East and Horn of Africa

Burundi

Djibouti

Ethiopia

Kenya

Rwanda

Somalia

South Sudan

Uganda

United Republic of Tanzania

IOM conducts capacity-building training for students at the Hargeisa Institute of Health Sciences. © IOM 2018/Muse MOHAMMED

Regional Office Nairobi

Migration Governance Framework principles and objectives

Principle 1: Adhering to international standards and fulfilling migrants' rights

The goal of the International Organization for Migration (IOM) in the East and Horn of Africa region is to contribute to effective, flexible and comprehensive migration management solutions in the region, in partnership with States, regional institutions, international agencies, communities and migrants. In 2020, IOM's Regional Office for East and Horn of Africa will continue promoting rights-based approaches in its programming across the region in line with its strategy and IOM's global principles. This includes providing technical support on rights-based migration governance across the region through capacity-building and development of migration policies that adhere to international standards and human rights principles in line with IOM's Migration Governance Framework (MiGOF) and the recently adopted Global Compact for Safe, Orderly and Regular Migration. IOM will continue to support governments in upholding humanitarian principles and relevant protection frameworks especially in crisis situations, as well as strengthening their capacity to respond effectively. Within the framework of the Better Migration Management Programme implemented in the region, the interventions will work towards strengthening national migration governance to enhance safe and regular migration in accordance with the global and regional migration governance frameworks.

Principle 2: Using evidence and whole-of-government approaches

To promote evidence and whole-of-government approaches, in 2020, IOM will continue supporting the government-led inter-agency coordination platforms (national coordination mechanisms) across the Intergovernmental Authority on Development (IGAD) region and promote similar approaches in the region. These platforms examine emerging migration issues and facilitating cooperation among relevant stakeholders with migration-related functions. The aim is to promote dialogue and cooperation among migration stakeholders through a whole-of-government approach to migration. The mechanisms are also intended to serve as a vehicle for comprehensive national migration policy development and will be instrumental in kick-starting the discussions among governments on the implementation of their Global Compact for Migration commitments.

The need for evidence-based policies informed by research and accurate disaggregated data is critical for planning targeted interventions. Established in early 2018, the East and Horn of Africa Regional Data Hub (RDH) aims to support evidence-based, strategic and policy-level discussion on migration through a combined set of initiatives that aim to build on IOM's extensive migration portfolio in the East

and Horn of Africa region. These include the following: (a) establishing a regional mobility baseline; (b) increasing information management capacity across countries to strengthen data consolidation and quality control; (c) conducting regional research and analysis; (d) capacity-building initiatives; and (e) providing technical support for partner governments to establish or strengthen data collection, monitoring, analysis and/or learning tools on return and reintegration. The RDH has successfully brought together the various data sources within IOM in 2019, and reports on them on a regular basis. The priorities for 2020 are focused broadly towards the various capacity-building initiatives and providing technical support to government partners. The Displacement Tracking Matrix (DTM) Unit, under the umbrella of the RDH, is also working with the health colleagues in an effort to consolidate the various data collection initiatives in the region that monitor movements to and from areas affected by the Ebola virus disease (EVD) outbreak; this will aid in informing both the response for, and future planning around the outbreak. RDH will continue its internal collaboration with the health unit to facilitate the reporting on the EVD outbreak in a more holistic way.

Principle 3: Developing strong partnerships

At the regional level, the Regional Office in Nairobi will continue to strengthen partnerships with its UN partners through the establishment of the UN Migration Network. Following the adoption of the Global Compact for Migration and in line with the globally established Network on Migration in Geneva, IOM's regional offices in Africa (Nairobi and Pretoria) will co-chair the proposed Regional UN Migration Network for East and Southern Africa with the aim of assisting Member States in the region through their respective UN Country Teams (UNCTs) to implement the objectives and commitments outlined in the Global Compact for Migration.

Objective 1: Advancing the socioeconomic well-being of migrants and society

Advancing the socioeconomic well-being of migrants and their host societies will remain a top priority in 2020. IOM will continue to provide post-arrival and reintegration assistance to migrants.

In 2020, IOM will continue its global solar and water initiative that is aimed at coordinating, building evidence and capacity, raising awareness and mainstreaming the use of solar energy solutions across the entire water, sanitation and hygiene (WASH) humanitarian sector. The project intends to effectively mainstream the use of solar energy in the provision of WASH services for both disaster-affected populations and surrounding communities, in and outside camps, and therefore contribute to more cost-effective, sustainable and environmentally friendly access to water for affected populations in emergencies and protracted displacement situations.

In the East and Horn of Africa, many countries struggle with weak health systems and the burden of both communicable and non-communicable diseases. Migrants often face barriers to accessing available health services due to a range of legal, economic, language and sociocultural factors. IOM will continue engaging in migration health-related activities throughout the region to support the realization of the vision of "healthy migrants in healthy communities". This will include the following: (a) strengthening the capacities of health systems in migration-affected areas; (b) advocacy and capacity-building for migration-sensitive and responsive policy and practice (service provision); (c) direct health service provision including diagnosis, treatment and vaccination; and (d) awareness-raising and health education for migrants and communities. IOM will also provide health support in humanitarian crises, including mental health and psychosocial support (MHPSS) and emergency health services through, for example, rapid response teams, mobile and static clinics and support to existing health-care facilities, depending on the context, in addition to WASH, shelter-non-food items (NFIs) and other services. IOM is also an active global health security partner, and will continue working closely with ministries of health and the World Health Organization (WHO) to strengthen International Health Regulations core capacity, and to respond to health emergencies and outbreaks such as EVD by strengthening capacity and through interventions such as surveillance, risk communication, infection prevention and control, participatory mobility mapping assessments and flow monitoring.

Objective 2: Addressing the mobility dimensions of crises

The region hosts some of the largest displaced, refugee and migrant populations in the world as millions seek better opportunities along the northern, eastern and southern routes within and out of Africa. In 2020, IOM will continue working with governments in the region to strengthen their capacities to anticipate, better prepare for and respond to migration flows relating to emergencies and crises. Forced migration remains a high priority for all governments and partner agencies dealing with migration in the region. As a leading humanitarian agency in the region, IOM will continue promoting and applying Migration Crisis Operational Framework (MCOF) as a framework and basis for IOM's interventions. IOM will also continue supporting governments in the region in their endeavours aimed at promoting the Migrants in Countries in Crisis (MICIC) Initiative through the application of the Guidelines to Protect Migrants in Countries Experiencing Conflict or Natural Disaster. The Regional Office will continue supporting governments to strengthen their capacity in this regard for better preparedness.

The health dimension in emergencies cannot be ignored. IOM will continue to provide health support in humanitarian crises, including MHPSS and emergency health services, through rapid response teams, mobile and static clinics and support to existing health-care facilities. The Regional Office will also continue supporting

EVD preparedness in Burundi, South Sudan and Uganda and other countries in East Africa, with focus on mobility and border management, in close collaboration with respective ministries of health, WHO and other partners.

The multipartner Regional Migration Response Plan for the Horn of Africa and Yemen 2018–2020 will continue guiding the region's interventions to address immediate and long-term needs of migrants and communities involved in migration between Horn of Africa and Yemen.

In the East and Horn of Africa, environmental considerations play an increasingly important role in migration management. IOM recognizes that the nexus between migration, environment and climate change (MECC) is complex and will, in 2020, strengthen its support to governments in establishing systems and increasing capacities to manage environmentally induced migration at local, national and regional levels.

Objective 3: Migration should take place in a safe, orderly and dignified manner

Irregular forms of migration, including trafficking in persons, smuggling and irregular maritime movements are top priority concerns for governments in the region. Irregular migration is seen as a serious threat to the well-being and human development of migrants, families and communities and to national and regional development efforts. Most States have incorporated into their national legislation key provisions from the UN protocols on trafficking and smuggling. Stronger provisions and targeted interventions are still needed to identify and protect vulnerable migrants in line with international human rights standards and laws. In 2020, IOM will target States in the region with the aim of assisting them manage their migration in a sustainable and humane manner. In line with specific objectives outlined in the Global Compact for Migration aimed at addressing and reducing vulnerabilities in migration, strengthening the transnational response to smuggling of migrants and preventing and combating trafficking in persons, IOM will continue to build capacities of governments and other key stakeholders and establish sustainable mechanisms and systems for ensuring that vulnerable migrants and those on the move along major migration routes in the region are protected from harm and are accessing essential protection services.

To promote safe, orderly and dignified migration, IOM seeks to increase coordination among the African Union Commission (AUC), Regional Economic Communities (RECs) and African Union member States to implement the provisions of the Revised Migration Policy Framework for Africa (MPFA), African Union Free Movement Protocol (AUFMP) and Joint Labour Migration Programme (JLMP) in order to facilitate safe and orderly labour mobility in Africa, focusing on areas of bilateral labour agreements, ethical recruitment, skills development/transfer and diaspora engagement.

Well-functioning and transparent immigration and border processes supported by integrated information technology-based management information systems are key to facilitating legal forms of international migration, promoting trade and economic growth across borders and ensuring national and human security and remain a priority in 2020. IOM will assist States to manage borders in an integrated, secure and coordinated manner as outlined in the Global Compact for Migration objectives.

Burundi

IOM Burundi works closely with the Government to address the core migration-related challenges in the country. The priorities for 2020 of the IOM mission in Burundi include the following:

- Continue to expand its support to the Government in putting in place policies on labour migration and counter-trafficking.

- Reinforce the preparation and response to emergency events causing displacement of populations (natural and human-made disasters).

- Support the preparedness on the fight against Ebola, contributing to the well-being of migrants.

Djibouti

In 2020, IOM in Djibouti endeavours to pursue its objectives set forth within the framework of the IOM Djibouti Country Strategy 2017–2020 and in line with United Nations Development Assistance Framework 2018–2021 whose central theme is the Sustainable Development Goals (SDGs). Three priorities in Djibouti for 2020 will include the following:

- Support for the Government to better manage increased migratory flows with Ethiopia. This includes strengthened referral mechanisms at the borders and support to the most vulnerable migrants.

- Provide socioeconomic alternatives to host communities in the regions of Djibouti dependent on smuggling and trafficking in persons activities through innovative approaches.

- Establish evidence-based policy through reliable data on migration stock and flows in Djibouti (DTM, Migration Profile, migration targeted surveys and studies and others).

Ethiopia

IOM will continue to support the Government in establishing various migration management tools and policies. It will do so by collaborating with the Government in developing its first-ever national migration policy to respond to trafficking and smuggling and promoting ethical recruitment practices among government offices and private employment agencies in charge of sending migrant workers abroad. It will also continue supporting improved border management by building capacity of the Immigration and Nationality and Vital Events Agency (INVEA) on rights-based approaches to migration management and migrant protection and assistance. IOM will continue providing assisted voluntary return and reintegration (AVRR) and voluntary humanitarian return assistance to stranded migrants wanting to return to Ethiopia, with a focus on the most vulnerable (unaccompanied migrant children, victims of trafficking, migrants in detention, migrants with medical conditions, pregnant and lactating mothers). IOM endeavours to pursue its leadership of the UN Migration Working Group to operationalize a UN Migration Network at the country level in Ethiopia. The forum will be taken to the next level to ensure adequate mainstreaming of migration issues in United Nations Sustainable Development Cooperation Framework-related processes and increased visibility of migration as a contributor to the fulfilment of the SDGs. IOM will look to strengthen partnerships with the private sector in supporting migrants and reintegration of returnees.

IOM will also continue providing humanitarian and development assistance to over 1.5 million people in need across the country through activities under the Humanitarian Response Plan (HRP), which include DTM, shelter/NFI and cluster coordination, WASH, site management support, rapid response fund, protection, MHPSS, refugee movements, refugee shelter and durable solutions.

On 29 July 2019, IOM staff in Ethiopia participated in the planting of 353 million trees in one day, breaking the Guinness World Record in a nationwide reforestation initiative. © IOM 2019

IOM Ethiopia, through its Special Liaison Office, will continue to support and strengthen the establishment of migration management platforms such as MPFA, the National Coordination Mechanism on Migration (NCM), the Pan African Forum on Migration, the Ouagadougou Plan of Action and the African Union-Horn of Africa Initiative to promote whole-of-government approaches across the continent with

the view of adopting a whole-of-government approach to migration governance, developing comprehensive migration policies and conducting migration profiles. IOM is supporting AUC's Youth Division in its target of reaching 1 million youth by 2021 through education, empowerment, employment and engagement. IOM, in collaboration with the AUC, are in the process of producing the first-ever Africa specific report on migration, a publication that seeks to deconstruct the existing narrative of migration in the continent. The development and establishment of a free movement of persons protocol will continue in 2020.

Kenya

In 2020, IOM Kenya will continue to provide appropriate, effective and adequate support for Kenya in all areas related to migration.

IOM will build stronger partnerships and work closely with the Government, UNCT, non-governmental actors, the private sector and communities to address key migration challenges in the country. Priorities include border management, preventing/countering violent extremism, community stabilization, counter-trafficking and migration related to climate change.

To ensure evidence-based decision-making and a whole-of-government approach, IOM will continue acting as a key partner of NCM. NCM was launched in 2016 and is a government-led inter-agency coordination platform that facilitates inter-agency coordination, collaboration and information-sharing on migration issues at the national level. It aims to enhance the national coordination of the different migration actors and stakeholders throughout the Government.

IOM providing medical services to beneficiaries in Kenya. © IOM 2014

When it comes to adhering to international standards and fulfilling migrants' rights, IOM will continue to support migrants, especially the vulnerable ones such as victims of trafficking, unaccompanied and separated children and migrants in crisis situations.

In addition, the Mission aims to further improve the capacity of the Government and other key partners, support to the development of policies and legislations, standard operating procedures and referral mechanisms/pathways for migrants in Kenya, as well as Kenyan nationals abroad.

Rwanda

IOM Rwanda will continue to actively support the Government in all its migration-related efforts by implementing projects focused on counter-trafficking, immigration and border management, migration and health, return and reintegration of Rwandan nationals and refugee resettlement to third countries, labour migration and human development.

IOM Rwanda priorities for 2020 include the following:
- Enhance cooperation to counter migrant trafficking and smuggling. IOM Rwanda will continue working together with the Government on counter-trafficking activities in the country through various streams of work, such as capacity-building and direct assistance to vulnerable people.

- Implement whole-of-community approach to migration and development. The first Migration Profiling exercise in the country is in production and provides evidence-based migration data that can be used to advise and assist mainstreaming migration into the Government's policies. IOM will continue to engage with the Government to strengthen and expand labour mobility programmes from Rwanda to Canada and start engaging the Government in students' mobility activities between Rwanda and European countries. Diaspora members in Europe will be engaged for skills transfer to identified areas with shortage of skills in Rwanda.

- Enhance social cohesion across border communities by establishing the one-stop border post between Rwanda and the Democratic Republic of the Congo and empowering the border traders.

- Mainstream protection and direct assistance within resettlement by providing livelihood and health assessments. IOM will continue the successful implementation of the resettlement programmes and provide livelihood support and vocational trainings, together with the

Government and United Nations High Commissioner for Refugees to the refugees inside the camps as well as to the Rwandan returnees and host communities. IOM will continue working on the promotion of health in migration issues by improving the management of migration health and reducing migrants' vulnerability. This will be achieved through the provision of sustainable prevention and care services in response to the health needs of migrants.

Petite Barriere is one of two border crossings connecting the Democratic Republic of the Congo with Rwanda. More than 65,000 people pass through this point daily, mainly for trade and economic activities. Health screening points are located at official border crossings where travellers are monitored for symptoms of Ebola and instructed to wash their hands to promote good hygiene and prevent the spread of the virus. © IOM 2019/Muse MOHAMMED

Somalia

Since its establishment in 2006, IOM Somalia has been delivering front-line services to crisis-affected populations since then. The context of Somalia is characterized by conflict as well as natural hazards. Armed actors are a threat to security throughout the country, and recurrent outburst of violence and droughts lead to displacement. As of 2019, a total of 2.6 million people has been internally displaced according to the HRP for Somalia (2019).

In 2020, IOM intends to continue delivering much-needed humanitarian support, while increasingly developing models and partnerships for longer term recovery, durable solutions and migration governance and development. IOM Somalia is strategically placed to operationalize the humanitarian–development–peace nexus through its vast portfolio. IOM is also increasingly investing in sustainable and innovative opportunities related to MECC, including identifying climate adaptive solutions to displacement and addressing climate change and livelihoods for vulnerable youth. Within this context, IOM Somalia will implement activities under three pillars:

- Saving lives and alleviating suffering in crisis-affected populations will remain a core component of IOM's intervention in Somalia by focusing on providing humanitarian response that includes improving the conditions and services in displacement sites, providing WASH support to communities, improving physical and psychosocial well-being among migrants and host communities and strengthening the national and local capacity to respond to crises.

- Establish foundations for long-term recovery and durable solutions. This will be done by providing access to basic services to communities, advancing durable solutions in urban and peri-urban settlements, strengthening social and political capital in conflict-impacted areas and engaging at-risk youth in safe and lawful livelihoods.

- Advance the well-being of society and migrants through stronger migration governance and development. This will be achieved by improving practices to protect and assist vulnerable migrants, promoting sustainable reintegration of returnees, strengthening cross-border migration management and optimizing the use of diaspora human resources.

South Sudan

IOM will continue to provide protection and humanitarian assistance, while bolstering support to transition, recovery, resilience and governance efforts. IOM will develop innovative approaches to ensure that humanitarian assistance is underpinned by a focus on local ownership and evidence-based responses. IOM will continue to ensure dignified living conditions and equitable access to humanitarian services to internally displaced persons in protection of civilian (PoC) sites and collective centres, while reaching newly displaced and unreached populations through camp coordination and camp management mobile responses and support spontaneous returnees to reintegrate into communities through service mapping and coordination.

IOM DTM will provide timely analysis on mobility dynamics and associated needs to support decision-making for humanitarian response and recovery activities and assess conditions in areas of displacement and return to flag gaps in access to basic services and infrastructure, and track sustainability of returns. IOM will continue to identify cost-effective and sustainable approaches in WASH, including maintaining hybrid solar systems, piloting a biogas plant project for desludging in Malakal PoC, and health and hygiene promotion approaches in PoC sites, while focusing on community ownership, particularly in construction of key infrastructure. Gender equality and gender-based violence (GBV) prevention will be mainstreamed, building upon the success of efforts to ensure the active role of managing water resources, as well as participatory risk reduction activities. IOM will also provide GBV prevention and response services, both directly and through national partners. IOM will work with national organizations for persons with disabilities to enhance their capacity to support and advocate for migrant and displaced persons with disabilities. IOM will provide life-saving primary health-care services through static and mobile primary health-care facilities inside and outside PoC sites, and through rapid response team missions in reaction to emergency health needs, in addition to the provision of psychosocial support at individual, family and community levels to reduce displacement and conflict-related distress and fostering resilience.

Within shelter/NFI efforts, IOM will continue to work with relevant government ministries and legislature on revision and formulation of policies around housing, land and property, as well as strengthen partnerships with local communities through participatory needs assessments and community engagement. IOM will also continue to support conducive environments for sustainable returns and recovery through building resilience, peace and stability from the ground up. IOM will combine its support for the restoration of settlements, services, small-scale infrastructure and livelihoods with establishing the means for peaceful coexistence, particularly in areas of return, through non-violent conflict resolution and mitigation, strengthening social cohesion and supporting inclusive, accountable governance. IOM will also enhance

migration management through adopting a whole-of-government approach towards migration governance.

The key priorities for 2020 include the following:

- Advocate and adopt the comprehensive migration policy and subsequent strategic frameworks for implementing the policy.

- Promote the protection of migrants' rights by establishing a comprehensive and whole-of-government approach to address human trafficking in South Sudan.

- Enhance the knowledge base of migration dynamics in South Sudan through conducting a migration profile and capacity-building of the National Bureau of Statistics.

- Revive diaspora engagement to increase remittance flows and investment for economic growth.

IOM delivers non-food and WASH items to vulnerable beneficiaries in remote areas in Jonglei state, South Sudan.
© IOM 2018/Rikka TUPAZ

South Sudan remains one of the most complex humanitarian operating environments in the world with persistent insecurity, poor infrastructure and seasonal hazards, and IOM will continue to strengthen the ability of the partners to provide assistance in locations with greatest needs through management of the WASH and shelter/NFI core pipeline. IOM will also continue to provide common transport services for the humanitarian community to facilitate the rapid deployment of essential humanitarian cargo to field locations in coordination with humanitarian partners.

Uganda

As a country of origin, transit and destination for large numbers of migrants, Uganda's migration flows are both complex and dynamic. In 2020, IOM Uganda will continue supporting the Government to enhance safe and orderly migration in line with the Global Compact for Migration and the IOM MiGOF. IOM Uganda's priorities for 2020 include the following:

- While promoting a whole-of-government approach to migration, IOM will continue to strengthen the migration management capacities of the NCM in Uganda, the integration of migration in the national development plan and the implementation of the Global Compact for Migration in the country. IOM will also support access to emergency services and durable solutions for crisis-affected populations.

- Continue to provide emergency services, such as safe water supply in refugee settlements and host communities while promoting sustainable solution and longer-term livelihood opportunities. Income-generating activities will be supported by the provision of vocational training, small business start-ups and formation of cooperatives.

- Strengthen and promote safe and regular migration channels to foster synergies between labour migration and development. IOM will continue to strengthen capacities of relevant stakeholders to ensure labour migration takes place through safer mechanisms while taking into consideration gender-specific needs of migrant workers.

- Strengthen protection mechanisms and assistance for vulnerable migrants. IOM will continue to support the Government and civil society in strengthening capacities to combat trafficking, reinforcing protective environment through the implementation of the national referral mechanism, promoting better coordination among service providers and increasing awareness raising for prevention.

- Support the Government in strengthening the integrated border management through enhanced operational capacities and increased soft skills. To effectively prevent, detect and manage health risks and humanitarian cross-border emergencies, IOM Uganda will continue supporting preparedness at points of entry and the overall coordination of border agencies in Uganda. This will include training for border and health personnel, screening and surveillance, improved public health emergency management capacity, information management and coordination.

- Raise awareness on the nexus between MECC and promote environmental considerations in all aspects of migration management. In order to advocate for prioritization of evidence-based programming on migration and climate change, IOM will conduct research to inform policymaking on the implications of the MECC nexus.

United Republic of Tanzania

In 2020, IOM in the United Republic of Tanzania will continue to quickly and effectively provide support in all areas related to migration and within a United Nations framework that "delivers as one".

- Support durable solutions for refugees, including resettlement to third countries and voluntary repatriation to countries of origin.

- Strengthen principled humanitarian action to effectively access and respond to people in need of humanitarian assistance and protection.

- Increase its assistance to the Government to conduct effective migration management and sustainable labour migration, including supporting the reliable collection and analyses of migration flows through the use of border management information systems. Furthermore, a wide range of trainings, materials and institutional support will be provided to border authorities, law enforcement and policymakers to increase understanding of migration and its complexities.

- Partner with the Government to better examine the linkages between migration and environmental degradation and climate change.

The African Capacity Building Centre (ACBC) was established in 2009, in Moshi, United Republic of Tanzania to enhance the migration management capacity of African States, promote comprehensive migration governance and facilitate a diverse range of immigration and border management projects and training courses.

In 2020, the centre will roll out the *Passport Examination Procedure Manual II* (PEPM2) Application. The PEPM2 is an optical character recognition (OCR) mobile app designed to read and verify the RFID chip embedded in electronic passports, perform facial matching, as well as read and verify machine-readable zones on passports and visas offline.

East and Horn of Africa	P1 Adhering to international standards and fulfilling migrants' rights	P2 Using evidence and whole-of-government approaches	P3 Good migration governance relies on strong partnerships
Regional Office Nairobi	-	-	-
Burundi	900 000	700 000	210 000
Djibouti	3 500 000	1 800 000	450 000
Ethiopia	3 000 000	5 000 000	2 000 000
Kenya	300 000	300 000	300 000
Rwanda	600 000	3 317 427	500 000
Somalia	800 000	5 550 000	4 000 000
South Sudan	2 800 000	3 517 000	2 600 000
Uganda	100 000	300 000	12 000
United Republic of Tanzania	2 000 000	2 000 000	500 000
Total	**14 000 000**	**22 484 427**	**10 572 000**

O1	O2	O3	
Advancing the socioeconomic well-being of migrants and society	**Addressing mobility dimensions of crises**	**Migration should take place in a safe, orderly and dignified manner**	**TOTAL**
300 000	-	-	300 000
2 500 000	8 000 000	2 000 000	14 310 000
2 500 000	2 000 000	800 000	11 050 000
15 000 000	65 000 000	10 000 000	100 000 000
2 000 000	600 000	500 000	4 000 000
4 110 280	2 000 000	8 800 000	19 327 707
20 120 000	64 300 000	9 100 000	103 870 000
25 500 000	26 400 000	22 900 000	83 717 000
2 300 000	14 000 000	4 800 000	21 512 000
3 400 000	20 000 000	7 500 000	35 400 000
77 730 280	**202 300 000**	**66 400 000**	**393 486 707**