibility for its realization and results among national partners, development group of partners and new donors.

Coursera

(1) 2019

Project goal:

Ensuring continuous online access to courses on different topics during the COVID-19 pandemic



During the pandemic, ITSM provided the opportunity to train for free on the **Coursera** platform for more than **20 000** employees working in the public education sector and **30 000** pupils.



50 000 users



70 000 study hours

Professional development of teachers in the field of ICT during the COVID-19 pandemic

(L) From 01.2021 to 02.2021



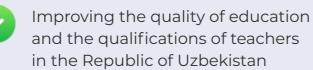
JAPAN DIGITAL UNIVERSITY

The project was implemented jointly with the JICA and Japan Digital University

Within the framework of the project, teachers were selected from **each region**,

Tashkent city and the republic of
Karakalpakstan to improve the
qualifications and develop the IT skills of
teachers, provide educational institutions
with modern personnel, introduce ICT
and international experience in this area.

Project objectives:



Creating opportunities for further education





From 03.2020 to present

A system that provides centralized automated control, as well as monitoring and planning of the public education system.

Project goal:

According to the decree of the President of the Republic of Uzbekistan Nº6079 "Digital Uzbekistan", an integrated system for managing and monitoring the system of public education has been created.

With the help of this system, an electronic database of schools, classes, the number of pupils and all data on teachers' tariffs are created, and their control is carried out on a regular basis.

Also, it allows to automate the management, monitoring and planning of the public education system. **An electronic database of schools**, classes were created, and all information about teachers' tariffs was entered into the database. The system is **integrated** with government organizations through the interdepartmental data transmission network of the **Electronic Government system**.

Currently, work is underway to expand the capabilities of the system by connecting integration with other systems such as: **Personal identification**, **FACE ID**, **Olympiads**, **Vocational training and retraining of personnel**, **Certification**, **Kundalik.com and etc.**













Platform for library stock monitoring

(L) From 03.2021 to 12.2021

Project goal:

Digitalization and monitoring of library system and funds and online management



Main activities of the project:



Increasing the accuracy of maintaining the library fund and reducing the human factor when cataloging the book fund;

Forming a database of e-books with a barcode;

Registering each book by the barcode and issuance of unique number;

Acceleration and automation of the receipt of a new book in the library fund and its presentation to the reader;

First presentation and project testing was held in 22 schools of Tashkent.



Empowering independent teacher associations in Uzbekistan

Project goal:

Creating and supporting the activities of associations in the framework of raising the importance, authority of teachers, strengthening the protection of teachers in society, improving human rights literacy and supporting professional excellence.

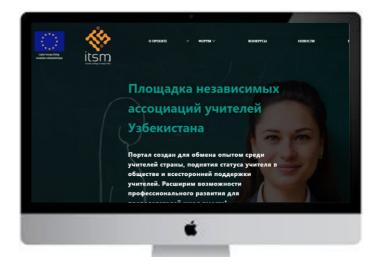




The main aim of the Teachers' Association is to provide full support to teachers working in the public education system.

Work done within the project:

- ITSM provided practical assistance in the formation of the public association;
- Educational Internet Portal was created for supporting the project goal;
- Close cooperation and exchange of experience in organizing and conducting competitions and cultural events.



The project is funded by European Union



Creation of open digital platform for professional training and career consultation of youth

(L) From 04.2021 to 08.2021

Project Creation of open digital platform that will provide professional recommendations and advice on employment and building a career





Creation of guide for employment in Uzbekistan and around the world

(L) From 05.2021 to 12.2021



A manual for school graduates on finding a job in Uzbekistan has been developed

iOS and Android versions available



Printed and online version available

From 05.2021 to present

Project goal:

Digitalization of the issuance of certificates and simplification of access to school certificates by third parties

Work to be done within the project:



Creation of an electronic database of documents on general secondary education, digitization of certificates by creating a register of certificates of school graduates, improvement of the system for issuing duplicate documents on education;



Creation of a database of certificates included in the state education system;



Creation of online documentation for admission to the higher education institutions, which will ease the process of applying to them:



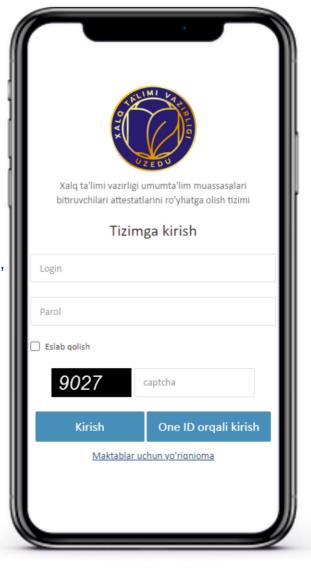
Public and private schools will be united in a single platform;



Secondary school graduates will be provided with an electronic certificate, which reflects the average rating for 6 years, which meets modern international requirements.







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Implementation of social protection information system

From 05.2021 to 12.2021



Project goal:

Creation of an electronic database of children from low-income families, as well as providing access to other government sectors to complete information about children from low-income families and children left without parental care

This project aims to strengthen the social protection of children from low-income families by creating a social protection register.

The following data is entered into the information system:

- Information about children from low-income families:
- Information about the exemption from parental fees for low-income pupils of general educational institutions to partially cover the cost of food expenses;
- Information about the free provision of a set of winter clothes;
- Information on benefits granted and paid for each child from low-income or socially unprotected families.

The project includes introduction of interdepartmental data exchange in electronic form with the "Unified Social Protection Registry" using the database.

Creation of acceptance of orphans and children left

without parental care under the guardianship information system





Project goal:

Creation of electronic database of documents and a system for taking children under guardianship

In terms of the project:

- Database about children under guardianship, children in foster families and adoption has been created;
- The system of protection of their rights and interests has been improved.



Supporting youth who are making changes to improve their lifestyle (Generation Unlimited)

From 04.2021 to 08.2021

goal:

Providing at least 5,000 young people with practical skills for successful employment



This project, developed in collaboration with UNICEF, aims to develop the professional skills of school graduates.

3 online trainings have been developed on basic life skills, especially important for employment, including writing a quality resume and passing interviews. 5,000 pupils were trained to the necessary skills for writing a resume, passing job interviews.

Hello Korea

online video lessons

Project goal:



All over the world, the active spread of the Korean wave and the interest of Uzbek citizens in the culture of Korea exceeds the interest in the film industry, gradually increasing the area of interest in the national Korean traditions and to fulfill these needs, a quick way to effectively learn the Korean language is to practice in the cultural sphere.





Videos were broadcast through "Online Maktab TV" channel



Assolom (Preyo

This format of studying the language and culture will help young people quickly master the educational material and gain basic skills in the field of the Korean language.

Expanding access to ICT solutions and developing IT skills for girls and boys in Uzbekistan (Relmagine Education)

From 03.2021 to 09.2021

Project goal:

Equipping youth with modern knowledge and skills by providing digital learning solutions in Uzbekistan





It is a global initiative of UNICEF to ensure **equal access** to digital learning for every child in the world.

Results:



Digital learning content was developed, consisting of videos in Uzbek, in order to improve the basic, transferable and digital skills of schoolchildren



Digital platform content management by key transferable and digital skills has been created



The learning needs of schoolchildren are identified, including the needs of SEN pupils, from remote rural areas and girls



Content prepared for uploading to the platform

Work done within the project:

Based on the results of the needs assessment, the selected educational source www.maktab.uz educational platform was upgraded to meet the needs of contextual learning with a focus on pupils from remote rural areas, girls and children with special educational needs;

Managing digital platform content on foundational, transferable and digital skills;

Content creation for downloading on the platform;

Testing of the updated platform prototype by users from remote areas, girls and pupils with special needs:

Implementation of specific initiatives to reach girls;

At the moment, 7 "Girls for Girls" video series have been released within the framework of the project Reimagine Education.

Online admission to the 1st grade





Project goal:

Simplify and automate the 1st grade admissions process and ensure an equitable and transparent school enrollment process

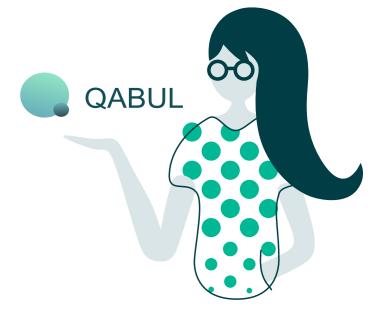
In order to optimize and automate the admission processes for the 1st grade, ensure the simultaneous collection of parents in schools, and comply with quarantine rules in the context of a pandemic in the 2020/2021 academic year, ITSM has created an online enrollment system for the 1st grade of government schools.

Guidelines and instructions for using the system (videos, brochures, presentations) were developed for those responsible for users.

In order to automatically generate data about the child in the system, the birth certificate data of children born in 2013-2014 of the Ministry of Justice were integrated into the database, each queue was sent to schools at the specified time using a unique identifier.



In **2021-2022**, the process of enrollment in more than 158 thousand queues was carried out, more than **105 thousand pupils** were admitted to the 1st grade



From 10.2021 to present

Project goal:

Evaluation of all schools in the Republic of Uzbekistan and determination of their rating





In accordance with **the Decree of the President of the Republic of Uzbekistan No. 4537**"On measures to create Modern Schools", ITSM was identified as the responsible organization for evaluating general secondary education institutions based on the requirements for Modern Schools.

- O Requirements for Modern Schools have been developed;
- O In 2020, testing was carried out in 4 schools in Tashkent;

 In 2021, 793 schools across the country were assessed and received certificates of conformity.



Another part of the project is the development of an electronic platform for determining the ranking of schools.

Based on the requirements of the Modern School, a platform has been developed aimed at determining the rating of general education secondary schools. This platform has the entire database of school rankings and makes it easy to evaluate all schools based on the requirements for Modern Schools.





Mapping school's connectivity and assessing the needs for digital public goods in education (GIGA)

From 03.2021 to 09.2021

Project goal:

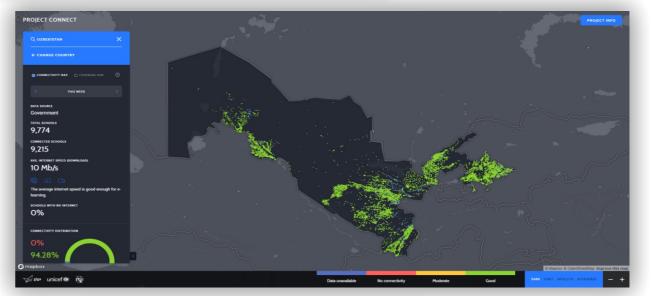
Connecting every school to the Internet and creation of opportunity and choice to each pupil to get to the information. This is to support to an immediate response to COVID-19, as well as considering how connection to the Internet can create stronger infrastructure and capabilities in the "post-COVID-19 pandemic"

Work done within the project:

- Data collection, identification and analysis of location and connectivity gaps, and overview of initial data;
- Conducting needs assessment for digital public goods in education;
- Increasing the potential to ensure connection in schools and development of the platform to connect in real-time.







ish.uzedu.uz

From 09.2021 to 12.2021

Project goal:

The project serves to provide organization and institutions of the public education system with qualified specialists and organize openness and transparency of this process.

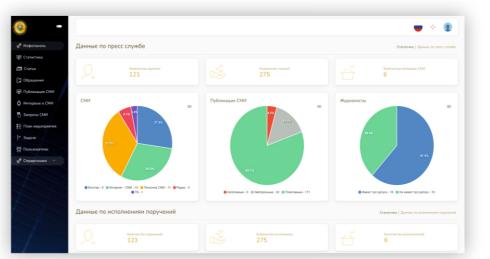


With the help of a special e-platform developed within the framework of the project, the assessment of candidates for employment through testing was organized, thanks to which the process of summarizing received requests for vacancies, as well as testing candidates, is fully automated.

pr.uzedu.uz

Project goal:

Timely response to materials and appeals published in the media and social networks which are related to the public education system



pr.uzedu.uz is a project aimed at optimizing and automating the work of the PR and media department

By launching of this portal made it possible to automate the work on the formation of databases of publications published in the media are, the preparation of statistical information on them.

PROJECTS

Co-Projects with international partners



idea.uzedu.uz

(L) From 09.2021 to 12.2021



Project goal:

Establishing
communication with the
population, considering
their ideas and receiving
feedback on the public
education system



To date, more than 80 ideas and proposals of various content have been received through the portal

The population can send their ideas and proposals in several directions through the portal:

- Improving the quality of education;
- Improving the level of education of children;
- Innovations and technologies:
- Public-private partnership;
- Development of out-of-school education;
- Modern school and school infrastructure development;
- Improving the teaching of the Uzbek language.





ESN - English Speaking Nation

From 09.2021 to 12.2021



This program provides an opportunity for professional development for trainers, as well as English language teachers of secondary schools in Uzbekistan. The program train 15,000 secondary school teachers and over 1,000 teacher trainers in teaching methods and in-service learning practices to help pupils to improve their English language skills and proficiency.

Since November 2021, this program is beingimplemented by the Republican Education Center under the Ministry of Public Education of the Republic of Uzbekistan.

Improving the level of knowledge of English among teachers of secondary schools in Uzbekistan, in order to improve the degree of English proficiency and its use during classes:

Improvement of pedagogical skills focused on the needs of pupils in secondary school teachers in Uzbekistan;

Strengthening the positive perception of Uzbek secondary school teachers within the system and beyond;

Cultivating a supportive teaching and learning ecosystem to achieve excellence in teaching English.





From 07.2020 to present

Project goal:

Ensuring a high-quality and timely response to requests from citizens related to the public education system

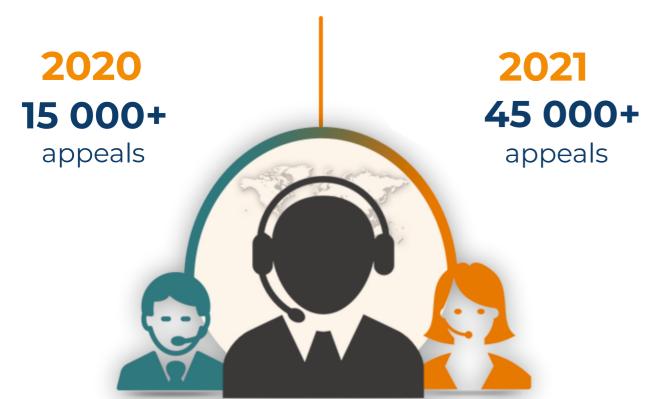


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In order to further improve the system of working with appeals from individuals and legal entities, to answer questions of interest to the population about ongoing reforms, ITSM has established a **single Call-Center** for the public education system of the Republic of Uzbekistan **since July 2020**.

Since the beginning of the activity of call-center

more than 60 000 appeals were received







This project will serve to create a secure corporate network of educational institutions and introduce the use of appropriate information systems in schools.

Project goal:

Creation of the necessary technical conditions for the use of modern information technologies in secondary schools

Opportunities:

- Real-time monitoring of the state of modern computer classes and computer devices in the regions;
- Obtaining and analyzing directly authenticated information;
- Use of computers in educational processes through a centralized information panel.

The project will provide unlimited use of various educational resources

The project provided:

Unlimited use of different educational resources

Appropriate and prompt measures
have been taken for the
administration of the school, where
there are modern teaching and
computer classes

Improved organization of the educational process and exchange of information between educational institutions



Project goal:

The purpose of the competition is to encourage advanced, creative, proactive teachers working in the school education system, to reveal their potential, as well as to encourage teachers who effectively use innovative technologies in the educational process and achieve significant results, to increase the prestige of the teaching profession

To organize the event in accordance with international standards, a memorandum of understanding was signed with the prestigious organizer **the Global Thacher Prize** and **Varkey Foundation.**

In this project, <u>ITSM</u> is involved as the main <u>technical partner</u>.

The <u>www.ustozmukofoti.uz</u> website was developed for the submission of applications for the national award.

29 850 candidates registered

7200 applications reviewed

4300 applications admitted









Teachers of "New Uzbekistan"

From 03.2021 to 09.2021

Project goal:

Attracting qualified specialists to schools that require improving the quality of education

As part of the project, a website was developed for convenient acceptance of applications throughout Uzbekistan.

As a result, **412 applications were** submitted and **185 candidates were** successfully interviewed and selected.

All selected candidates began their careers in selected schools.



185 participants

412 applications

As a result, all selected teacher receive a pay-rise from **50%** to **100%**

As a result, the rating of schools increases and pupils will have the opportunity to study with the best teachers in Uzbekistan.





Maktab.uz

(From 02.2021 to present

Advanced digital education technology that meets international standards and provides high-quality continuous distance education for schoolchildren.



Project goal:

Creating opportunities for quality education, as well as free access to educational resources. A multifunctional platform that allows to track pupil's progress and receive online educational materials.

Education management platform to provide quality distance learning

Opportunities:

For pupils: watching **video lessons**, complete assignments and strengthen knowledge and skills;

For teachers: monitoring the progress of pupils in subjects and information in which subjects pupils have difficulties, as well as in which subjects pupils master the best;

For parents: familiarization with the **content and topics** of subjects through short presentations;

7 700 videos on basic subjects

500 media materials for extracurricular courses

2 500 presentations for teachers, pupils and schoolchildren



Kitob.uz portal of e-books and audiobooks

From 04.2020 to 12.2020

"Kitob.uz" is a new and modern portal that provides access to electronic and audio books in the Uzbek language, which serves as a mirror of spiritual wealth, culture and nation. In the process of creation, a technically perfect architecture was developed. In addition, Kitob.uz has been designed to create a digital collection of books, educational materials and other educational resources.

Project goal:

Expanding the content of the web portal by establishing cooperation with the largest publishing houses and institutions that have the right to buy and sell official books in the Republic, as well as ensuring that all books are placed in accordance with copyright regulations.

Over **3,500 books** and audiobooks have been uploaded to the platform. At the moment, more than **50,000 users** are active users of Kitob.uz.





2 500 books





50 000 active users

Within the framework of the project, a mobile application for **Android** and **iOS** was developed.





Development of STEM education

From 03.2021 to 12.2021

"Optimization of educational and laboratory equipment for chemistry, physics and biology classrooms in secondary schools and the development of **STEM** lesson plans" and "Improving the qualifications of laboratory teachers in physics, chemistry and biology»

Project goal:

Optimize the equipment of classrooms and professional development of teachers in the STEM education

Expected results:



Improving the quality of science education



Development of pupils' desire to acquire scientific knowledge



Creating an enabling environment that encourages pupils to acquire scientific and laboratory knowledge



Improvement of the material and technical base

In 2021, a new STEM school was created. The school is fully equipped with modern equipment necessary for the study of disciplines. ITSM has now taken part in the STEM Teacher Science Manual project and improved project training for teachers.





28 foreign teachers

will be hired in 14 regions to teach STEM

With the support of the Asian Development Bank, **300 STEM schools** are expected to be opened throughout Uzbekistan.



Presidential schools

From 02.2019 to 09.2019

Project goal:

Identification, selection and education of children, creation of conditions for their comprehensive development, as well as the disclosure of the intellectual, scientific and creative potential of pupils

In accordance with the **Decree of** the President of the Republic of Uzbekistan «On measures for formation of Presidential Schools" dated February 20, 2019 Nº4199, the first Presidential School was established in Tashkent.



Presidential schools create conditions for in-depth study of natural and exact sciences, mastering foreign languages, engineering and information and communication technologies, create the necessary conditions for the development of innovative ideas and developments of pupils.

In accordance with the Decree of the President of the Republic of Uzbekistan dated September 09, 2019 Nº5815, the Agency of Presidential Educational Institutions is defined as the authorized body for the development of Presidential creative and specialized schools.





Smartland

interactive virtual learning



(From 03.2020 to 12.2020

Opportunities:



Virtual school

The ability to learn new things with the help of an assistant hero who accompanies the player throughout the entire gameplay

Online education system

An ordered collection of developing interactive tasks, differentiated by subject and degree of complexity



Virtual travel

An educational institution in which the pedagogical process and education of schoolchildren is carried out through gadgets



Motivation system

The child will receive rewards for correct answers and diligence that can be exchanged for tips from



Online performance statistics

monitoring of the player's progress in multiplayer mode



App localization

Availability of materials in Uzbek and Russian

Expected results:

- The process of learning and mastering knowledge becomes more convenient and interesting
- A transparent system for monitoring the progress of the child for parents and teachers is created
- The correct system for obtaining knowledge for each age is built
- The application is not only entertaining, but also a full-fledged educational tool





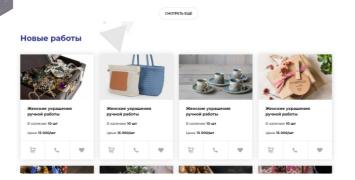
Art Shop

From 03.2021 to 12.2021



Project goal:

Increasing the effectiveness of out-of-school education in the system of public education, as well as providing opportunities for the obtaining of additional and personal skills of young people to the art of handmade items





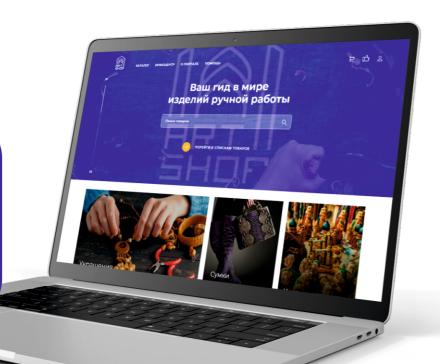
Encouraging children's interest in handicraft;

Ensuring that pupils earn money through an online store;

Advertising and selling handicrafts in domestic and foreign market;

Attracting youth to the craft.

Art Shop is an electronic trading platform for the promotion and sale of products of Barkamol Avlod schools.



PROJECTS Modern initiatives in education system









Project goal:

Development of a single platform for improving the life and psychological skills of pupils and teachers in the public education system



The objective of the project is to enrich the content of the platform through the development and placement of video programs, animated films, social videos and trainings.



A social project with a medical and psychological message, serves to solve specific and systemic issues related to the psychology of pupils by developing the program "The Future is in Your Hands", which includes psychological and pedagogical modules.



⊘12 video trainings

Within the framework of the project, 12 video trainings were developed aimed at developing the skills to improve the physical, psychological and spiritual health of youth by identifying their characteristics and needs.

In addition, animated films will be made to develop goal setting skills of youth, psychological immunity against Internet addiction, personal development planning and violence prevention among youth.



EduKids

Series of animated videos for children and adults on various topics





(From 04.2019 to present

Project goal:

Increasing the interest of children and secondary school pupils in learning through videos and interactive methods, as well as the introduction of non-traditional methods of educating children

Edu Kids, a series of animated videos, aims to motivate young people to work on themselves and achieve success in the future, increase the role of parents and teachers, and encourage every member of society to be socially active in improving the quality of education in Uzbekistan.

Topics:

- Motivation
- Education Manners
- Technology
- Discipline

- History

- Business
- Communication culture
- Healthcare
- Interesting facts and others

The videos cover a wide range of scientific facts, events and stories, including videos in the field of STEM education

Videos are presented on the Telegram channel, on the ITSM.uz website, on the Youtube channel, on the Bolajon TV channel

From the launch of the project more than 100 videos were released.













VR-travel

From 05.2021 to 12.2021



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Project goal:

Raising awareness and familiarization with the cultural heritage of the world and Uzbekistan in an interactive format

The VR travel is a project created to organize online tours for schoolchildren of the Republic of Uzbekistan in the cities of Bukhara, Samarkand, Khiva and Shahrisabz, allowing to virtually get acquainted with the sights, historical monuments, culture and traditions of the republic, which have a long history.



Expected results:

- Development of domestic tourism and, consequently, increasing the motivation of pupils to study history;
- Providing pupils with an excellent understanding of the historical heritage, culture and national ideology in accordance with the modern requirements;
- Acquaintance with the traditions, history, sights of Uzbekistan and foreign countries;
- The introduction of modern technologies in modern education system;
- Creating the opportunity to view and get acquainted with national and foreign historical monuments in virtual reality at no extra cost.