

**United Nations Development Programme INDIA**  
**2015 Annual Work Plan**  
**Government of India - UNDP Country Programme Action Plan 2013-2017/**  
**United Nations Volunteer Programme Strategic Framework 2014-2017**

**Project Title:** Strengthening NYKS and NSS

**Implementing Partner:** Ministry of Youth Affairs and Sports

**UNDP Strategic Plan Outcome:** Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance (Outcome 2)

**UNDP Strategic Plan Output(s):** Engagement of Civil Society (Output 2.4)

**UNV Strategic Plan Outcome:** Countries more effectively integrate volunteerism within national frameworks enabling better engagement of people in development processes (Outcome 2)

**UNV Strategic Plan Output(s):** Volunteering schemes established or strengthened at the national and regional level (Output 2.3)

**UNV Global Youth Programme Outcome:** Increased recognition of the contribution of youth to global peace and sustainable human development through volunteerism and inclusion of youth voices in the development discourse

**UNDAF / CPAP Outcome:** UNDAF mentions there is a lot of potential for UN Volunteers (UNV) mobilization in India, especially adolescents and youth for peace and development, in partnership with UN agencies and the Planning Commission and in the context of the National Service Scheme (NSS). CPAP Partnership Strategy mentions "In partnership with UN Volunteers, it will promote volunteerism as a modality, for social mobilization and outreach at district and local levels."

**PROJECT DESCRIPTION (NOT MORE THAN 1/2 PAGE)**

**A. State the specific development challenge or gap that this AWP is addressing.**

The draft 12<sup>th</sup> Five Year Plan of the Government of India states that it would look afresh at the existing policies, instruments and institutions, and suggest innovative policies, efficient and effective instruments and creative ways to rejuvenate institutions in order to utilise and channel the youth energy in nation-building and economic development of society.

The proposed project will provide technical assistance to Ministry of Youth Affairs and Sports (MOYAS) by placing UNV District Youth Coordinators in 29 districts. The project will also support preparation of actions plans for implementation of National Youth Policy 2014 with special focus on youth volunteerism and development of state specific youth volunteering programmes.

**B. Select one or more of the below strategies for addressing the above mentioned challenge/gap and describe in the context of this AWP:**

- Changes in attitudes and access to decision making through awareness raising, brokering, convening
- Changes in policies, plans, budgets and legislation through support to national assessment, planning, budgeting, policy making

**C. List the possible improvements in the capacities of institutions, individuals and systems that will occur as a result of this AWP.**

Placement of UNV District Youth Coordinators will improve the implementation capacity of Ministry of Youth Affairs and Sports (MOYAS) at local level and also revive the rural youth clubs.

**D. List the gender issues in this AWP and specific ways in which they will be addressed.**

Action Plan on Gender justice and equality for implementation of National Youth Policy is one of the major activities as part of AWP.

**E. List the South-South cooperation opportunities in this AWP and specific ways in which they will be addressed.**

UNV HQ has worked on a Youth Volunteering Strategy that will be implemented in several other countries. Linkage of this project with UNV's Youth Volunteering Strategy provides an opportunity for south-south cooperation. The project will provide south-south cooperation opportunity through knowledge sharing on plans for implementation of national youth policy through International Youth Day celebrations.

|                          |              |
|--------------------------|--------------|
| UNDP CPAP 2013-17        |              |
| Atlas Project ID:        | 00080554     |
| Atlas Output ID:         | 00090216     |
| Local PAC meeting date:  | 11 Sept 2014 |
| Start date:              | Oct 2014     |
| End Date                 | Dec 2017     |
| Implementation modality: | NIM          |

|  |               |
|--|---------------|
| Total Project Budget                   | USD 2,343,434 |
| 2015 AWP budget: <b>USD 538,665</b>    |               |
| - Regular UNDP:                        | USD 80,000    |
| - Partner UNV:                         | USD 136,000   |
| - Government:                          | USD 322,665   |
| Total Budget commitment: USD 2,343,434 |               |
| - Regular UNDP:                        | USD 350,000*  |
| - Partner UNV:                         | USD 500,000** |
| - Government:                          | USD 1,493,434 |

\* (Subject to availability of funds)

\*\* Budget will be set-up in UNV10 BU for which delegation of authority will be issued to UNDP India CO

**Project Expenditure**

| Total Project Budget |                      | Exp 2014          | Budget 2015        |
|----------------------|----------------------|-------------------|--------------------|
| UNDP                 | USD 350,000          | USD 58,496        | USD 80,000         |
| UNV                  | USD 500,000          | -                 | USD 136,000        |
| Government           | USD 1,493,434        | -                 | USD 322,665        |
| <b>Total</b>         | <b>USD 2,343,434</b> | <b>USD 58,496</b> | <b>USD 538,665</b> |

Agreed by (Implementing Partner):

  
**L. K. GUPTA**  
 Joint Secretary  
 Department of Youth Affairs  
 Govt. of India, New Delhi

Agreed by UNV:

Agreed by UNDP:

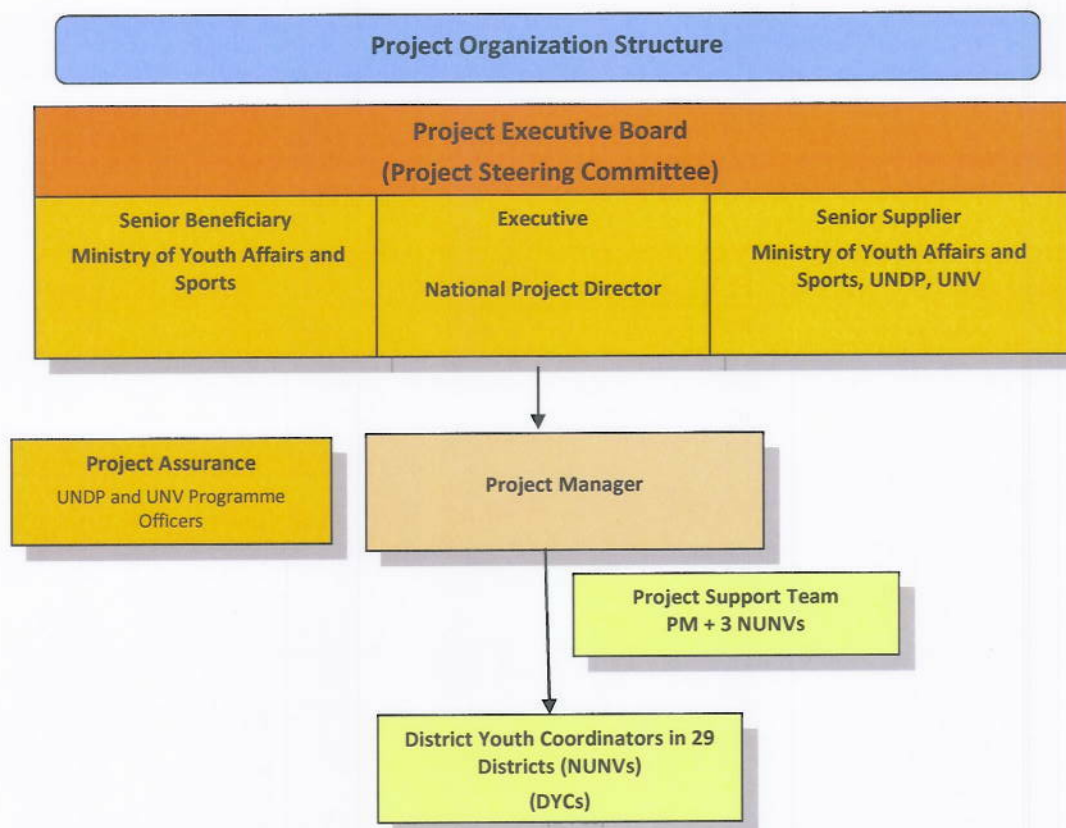
  
**Jaco Cilliers**  
 Resident Representative a.i.

I. ANNUAL WORK PLAN - YEAR: 2015

| ANNUAL OUTPUTS 2015  | PLANNED ACTIVITIES   | MONTH OF COMPLETION | RESPONSIBLE PARTY   | PLANNED BUDGET |                       |        |
|--|--|---------------------|---|----------------|-----------------------|--------|
|  |  |                     |   | Funding Source | Budget Description    | Amount |
| Output 1<br>Project Management Team (1 Project Manager and 3 UNVs) and 29 UNV District Youth Coordinators recruited and in place | Establish National Coordination Committee for the TA to Ministry of Youth Affairs and Sports   | Apr-15              | Ministry of Youth Affairs and Sports, UNV/UNDP                              | UNDP           | 72100                 | 1,000  |
|  | Establish the Project Management team at Ministry of Youth Affairs and Sports and place UNV District Youth Coordinators (DYCs) in 29 districts   | May-15              | UNV/UNDP, Ministry of Youth Affairs and Sports                              | UNDP           | 71600/71400/<br>71500 | 36,000 |
|  | Establish academic course on youth volunteerism and hold training of Project Management Team and UNV District Youth Coordinators (DYCs) at Rajiv Gandhi National Institute of Youth Development (RGNIYD) | May-15              | RGNIYD, Ministry of Youth Affairs and Sports, UNV/UNDP                      | UNV            | 72100                 | 10,000 |
| Output 2<br>Action Plan for roll-out of National Youth Policy 2014 on select sections completed                                  | Prepare a Action Plan for youth volunteerism under four key themes - Gender Justice and Equality; Youth inclusion; Environment/disaster management; and Social entrepreneurship                          | Jul-15              | UNV/UNDP, Ministry of Youth Affairs and Sports, consultants / consultancies | UNV            | 72100/71300           | 50,000 |
|  | Hold International Youth Day workshop with presentation of Action Plans for implementation of National Youth Policy 2014   | Aug-15              | UNV/UNDP, Ministry of Youth Affairs and Sports                              | UNDP           | 72100                 | 10,000 |
|  | Hold thematic debates on youth and volunteering for advocacy and promotion of volunteerism   | Dec-15              | UNV/UNDP, Ministry of Youth Affairs and Sports, CSOs                        | UNDP           | 72100                 | 15,000 |
|  | Develop an Online Portal connecting volunteers and volunteer involving organizations and sharing good practices on youth volunteerism  | Dec-15              | UNV/UNDP, Ministry of Youth Affairs and Sports, consultants/consultancies   | UNV            | 72100/71300           | 15,000 |

|  |   |        |  |     |             |                |
|--|---|--------|--|-----|-------------|----------------|
| Output 3<br>Training modules on<br>project management and<br>monitoring, community<br>development, disaster<br>management developed<br>with RGNIYD | Design and field test a training plan of<br>District Youth Coordinators and NSS<br>Programme Officers | Dec-15 | DYCs, Ministry of Youth<br>Affairs and Sports, Civil<br>Society Organisations<br>(CSOs)/youth organisations,<br>UNV/UNDP | UNV | 72100/71300 | 45,000         |
| <b>TOTAL IN USD</b>  |   |        |  |     |             |                |
| Project staff salaries and project management expenses   |   |        |  |     |             |                |
| Development Effectiveness  |   |        |  |     |             |                |
| Annual audit, evaluations, micro assessment costs, communication and other costs including travel  |   |        |  |     |             |                |
| <b>AWP TOTAL IN USD</b>  |   |        |  |     |             |                |
| 3% General management support (GMS) on DSS with MoYAS  |   |        |  |     |             |                |
| <b>AWP GRAND TOTAL IN USD</b>  |   |        |  |     |             |                |
|  |   |        |  |     |             | 182,000        |
|  |   |        |  |     |             | 313,267        |
|  |   |        |  |     |             | 8,880          |
|  |   |        |  |     |             | 9,120          |
|  |   |        |  |     |             | 16,000         |
|  |   |        |  |     |             | 529,267        |
|  |   |        |  |     |             | 9,398          |
|  |   |        |  |     |             | <b>538,665</b> |

## II. MANAGEMENT ARRANGEMENTS



The project will be implemented by Ministry of Youth Affairs and Sports, Government of India, hereinafter “the Implementing Partner (IP)”. The **Implementing Partner (IP)** will assume full responsibility and accountability for the effective use of UNV and UNDP (and other) resources and the achievement of the project outcomes and outputs at all levels as set forth in the document. The IP will be responsible for implementation of national level components of the project as well as for facilitation of partnership development with state governments.

The accountability of an IP is to:

- Report, fairly and accurately, on project progress against agreed work plans in accordance with the reporting schedule and formats included in the project agreement;
- Maintain documentation and evidence that describes the proper and prudent use of project resources in conformity to the project agreement and in accordance with applicable regulations and procedures. This documentation will be available on request to project monitors (project assurance role) and designated auditors.
- Approve and sign the annual work plan for the following year;
- Approve and sign the quarterly and annual Combined Delivery Report (CDR);
- Sign the Financial Report or the Funding Authorization and Certificate of Expenditures (FACE)

The IP will sign a budgeted Annual Workplan (AWP) with UNDP and UNV to achieve planned results.

At the programme level, coordination and oversight will be provided by Project Management Board established for the Governance programme outcome area. The Project Management Board will meet twice a year.

The IP will designate a National Project Director (NPD) who will be responsible for overall project management and its results.

**Project Steering Committee:** Project Steering Committee (PSC) will be set up at national level co-chaired by the NPD, UNDP and UNV. PSC group will be responsible for making by consensus, management decisions for the project including approval of project plans and revisions; it will comprise of representatives from the IP, UNDP and UNV. In order to ensure UNDP's ultimate accountability, PSC decisions will be made in accordance with standards that shall ensure management for development results, best value for money, fairness, integrity, transparency and effective international competition. In addition, the PSC will be responsible for

- Project oversight
- Project Monitoring
- Annual project reviews
- Project assurance
- Approval of appointment of Project staff and responsibilities
- Address project issues as raised by the Project Coordinator;
- Provide overall guidance and direction to the project, ensuring it remains within any specified constraints;
- Assess and decide to proceed on project changes through appropriate revisions;
- Review project expenditures against activities and outcomes
- Quarterly project reviews and suggest implementation strategies and provide direction and recommendations to ensure that the agreed deliverables are produced satisfactorily according to plans;
- Project evaluations - assuring quality of the evaluation process and products, and using evaluations for performance improvement, accountability and learning.
- Approvals of plans - Based on the approved annual work plan (AWP), the PSC may review and approve project quarterly plans when required and authorizes any major deviation from these agreed quarterly plans.
- Provide guidance on new project risks and agree on possible countermeasures and management actions to address specific risks;
- Conflict resolution - It arbitrates on any conflicts within the project or negotiates a solution to any problems between the projects and external bodies.
- UNV will provide technical support and oversight to all aspects of volunteerism.

The PSC will meet at least once a year and if required, (need-based) during the year.

**Responsible Parties:** To achieve project results, partners will be identified. These will be designated as Responsible Parties - entities that have been selected on the basis of a written agreement or contract to purchase goods or provide services using the project budget – for carrying out the different activities. These could be state departments, Government agencies, inter-governmental organizations (IGOs), civil society organizations (CSOs), private firms, other UN agencies. Responsible Party may manage the use of these goods and services to carry out project activities and produce outputs.

All Responsible Parties are directly accountable to the Implementing Partner in accordance with the terms of their agreement or contract with the Implementing Partner. Implementing Partners use Responsible Parties in order to take advantage of their specialized skills, to mitigate risk and to relieve administrative burdens. The following types of organizations may act as Responsible Parties: UNDP, other UN agencies, Government agencies, IGOs, CSOs and private firms. Firms and CSOs (except micro-capital grant recipients) shall be selected as Responsible Parties only on the basis of a competitive procurement process undertaken by the Implementing Partner. UNDP, UNV, UN agencies, IGOs, Government agencies, or CSOs as micro-capital grant recipients are exempted from competitive procurement process and shall be selected under programming modalities. To the extent that Responsible Parties exempted from competitive procurement process can be identified or anticipated during project formulation, they should be listed in the annual work plan and draft terms of reference for their services attached to the project document

UNV and UNDP will be represented as technical expert in selection of Responsible party (ies).

**Project Assurance:** The project assurance role supports the PSC by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed. The PSC cannot delegate any of its assurance responsibilities to the Project Manager. The UNV Programme Officer will undertake the following Project Assurance roles:

- Ensure that funds are made available to the project;
- Ensure the project is making progress towards intended outputs;
- Perform regular monitoring activities, such as periodic monitoring visits and “spot checks”;
- Ensure that resources entrusted to UNDP are utilized appropriately;

- Ensure that critical project information is monitored and updated in Atlas;
- Ensure that progress and financial reports are submitted to UNDP/UNV on time;
- Ensure that risks are properly managed, and that the risk log in Atlas is regularly updated;

**Project Manager** will be the focal point for UNV and report to the Project Assurance with the following responsibilities:

- Plan the activities of the project and monitor progress against the approved work-plan;
- Monitor events as determined in the project monitoring schedule plan, and update the plan as required;
- Mobilize personnel, goods and services, training and micro-capital grants to initiate activities, including drafting terms of reference and work specifications and overseeing all contractors' work;
- Manage requests for the provision of financial resources by UNDP, through advance of funds, direct payments, or reimbursement using the FACE (Fund Authorization and Certificate of Expenditures);
- Be responsible for preparing and submitting financial reports to UNDP on a quarterly basis;
- Manage and monitor the project risks initially identified and submit new risks to the project board for Monitoring financial resources and accounting to ensure accuracy and reliability of financial reports;
- consideration and decision on possible actions if required; update the status of these risks by maintaining the project risks log;
- Capture lessons learnt during project implementation – a lessons learnt log can be used in this regard
- Perform regular progress reporting to the PSC;
- Prepare the annual review report, and submit the report to the PSC;
- Prepare the annual work plan for the following year, as well as quarterly plans if required; update the Atlas Project Management module if external access is made available.

**UNV District Youth Coordinators** will be the focal point in each of the 29 districts. The national UNVs will be identified through a transparent selection process ensuring that marginalized youth groups are represented in the process. The “marginalized youth” group is meant to include young people with disabilities, ethnic minorities including rural youth and youth from low-income families.

The role includes provision of project administration, management and technical support to the Project Manager in coordination with the Zonal Directors of Ministry of Youth Affairs and Sports as required by the needs of the project with the following responsibilities:

- To maintain close liaison with District Administration, developmental departments & NGOs.
- To promote the self-reliant Youth Clubs;
- To determine training needs of Youth club functionaries and organizing training programmes;
- To assess the needs and problems of various sections of youth in the district;
- To prepare the Annual Action plan of programmes and activities, proper programmes and activities
- To assist Youth Clubs/NGOs in the formulation of project proposals under Schemes of Financial Assistance of Central Government Departments/Agencies;
- To prepare village, block and district profiles;
- To prepare documentation and circulation of supportive and publicity material, maintenance of records and reports;
- To conduct periodic meetings of District Advisory Committee (DAC), National Youth Corps (NYC) Volunteers and Youth Clubs and proper maintenance of NYK office including personnel administration, coordination with publicity media for image building of Nehru Yuva Kendra Sangathan.

**Project support** role provides project administration, management and technical support to the Project Manager as required by the needs of the project with the following responsibilities:

- Technical Expertise for coordination and monitoring of project activities in coordination with UNV District Youth Coordinators
- Set up and maintain project files;
- Collect project related information data;
- Assist the project manager in updating project plans;
- Administer project board meetings;
- Administer project revision control;
- Establish document control procedures;
- Compile, copy and distribute all project reports;
- Assist in the financial management tasks under the responsibility of the project manager;
- Provide support in the use of Atlas for monitoring and reporting;
- Review technical reports;

- Monitor technical activities carried out by responsible parties.

**Fund Flow Arrangements and Financial Management:**

- At the request of the Implementing Partner, UNDP will directly release funds to IP. The Implementing Partner will account for funds received from UNDP. The request from the Implementing Partner will come through the Standard Fund Authorization and Certificate of Expenditures (FACE) Report duly signed by the National Project Director or person assigned/delegated by the Implementing Partner. Only after 80% of last advance and 100% of all the previous advances are spent will the next advance be released.
- Funds can also be transferred as: a) direct payment to vendors or third parties for obligations incurred by the Implementing Partners on the basis of requests signed by the designated official of the Implementing Partner; and b) direct payments to vendors or third parties for obligations incurred by UN agencies in support of activities agreed with Implementing Partners. Advance fund transfers shall be requested and released for programme implementation periods not exceeding three months. UNDP shall not be obligated to reimburse expenditure made by the Implementing Partner over and above the authorized amounts. The Implementing Partner needs to report interest earned immediately to UNDP through next submitted FACE Form.
- The Implementing Partner may request UNV/UNDP to provide support services for project implementation. These services known as direct project costs may include procurement, recruitment, purchase of goods and services, and organisation of training activities and workshops. UNDP recruitment and procurement rules and regulations will apply for the services provided. All direct costs including development effectiveness which are attributable to the provision of these services (direct project costs) will be charged to the project in accordance with in accordance with UNV /UNDP rules and regulations.
- Separate books of account shall be maintained in order to ensure accurate reporting of expenditure and providing a clear audit trail. Any interest accrued on the project funds during the project cycle will be ploughed back into the project in consultation with the Implementing partner and UNDP; project budgets will stand revised to this extent. If there is no scope for ploughing back, the interest will be refunded to UNDP.
- **Audit:** In support of fiduciary good practice and to facilitate scheduled and special audits, each Implementing Partner receiving funds from UNDP will provide UNDP or its representative with timely access to: a) all financial records which establish the transactional record of the fund transfers provided by UNDP; and b) all relevant documentation and personnel associated with the functioning of the Implementing Partner's internal control structure through which the fund transfers have passed. The findings of each audit will be reported to the Implementing Partner, DEA and UNDP. As part of the process, each Implementing Partner will: a) receive and review the audit report issued by the auditors; b) provide timely statements of the acceptance or rejection of any audit recommendation to the UNDP that provided the funds; c) undertake timely actions to address the accepted audit recommendations; and d) report on the actions taken to implement accepted recommendations to the UNDP on a quarterly basis.
- Project will be operationally completed when the last UNDP-financed inputs have been provided and the related activities completed. Through the PSC, the implementing partner notifies the UNDP when this has been done. When a project is operationally complete, assets (if any) would be disposed or transferred to implementing partner in consultation with them during the life cycle or at end of the project. Projects will be financially completed when the Implementing Partner has reported all financial transactions to UNDP so that the project accounts can be closed. UNDP and the Implementing Partner will certify a final Combined Delivery Report. Projects will be financially completed not more than 12 months after being operationally completed. Between operational and financial closure, the Implementing Partner will be required to identify and settle all financial obligations and prepare a final expenditure report. No adjustments can be made to a financially completed project. Assets (if any) would be disposed or transferred to IP in consultation with them during the life cycle or at end of the project.

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**III. MONITORING FRAMEWORK AND EVALUATION**

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

- A. **MONTHLY PROGRESS REPORT:** The Implementing Partner, in consultation with the project teams, will provide brief monthly updates on progress against planned activities and budgets. These monthly reports



will be provided in the format provided in Annex 1. These monthly reports will be consolidated, as required, by UNV/UNDP's quality assurance team for progress review meetings.

- B. **ONE TIME RISK LOG:** Based on the initial risk analysis, a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation. This will be completed by UNV/UNDP project assurance team in consultation with the Implementing partner. Use the standard Risk Log template
- C. **QUARTERLY FINANCIAL REPORT:** The Implementing Partner (IP) will make use of the Funding Authorization and Certificate of Expenditures (FACE) to request for advances and report on expenditures made on a quarterly basis, or more frequently if agreed. The implementing partner must submit the FACE at the end of each quarter, within the first 10 days of the following quarter. Together with the FACE, the project has to send a copy of the bank statement as up to the date of the end of the period reported and the itemized cost estimates of the activities to be funded. The FACE form has to be certified by the designated official from the IP.
- D. **EVALUATION:** At the end of the second year, a mid-term review will take place. A final evaluation by external evaluators, is to be done four months before the end of the project to help capture the effectiveness, efficiency and the sustainability of the project and impact on the ground. Furthermore, it should make recommendations for the scaling up of the programme and for mechanisms and ways to link with other regional volunteer schemes.
- E. **ANNUAL REVIEW REPORT:** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. The reporting format in Annex 2 will be used to provide brief description of results achieved in the year against pre-defined annual targets. The same will be used to complete an Annual Project Progress Report for reporting progress to UNV.
- F. **ANNUAL PROJECT REVIEW.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

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#### IV. LEGAL CONTEXT -- [CLICK HERE FOR THE STANDARD TEXT.](#)

This document together with the CPAP signed by the Government and UNDP which is incorporated by reference, constitute together the instrument envisaged and defined in the [Supplemental Provisions](#) to the Project attached hereto and forming an integral part hereof, as "the Project Document"

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the Implementing Partner and its personnel and property, and of

UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. To this end, the Implementing Partner shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of the Implementing Partner's obligations under this Project Document [and the Project Cooperation Agreement between UNDP and the Implementing Partner]<sup>1</sup>.

The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [http://www.un.org/sc/committees/1267/qa\\_sanctions\\_list.shtml](http://www.un.org/sc/committees/1267/qa_sanctions_list.shtml). This provision must be included in all sub-contracts or sub-agreements entered into under/further to this Project Document.

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<sup>1</sup> Use bracketed text only when IP is an NGO/IGO

V. ANNEXES

Annex 1 – Monthly progress report format

| Project Title       | Implementing Partner | Month/Year | Planned activities | Month of completion | Responsible party | Budget Amount | Monitoring framework | Progress towards meeting AWP annual outputs | Cumulative expenditures |  |
|---------------------|----------------------|------------|--------------------|---------------------|-------------------|---------------|----------------------|---|-------------------------|--|
|                     |                      |            |                    |                     |                   |               |                      |   | Cumulative expenditures |  |
| 1                   |                      |            |                    |                     |                   |               |                      |   |                         |  |
|                     |                      |            |                    |                     |                   |               |                      |   |                         |  |
|                     |                      |            |                    |                     |                   |               |                      |   |                         |  |
| 2                   |                      |            |                    |                     |                   |               |                      |   |                         |  |
|                     |                      |            |                    |                     |                   |               |                      |   |                         |  |
|                     |                      |            |                    |                     |                   |               |                      |   |                         |  |
| 3                   |                      |            |                    |                     |                   |               |                      |   |                         |  |
|                     |                      |            |                    |                     |                   |               |                      |   |                         |  |
|                     |                      |            |                    |                     |                   |               |                      |   |                         |  |
| <b>TOTAL IN USD</b> |                      |            |                    |                     |                   |               |                      |   |                         |  |