



JOINT ANNUAL WORKPLAN- 2016

ENVIRONMENT AND CLIMATE CHANGE

<b>RESULTS GROUP:</b>	<b><u>ENVIRONMENT AND CLIMATE CHANGE</u></b>
<b>UNDAF OUTCOME (by 2016)</b>	4. By 2016, the rural poor, especially women, enjoy greater benefits from the environment and natural ecosystems.
<b>COUNTRY PROGRAMME OUTCOMES:</b>	Country Programme Outcomes
4.1 Inclusive policy and institutional environment for sustainable natural resources management.	
4.2 Enhanced capacity of communities for natural resources and ecosystem management and benefit distribution	
4.3 Enhanced national capacity for climate change adaptation and mitigation	

SIGNED BY RESULTS GROUP CO-CHAIRS:

MINISTRY OF ENVIRONMENT WILDLIFE & TOURISM  
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**ANNUAL WORKPLAN 2015:**  
Results Group: Environment and Climate Change Report

National Priorities & Goals  
 Vision 2016: A Prosperous, Productive and Innovative Nation  
 NDP10 MTR: Sustainable Management of Natural Resources; Pollution Prevention and Control; Climate Change/Global Warming  
 GOAL 11- Sustainable Cities and Communities; GOAL 12- Responsible consumption and production and GOAL 13- Climate Action

UNDAF Outcome  
 By 2016, The rural poor, especially women, will derive greater benefit from the Environment and Natural Resources

COUNTRY PROGRAMME OUTCOME 4.1: Increased uptake and utilisation of environmental information for decision making by key national institutions, civil society, private sector, individuals

Country Programme Output 4.1.1 Increased Access to Environmental Information - Output ID: 74988; GENDER MARKER: GEN 01

Activity output/result	Annual indicators, baseline and targets	Activities	Implementing Partner	Q				Responsible UN Agency	Resources (US\$)		
				1	2	3	4		Funding Target UN	Funded UN	funded Gov
Strengthened Capacity in the Implementation of the MEAs	Baseline: Basic EIS in place but not adequate. Other information systems exist (e.g. ODIS). Indicator: The level of development and extent of use of Environmental Management Framework Target: A fully-functional EIS supported by Environmental Management legislation (Aug 2016)	Engage an Environmental Assessment Expert to work with DEA in order to provide in-house training on Environmental Impact Assessment Reports and Strategic Environmental Assessment including monitoring.	DEA, EIA Sector	X	X			UNDP	100	0	100
		Development of knowledge management platform on environmental information	DEA, EIA Sector			X	X		5	0	5
		Capacity building and support on the multilateral environmental processes and effective use of environmental information in international processes	DEA, DNS & DWIMPC			X	X		40	0	40
		Development of Environmental Management Framework Legislation	DEA & AGC			X	X		105	0	105
Sub total											
									10	0	10
									280	0	280

Country Programme Output 4.1.2: Utilisation of Environmental Information for decision making promoted - GENDER MARKER: GEN 01  
 BIOFIN - Output ID: 85254

Activity output/result	Indicators, baseline and targets	Activities	Implementing Partner	Q				Responsible UN Agency	Resources (US\$)		
				1	2	3	4		Funding Target UN	Funded UN	funded Gov
Capacity building for TRG and PSC on the use of BIOFIN methodology and its integration into development - planning processes.	Baseline: No specific Policies and financing frameworks on biodiversity management in Botswana. Indicators:	Capacity building for TRG and PSC on the use of BIOFIN methodology and its integration into development - planning processes.		X					6	0	6
									7	0	7

Activity output/result	Indicators, baseline and targets	Activities	Implementing Partner	Q				Responsible UN Agency	Resources (US\$)		
				1	2	3	4		Funding Target UN	Funded UN	funded Gov
Building Transformative Policy and Financing Frameworks to Increase Investment in Biodiversity Management	i) Level of progress towards approval of Policy & Institutional Review, Costed NBSAP, Expenditure Review Report and the Resource Mobilization Plan  Target (e): i) 100% progress made towards approval of Policy and Institutional Review, Expenditure Review and Costed NBSAP by June 2016  ii) Recommendations for resource mobilization plan adopted by December 2016.  iii) Key financing mechanisms mobilized by December 2016.	Creation of awareness on the use of BIOFIN methodology through workshop and dissemination of information on print media	MEWT, MFDP and other stakeholders						5	0	5
		Facilitate the development and approval of Policy and Institutional Review Report, Expenditure Review Report		x					41	0	41
		Technical assistance towards NBSAP costing and resource mobilisation. Technical assistance towards completion/finalisation of workbooks & finance mechanisms developed) and 3b (operational plan for resource mobilisation) completed and approved					x			106	0
		Project management (BIOFIN national team, meetings, workshops, missions and travel). planned NEBA steering committee meetings conducted, - progress workshops to update stakeholders, solicit input conducted					x		84	0	84
									249	0	249
									509		509
<b>Total Outcomes:</b>											

Country Programme Outcome No 4.2.: Sustainability principles integrated into National Development Planning and Implementation											
Country Programme Output 4.2.1. NSSD developed - Output ID: 74989; GENDER MARKER: GEN 01											
Activity output/result	Indicators, baseline and targets	Activities	Implementing Partner	Q				Responsible UN Agency	Resources (US\$)		
				1	2	3	4		Funding Target UN	Funded UN	funded Gov
National Strategy for Sustainable Development (NSSD) developed and Implemented	Baseline:(1) Draft National Framework for Sustainable Development(2) Communications Committee in Place (3)	National framework for Sustainable Development Adopted and Disseminated	MEWT-DEA, MFDP, Palantier Center	x	x			UNDP	15	0	15
		Development of a Secretariat model for driving sustainable development specifying details of secretariat functions				x	x	UNDP	5	0	5
		Development and Implementation of a Communications Plan for the NFSD including communications material				x	x	UNDP	20	0	20

SUBJECTS / THEMES / ISSUES		MINISTRIES / DEPARTMENTS		UNDP		15		0		15	
Team; Indicators: (1) Strategic action plans for priority building blocks (2) Terms of reference for SD secretariat; Target: SD integrated into NDP11		Establishment of a Platform for learning and promoting Sustainability in the financial services sector		x x x							
Establishment of technical working teams to inform formulation of strategic action plans for priority SD areas		x x		UNDP		20		0		20	
Development of Strategies and action plans for 5 building blocks for the NFSD and synthesized into draft NSSD		x x x		UNDP		30		0		30	
Sub total						5		0		5	
Sub total						110		0		110	
CP output 4.2.2.: Sustainability mainstreamed into NDP 11, Vision 2016 and District Development Plans - Output ID: 74969; GENDER MARKER: GEN 01											
Sustainable development integrated into NDP11 and Vision beyond 2016		Baseline: Documents still being developed; Indicators: Sustainability criteria; Target: Sustainability criteria / approach met.		The tools and knowledge products for applying sustainability principles into NDP priorities and projects completed		Draft and present SD sections of Vision 2036 and NDP11		Draft SDG and MDG sections for Situational Analysis of Vision 2036		Conduct thematic technical workshops with TWGs to support integration of SD and SDGs into specific NDP11 chapters	
CO project quality assurance				x x		UNDP		50		0	
				x		UNDP		10		0	
				x x		UNDP		20		0	
Sub total						5		0		5	
Sub total						85		0		85	
Country Programme Outcome 4.2. National Policies and institutions promote and support the Participation and Beneficiation of Communities in Natural Resources Management											
Country Programme Output 4.2.1 Improved national capacity and community participation (especially women and youth) in management of water resources, including trans-boundary, management, sanitation and hygiene											
Activity outputs/result		Indicators, baseline and targets		Activities		Implementing Partner		Q 1		Q 2	
Enhanced participatory resource governance for Lake Ngami		Baseline; Management Plan for the lake in place; Indicators; The level of progress for development of the EIA; Target; 1 EIA by June 2016.		Conduct a full EIA for lake Ngami		MEWT, DECA, DWNP		x		x	
								Funding Target UN		Resources (US\$) Funded UN	
								53		53	
								0		0	
								53		53	
Output ID: 90994											

Management of the human-wildlife interface for sustained flow of agro-ecosystem services and prevention of illegal trafficking of wildlife in the Kgalagadi and Gantsi Drylands supported	baseline: Five GEF PRODOCS developed, Indicators: the level of progress in completing the PRODOC, target: Approval of PRODOC by December 2016	Full Size PRODOC for submission to the GEF Council to facilitate approval by November 30, 2016	MEWT-DFRR, DWNP, SDC, NGO's	x	UNDP	150	0	150	Resources (US\$)			
									Funding Target UN	Funded UN	Funded Gov	Total Funding
CO project quality assurance oversight									10	0	10	
Sub total									0	213	0	213
Country Programmes 4.2.2 The capacities of communities (especially women and youth) for ecosystem management and benefit acquisition enhanced												
SLM Ngamiland - Output ID: 88298; GENDER MARKER 01												
Activity outputs/result	Indicators, baseline and targets	Activities	Implementing Entity/Partner	Q 1	Q 2	Q 3	Q 4	Responsible UN Agency	Funding Target UN	Funded UN	Funded Gov	Total Funding
Project Management Supported	Baseline: 1 meeting held quarterly in 2015, Indicators: minutes of	Provide support to Project Steering Committee meetings	PMU	x	x	x	x		10	0	0	10
Increased awareness on the project in Ngamiland	Baseline: Project introduced to stakeholder in 2015; Indicators: No of publicity activities held in 2016; Target: 4	Secure the project propretise through methods of best practice	PMU	x					5	0	0	5
Output 1.1: Local level land use plans developed for Haina Veldt Ranches, Lake Ngami & Toteng/ Maun Ranches	Baseline: Blokavango project developed an ORI administered training module on land use planning, Indicators: No of Land-use plans developed, Target: 2	Prepare and disseminate publicity material and information on the Project	DFRR, DAP, DVS, BMC	x	x	x	x		20	0	0	20
Output 1.2: Improved range management and mixed livelihoods systems are piloted in line with the land use plans	baseline: none, indicators: level of development and implementation of the range management strategy, target: 60%	Undertake integrated & participatory range assessment studies per pilot area and develop specific land use plans therefrom	TLB, DFRR		x				40	0	0	40
		Undertake capacity building workshops to enhance stakeholder skills and capacities for land use planning	DFRR, DEA, DAP, TLB		x				20	0	0	20
		develop and implement range management strategy	DAP, ORI, DWNP, DFRR		x				50	0	0	50
		Support communities, farmers and civil society with training & other resources to pilot multiple alternative livelihood production systems involving improved cattle post pastoral systems, open game farming, sustainable wild products harvesting Conservation Agriculture (CA) etc.	MEWT, DWNP, DFRR, ORI, TLB, S&CD, NGOs		x				85	0	0	85

	Pilot usage of live fences around home steads and gardens and re-establishment of riparian buffer strips in the rehabilitation of degraded areas.	DFRR, DCP		x
Output 1.3: Bush control program is piloted and provides financial incentives for controlled bush clearance	baseline: Heavy bush encroachment in all district rangelands, indicators: total bush cleared surface area, number of farming households benefiting from packaged wood and charcoal briquette sales, target: 200 000ha and 50 households	DFRR, DEA, ORI, BCA, DAP		x
Output 1.4: Fire management strategy piloted	baseline: draft Tsodilo fire management strategy by DFRR, indicators: minutes of first Tsodilo Hills Fire management committee meeting; number of fire management training workshops for the committee and communities; target: 3 training workshops	DFRR, NWDC, NGOs,		x x
1.5 Development of system for monitoring of range condition and productivity	baseline: DWNP's MOMS, indicators: MOMS Consultant contract signed, target: contract signed by 31st March 2016.	DFRR, NWDC, NGOs,		x
Output 2.1: A regional multi-stakeholder forum for facilitating	baseline: various uncoordinated livestock and crop production associations and committees without any dialogue and advocacy strategy. indicators:	DFRR, DAP, DWNP, ORI, NGOs, DC, NWDC, ORI, DEA, DFRR, DAP, DCP, DVS, BMC		x

GEF

	40	0	40
	98	0	98
	5	0	5
	38	0	38
	15	0	15
	20	0	20
	22	0	22
	18	0	18

<p>dialogue on SLM and mainstreaming SLM is created</p>	<p>coherent, regularly meeting SLM forum established in Ngamiland, target: First meeting of the Ngamiland SLM forum convened by October 2015</p>	<p>Develop and capacitate local NRM institutions to facilitate effective participation of communities in the dialogue to ensure that local level issues are reflected in the emerging national beef marketing policy</p>	<p>NGOs, DC, DFRR, DAP, DVS, BMC,</p>	<p>x</p>	<p>36</p>	<p>0</p>	<p>36</p>
<p>Output 2.2: Improved access of farmers to markets for livestock products</p>	<p>baseline: One study by LEA, indicators: District needs assessment/gap analysis report of the status quo with respect to small scale community based enterprises, target: Number of policy recommendations escalated to local and central government</p>	<p>Improve enabling environment for establishment of small scale, community based enterprises related to processing &amp; marketing of non-beef livestock products such as leather, horns &amp; bones from cattle and small stock; of necessity, a detailed feasibility study covering economic, environmental &amp; socio-cultural aspects and exploring options to access credit through engagement of national financing institutions such as NDB, CEDA, LEA to be undertaken</p>	<p>LEA, Commercial banks, NWDC, DAP</p>	<p>x</p>	<p>25</p>	<p>0</p>	<p>25</p>
<p>Output 2.3: Processing plant in Ngamiland increases quantity &amp; variety of locally processed beef products, allowing higher sales of livestock products and off-take (supported through BMC co-financing)</p>	<p>baseline: 80 catted slaughtered a day by Maun Abbatolir, indicators: Maun abbatolir capacity increased, target: Abbatolir slaughters 120</p>	<p>increase slaughter capacity[1] and promote production of a broader range of meat products, i.e. Support establishment of a meat processing facility in Maun by the BMC and a private company</p>	<p>DAP, BMC, NGOs</p>	<p>x</p>	<p>10</p>	<p>0</p>	<p>10</p>
<p>Output 2.4: Product placement secured in local and regional markets (supported through BMC co-financing)</p>	<p>baseline: BMC marketing team currently exploring various markets but not necessarily for Ngamiland, indicators: working group/ task team focused on exporting and reporting on viable markets for Ngamiland beef established, target: reports on atleast 3 viable markets for</p>	<p>Work with private sector, farmers and governments to tap into broader range of markets for Ngamiland beef</p>	<p>BMC</p>	<p>x</p>	<p>5</p>	<p>0</p>	<p>5</p>

Project Mid-term Review	CO project quality assurance/oversight	Facilitate improved engagement between BMC and small holder farmers on strategies to increase the marketability of their cattle to the BMC	DAP, DVS, BMC	x	5	0	5
The review of the performance of the project in the first half of the project				x	35	0	35
CO project quality assurance/oversight					25	0	25
					687	0	687
<b>Bio-Chobe Output ID: 87781; GENDER MARKER: GEN 01</b>							
Output 1.2: Integrated land use planning processes supported	Baseline: None Indicator: Integrated Land Use Plan for Chobe District developed and fully functional Target: Develop an integrated land use plan for Chobe employing the stakeholder participatory methodologies	Mapping and assessment of land-use conflicts in the District (e.g. through LUCIS) to improve land use planning and land allocations.		x	20	0	20
Output 1.3: Tourism revenue exploited and diversified in priority areas including Forest Reserves and revenue used to leverage community benefits	Baseline: None Indicator: Tourism revenue exploited and diversified in priority areas including Forest Reserves and revenue used to leverage community benefits Target: Identification of key 14 tourism	Capacity building of DWNP staff for development and implementation of the integrated land use and protected area planning		x	20	0	20
Output 2.1: Management Effectiveness and financial efficiency of PAs increased	Baseline: None Indicator: Park staff trained to perform their duties in an effective and efficient manner. Target: Human resource training/ capacity development	Development of an Integrated Land Use Plan		x	90	0	90
		Identification of 14 tourism sites (8 linked to communities and 6 in the Forest Reserves) to diversify opportunities for tourism activities		x	15	0	15
		Review of the Assessment of Financial and Operational Efficiency of CNP		x	5	0	5
		Chobe National Parks staff Capacity Development /Training		x	10	0	10
		Provision of information technology equipment for Chobe National Park HQ to enable the CNP staff to develop databases on all aspects of the protected area management.		x	20	0	20
		Development of a Fire Management Strategy for the Chobe District to guide the District in integrating fire management in the planning processes.			5	0	5
		Survey and threat assessment in Chobe National Park and Forest Reserves	MEWT- DWNP, DFR, Chobe District Council, NGO's, CBO's, UB-ORI	x	20	0	20
		Capacity building for Fire Management Committees on fire management and the use of fire fighting equipment, governance and leadership		x	15	0	15
					UNDP/GEF		



<p>Baseline: None. Indicator: Fire management in the district improved and organised in an effective way for biodiversity conservation. Target: Fire Management Strategy developed and implemented by all stakeholders</p> <p>Output 2.2: Effective Resource Protection and Monitoring in place</p>	Design and implementation of a resource monitoring surveys: Large Carnivore, rare angulate, fish sampling, vegetation monitoring and borehole monitoring with quarterly reports			25	0	25
	Annual research symposium held in collaboration with DWNP and ORI for facilitation of research in support of natural resources protection and monitoring and documentation of research work for reference			17	0	17
	Supporting the implementation of Conservation Agriculture through demonstration and farm walks	x x x		20	0	20
	Human Capital Development Initiative - Support of the Pandamatenga youth 2015/2016 intake during their training	x x x x		20	0	20
	Support to MOMS roll-out in the Chobe District communities (participation of communities in anti-poaching and resource monitoring)	x		20	0	20
<p>The review of the performance of the project in the first half of the project period</p>						
<p><b>Project Mid term Review</b></p>						
<p><b>Project Management</b></p>						
<p>CO project quality assurance/oversight</p>						
<p>Sub Total</p>						
<p>387</p>						
<p>25</p>						
<p>0</p>						
<p>387</p>						
<p>SLM Makgadikgadi Output ID: 90691; GENDER MARKER: GEN 01</p>						
<p>Output 1.1: Local level land use plans developed for each pilot (Mmatshumo, Mosu, Mokubilo and Mmea villages)</p>	Baseline: Zero			10	0	10
	<p>Indicators:</p> <p>Four plans produced for southern Sua Pan villages (Mosu, Mmatshumo, Mokubilo and Mmea)</p> <p>Targets:</p> <p>Four Land Use and Management Plans available</p>					
	<p>Technical assistance towards production and finalisation of Land Use Conflict/Issues report and maps with enhanced community participation</p>					
	<p>METS-DFRR, Botswana, Dept of Crop Production (DCP), Dept Animal Production (DAP), Central District Council (CDC; Boteti sub-district), Letlhakane sub-</p>					

	20	0	20
	70	0	70
	5	0	5
	5	0	5
	25	0	25
	10	0	10

UNDPIGEF

<p>Baseline: Too during range assessments which will cover farmer livelihoods as well, but Makgadikgadi-wide average is around US\$850</p> <p>Indicators: Farmer income levels</p> <p>Targets: Increase by 50% farm generated income of farmers involved in improved herd management and CA to at least \$1,275 by project end</p> <p>Output 1.2: Improved range management and mixed livelihood systems are piloted in line with the land use plans</p>	<p>MEWT-DFRR, BirdLife Botswana, Dept of Crop Production, Dept Animal Production, Central District Council, Lethakane sub-land Board, DWNP, DEA, NGOs, CBOs</p>	X	X	X	X
		X	X	X	X
		X	X	X	X
<p>Baseline: 16,393 ha is used as a baseline</p> <p>Indicators: Extent of area burnt per year; DFRR Data</p> <p>Targets: Fire-affected area reduced by 50% in year two and three (i.e. at worst only 8,196 ha burnt)</p> <p>Baseline: Existing multi-sectoral institution (MFMP Implementation Committee) is limited to multiple government sectors only</p> <p>Indicators: Meeting minutes</p> <p>Output 2.1: A regional multi stakeholder forum facilitates a</p>	<p>MEWT-DFRR, BirdLife Botswana, CBOs</p> <p>Central District Council, Lethakane sub-land Board, DWNP, DEA,</p>	X	X	X	X
		X	X	X	X
		X	X	X	X

Output 2.2: decision making support tool for Lethakane sub-board and physical planning unit (Boteti sub-district council)	Targets: Active participation from government, NGOs, water and land user groups, community trusts, community leaders, private sector by project end	Support capacity building of a regional multi-stakeholder SLM forum (Makgadikgadi Wetlands Management Committee) to lead district level dialogue on mainstreaming SLM in implementation of district and national policies, strategies and plans	Central District Council, Lethakane sub-board, DWNP, DEA,	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Output 2.2: decision making support tool for Lethakane sub-board and physical planning unit (Boteti sub-district council)	Baseline: Zero Indicators: An integrated plan and Land Use Conflict Identification System (LUCIS) covering all of the Boteti sub-district planning area developed and approved with involvement of all stakeholders	Capacity assessment of key land authorities (land board, physical planning, DLUPU etc.), followed by targeted capacity building Mapping and assessment of land-use conflicts in the District (through LUCIS), and provision of equipment, and technical skills to land board & physical planning so as to operationalize LUCIS	Central District Council, Lethakane sub-board, DWNP, DEA,	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Output 2.3: System for monitoring of range condition and productivity is in place	Baseline: Zero Indicators: Three annual status reports on the condition of rangelands, (based on MOMS) Targets: Annual reports published	Train monitoring teams, collect data, analyse and produce annual status reports on range condition, biodiversity status etc	MIEWT-DFFR, BirdLife Botswana, Dept Animal Production/DWNP,	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Project Mid term Review	The review of the performance of the project in the first half of the project period		UNDP CO, BirdLife Botswana, TRG, PBC	x	x	x	x	x	x	x	x	x	x	x	x	x	x	x
Project Management	CO project quality assurance/oversight																	

GEF-SGP- GEN 01

GEF/SGP

Securing environmental benefits through community based

Country Programme Outcome 4.3: Enhanced National Policy Frameworks and Institutional Capacities for effective Climate Change Adaptation and Mitigation	Country Programme Outcome 4.3.1 National and Sub-National Integrated Climate Change and Adaptation and Mitigation Policy, Strategy and Action Plan Developed	Output ID: 74841:GEN 01	Resources (US\$)				Total Funding	
			Funding Target UN	Funded UN	funded Gov	Total Funding		
<p>through community based initiatives</p> <p>Implementation of community based projects, economic generation and employment creation. Target: x number of jobs created</p>	Production of policy briefs to promote use of selective agro-chemicals and creation of a vulture monitoring network;	Cape Vulture Environmental Association, Birdlife Botswana, DWNP, MoA	x			24	0	24
	Provision of support to TOCAD for improved and enhanced participation of women and youth in natural resource management	TOCAD	x			45	0	45
	Underfunding baseline assessments in BCA, NSC & TAG					5	0	5
	<b>Sub total</b>					149	0	149
	<b>Total outcome:</b>					1892	0	1892
<b>Country Programme Outcome 4.3: Enhanced National Policy Frameworks and Institutional Capacities for effective Climate Change Adaptation and Mitigation</b>								
<b>Country Programme Outcome 4.3.1 National and Sub-National Integrated Climate Change and Adaptation and Mitigation Policy, Strategy and Action Plan Developed</b>								
	Indicators, baseline and targets	Implementing Partner	Q 1	Q 2	Q 3	Q 4	Responsible UN Agency	Resources (US\$)
Botswana's Biennial Update Report to the UNFCCC prepared	Publication and submission of biennial update report	MEWT - DMS, All Ministries and Departments, Acs Chambers, BOTEC, BOBS, BOCCIMCSIR, ICSSO, IPCC, NGOs					UNDP	13
	project management							32
	<b>Sub total</b>							45
Third National Communication prepared	Updating of the National Circumstances	MEWT - DMS, All Ministries and Departments, Acs Chambers, BOTEC, BOBS, BOCCIMCSIR, ICSSO, IPCC, NGOs	x					25
	Preparation of the GreenHouse Gas Inventory			x				105
	Assessment of future climate risk and adaptation measures for sectors agriculture, water resource, ecosystems, settlements and human health							180
	Revision of GHG abatement measures/technology options							75
	Description of relevant information (systematic observations, research on climate change, public awareness, technical and financial constraints).							58
	Compilation and production of Monitoring and evaluation							33
								10
								486
	<b>Sub total</b>							531
	<b>Total outcome:</b>							225
	<b>UNDP Staff Overheads</b>							556
	<b>Grand Total</b>							2,922

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Donor	Initial funding
GEF	1,931
GERMANY	249
SGP	104
UNDP	638
<b>TOTAL</b>	<b>2,922</b>