

**Vote Māori Affairs**

# Baseline Alignment Proposal

Version [1]

Friday, 5 March 2010

Submitted by:

**Hon Dr Pita R Sharples**

## Section 1: Alignment to Government Priorities

As the Minister of Māori Affairs my key priorities are:

- a. Repealing the Foreshore and Seabed legislation and putting in place a new regime;
- b. Making real progress in engaging with Māori prior to any constitutional review and reform;
- c. Implementation of the Whānau Ora policy across a wide range of Māori communities;
- d. Full implementation of the Whānau Social Assistance programmes to support Māori communities weather the impacts of the economic recession;
- e. Achieving economic development opportunities for Māori through a focus on growing the Māori asset base, more value added in the Māori economy and taking Māori assets to the world. The success of the Māori Economic Taskforce and related initiatives will be key mechanisms for achievements in this priority area. Specific funding is being sought through the Prime Minister's "rolling maul" budget allocation of \$10 million in 2010/11 specifically for:
  - i. Increased investment towards skills and training;
  - ii. Strengthening the Māori tourism sector;
  - iii. Supporting Māori innovation and science;
  - iv. Promoting Māori businesses and services internationally, through the development of a Māori Brand;
  - v. A Māori business presence at the Shanghai Expo 2010 and related activities; and
  - vi. Increased capability for Māori trade promotion particularly through opportunities for inter-indigenous trade;
- f. Undertaking a comprehensive review of Māori language activity and funding across Government agencies culminating in the development of a revised Māori Language Strategy and possible recommendations for structural change; and
- g. Continuing support for progressing Treaty settlements towards 2014.

*[Deleted in order to maintain the effective conduct of public affairs through the free and frank expressions of opinions].*

Whilst all of the above priorities do not fall under my direct set of Ministerial responsibilities, nor involve the lead from agencies within the Vote Māori Affairs portfolio, they each require significant attention from Vote Māori Affairs officials and me to ensure they support the ongoing development of Māori towards the key outcomes of:

- Māori position as the Treaty partner is secured and enhanced;

- Māori achieve enhanced levels of economic and social prosperity;
- Māori prepared for future opportunities; and
- Māori succeeding as Māori.

The table below summarises where I expect the contribution of effort within the Māori Affairs portfolio to be in support of these priorities.

<b>Ministerial Priorities</b>	<b>Role within Vote Māori Affairs portfolio</b>
Repealing the Foreshore and Seabed legislation and putting in place a new regime	<p>Member of the Foreshore and Seabed Ministers' Group.</p> <p>Te Puni Kōkiri – policy advice, facilitation and brokerage.</p> <p><u>Additional comments:</u></p> <p>Te Puni Kōkiri is applying a significant policy resource to this activity at present. There is also an expectation that they will be called upon to undertake a more significant facilitation and brokerage role (including consultation hui). Also, dependant on the final outcome, it is expected that there will be an on-going role for Te Puni Kōkiri in foreshore and seabed related matters, including foreshore and seabed negotiations processes. Currently Te Puni Kōkiri is resourced to address claims lodged as 'Customary Rights Orders'. The extent of any future reprioritisation of this funding will depend on the nature of the replacement regime, including the need for negotiation of foreshore and seabed agreements between iwi and the Crown.</p>
Making real progress in engaging with Māori prior to any constitutional review and reform	<p>Te Puni Kōkiri lead role – policy advice, facilitation and brokerage.</p> <p><u>Additional comments:</u></p> <p>Terms of Reference of the forthcoming constitutional review are being developed by Te Puni Kōkiri and the Ministry of Justice. The first stage of the review will be the facilitation of informed dialogue among Māori, which Te Puni Kōkiri will undertake. Following that, the scope of issues for inclusion in the review will be confirmed, and Te Puni Kōkiri will participate in the overall review process. This is additional new work for Te Puni Kōkiri, and is being managed from within baseline.</p>
Implementation of the Whānau Ora policy across a wide range of Māori communities	<p>Member of the Whānau Ora Ministers' Group.</p> <p>Te Puni Kōkiri lead, in close consultation with MSD and MoH – policy advice, implementation, monitoring and evaluation.</p>

	<p><u>Additional comments:</u></p> <p>The currently supported model for implementation will involve a significant re-prioritisation across the Te Puni Kōkiri regional office infrastructure as well as a greater emphasis within the policy and monitoring work programmes. Until decisions are made at a Cabinet level the full extent of this impact is uncertain.</p>
Full implementation of the Whānau Social Assistance programmes to support Māori communities weather the impacts of the economic recession	<p>Te Puni Kōkiri lead role – policy advice, programme implementation and administration/management</p> <p><u>Additional comments:</u></p> <p>The Whānau Social Assistance programmes have been established in 2009/10 and have already resulted in a reprioritisation of both departmental and non-departmental resource. These re-prioritisation decisions were largely reflected through Budget 2009. In addition, I have ensured the investment portfolio within the Non-Departmental Funds<sup>2</sup> in 2009/10 and out-years incorporate related initiatives.</p>
Achieving economic development opportunities for Māori through a focus on growing the Māori asset base, more value add in the Māori economy and taking Māori assets to the world	<p>Māori Economic Taskforce (MET)</p> <p>Te Puni Kōkiri joint lead with relevant Ministries, including MED and MFAT – policy advice, programme administration/management, facilitation and programme implementation.</p> <p><u>Additional comments:</u></p> <p>The MET and the initiatives it's progressing are currently funded through re-prioritisation decisions made as part of Budget 2009.</p> <p>However, to fully support the success of the MET, I am seeking additional emphasis in the area of Māori economic development from Te Puni Kōkiri, and as part of that, I am seeking new funding through the Prime Ministers "rolling maul" budget allocation of \$10 million in 2010/11.</p>
Comprehensive review of Māori language activity and funding across Government agencies culminating in the development of a revised Māori Language Strategy and possible	<p>Te Puni Kōkiri lead – policy advice, lead a Value for Money (VfM) review and implementation of review recommendations</p> <p>Te Taura Whiri i te Reo Māori (the Māori Language Commission) – continual promotion of Māori language under current Māori Language settings and participation in a VfM</p>

<sup>2</sup> Rawa, Mātauranga and Whakamana

<p>recommendations for structural change.</p>	<p>review.</p> <p><u>Additional comments:</u></p> <p>In order to maintain momentum in the Māori language sector, I have furnished a budget package – much of this package signals future requirements (i.e. Budget 2011 and beyond), for key dimensions of Māori language revitalisation. I do not expect a revised Māori Language Strategy to reduce these requirements. I am also requesting that Te Puni Kōkiri works in cooperation with the Ministry of Education to undertake a joint value for money review of Māori Language funding across the two Votes.</p>
<p>Continuing support for progressing Treaty Settlements towards 2014</p>	<p>Te Puni Kōkiri support to OTS – policy advice (mandate and ratification), facilitation and brokerage</p> <p><u>Additional comments:</u></p> <p>The Cabinet paper; “Roadmap Aiming to Settle all Historical Treaty Claims 2014” [TOW (09) 38 and TOW Min (09) 13/4], identifies the additional dedicated resource required of Te Puni Kōkiri in order to meet Government’s aim to settle all Treaty claims by 2014. The additional funding required is estimated to be \$1.7m in 2011/12 and 2012/13, reducing to \$0.9m in 2013/14 and 2014/15. At this point, I do not intend seeking additional funding, although I will be reviewing Treaty settlements resourcing requirements on an annual basis.</p> <p>Te Puni Kōkiri anticipates that more facilitation and brokerage services will be required as the pace of Treaty settlements increase. Whilst this has been factored into the above estimates, it is a relatively unknown factor and could potentially pose significant capacity issues for Te Puni Kōkiri in meeting timeframes.</p>

## Section 2: Reprioritisation

I do not expect there to be any fundamental change within the Vote in order to achieve the above priorities (dependant on outcomes of Whānau Ora Cabinet decisions and the shape of the Foreshore and Seabed Act replacement regime).

In respect to Te Puni Kōkiri, its core business as principal advisor on Crown-Māori relationships remains. These are:

- Leading and influencing Government policy as it relates to Māori;
- Managing and advising on Crown-Māori relationships at the national and local level; and
- Partnering Māori initiative with investment and facilitation to support the aspirations of Māori people to realise their own potential.

I have already sought some significant shifts in both departmental output priorities and the non-departmental investment portfolio of the Māori Potential Fund to support the Whānau Social Assistance programmes during 2009/10.

This has involved the establishment of two departmental programmes; Kaitoko Whānau (Whānau Advocates) and Oranga Whānau (Nannies) at the expense of existing local level programmes; Kapohia ngā Rawa (mentors) and Kaitaki-a-Rohe (advisors). Staff and other resource from across Te Puni Kōkiri is required on an on-going basis to ensure appropriate policy support, regional relationship and contract management, suitable evaluation framework and the appropriate corporate infrastructure. This has and will continue to be done within existing departmental resource.

Similarly, across the non-departmental investment portfolio I have sought a redirection of funding from some smaller scale one-off community based funding to nation-wide programme based community funding, for example; Kaitaki Whānau ('Hard to Reach' whānau) and Māra Kai (community gardens).

The establishment of the Māori Economic Taskforce (MET) and associated funding of MET led initiatives in Budget 2009 also led to a reduction in the non-departmental investment portfolio available for other community based initiatives in 2009/10 and 2010/11. Again, staff and other resource from across Te Puni Kōkiri is required on an on-going basis to ensure appropriate policy support, investment management and administration, suitable evaluation framework and the appropriate corporate infrastructure. Unlike the Whānau Social Assistance programmes, supporting MET activity<sup>3</sup> has been in addition to existing Te Puni Kōkiri workload. Again, this has and will continue to be done within existing departmental resource.

Further shifts across both departmental output priorities and the non-departmental investment portfolio will be required in 2010/11 and out-years to ensure achievement of my priorities. These are discussed below:

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<sup>3</sup> Outside of the direct departmental funding of the MET - \$0.5m

## Foreshore and Seabed Review

In September 2007 Te Puni Kōkiri received new baseline funding to contribute to the implementation of an expanded foreshore negotiations work programme of \$0.38m per annum [POL Min (07) 22/11 refers]. The future resource requirements for foreshore and seabed related matters is dependent on the nature of the replacement regime, and particularly, the extent to which that regime may require the negotiation of Foreshore and Seabed Agreements with iwi, and / or on-going local level engagement regarding customary interest, regulatory matters, decision making etc in the area concerned.

## Māori Economic Development

Māori are affected by economic trends in specific ways, reflecting the unique distribution of Māori economic activity across regions, sectors of the economy and types of jobs. A key challenge facing Māori economic development is the disadvantage and disparity by some Māori relative to non-Māori. This, in fact, presents us with a significant opportunity to make stronger advances to support and invest in Māori economic growth.

The intervention logic applied to the specific priorities I am pursuing in this area includes:

- It is critical government do more to improve the skills, training and qualifications of young Māori – given the younger age profile of Māori, there is obviously a built-in momentum to better utilise this human capital talent for the future growth of New Zealand.
- At the Māori asset and enterprise level more needs to be done – Te Puni Kōkiri research suggests that there is significant untapped potential within the Māori tourism sector if more effort was put into raising the quality of Māori tourism experiences and the capability of Māori tourism operators.
- Increased Māori participation in New Zealand's economic system, through for example, Treaty settlements adding to the Māori asset base, has meant many iwi and Māori entities are now wanting to identify the opportunities for innovation and science to unlock the potential value in the Māori asset base.
- There is also increased enthusiasm from Māori enterprises now wanting to play their part as a significant export earner for New Zealand. More support is required – both to support Māori business engagement in key events, such as the Shanghai expo and more generally to increase the capability of Māori enterprises for taking Māori assets to the world.

Policy advice, monitoring and research – increased capacity is required to ensure the appropriate policy settings are in place in support of the Māori economic development initiatives I am pursuing. This includes the ability to service the policy and research needs of the MET. I am also looking for a greater capacity within Te Puni Kōkiri to provide high quality second opinion policy advice concerning the impact on Māori as a result of the Government's wider economic growth agenda; dairy, forestry, aquaculture/seafood, mining, resource management, taxation system, the New Zealand Productivity Commission etc.

Māori Business Facilitation Service (MBFS) – partial change in emphasis to support Māori business ‘readiness’ for export and greater focus on the Māori tourism sector. Currently, the MBFS caters to small to medium Māori business start-ups.

Māori Potential Fund – growing emphasis on investments in skills and training, innovation and science (refer discussion on the Māori Potential Fund below).

Aligned to this activity is also Government’s recent decision to establish a New Zealand Productivity Commission. Te Puni Kōkiri has agreed to support this initiative through a commitment to baseline funding to the magnitude of \$0.07m in 2010/11, \$0.14m in 2011/12, and \$0.15m in 2012/13 and out-years.

#### Treaty Settlements towards 2014

Policy advice (mandate and ratification), facilitation and brokerage – increased capacity (as per TOW Min (09) 13/4) required in both national and regional offices. The provision of the same services currently being provided, however, in order to meet the Government’s 2014 commitment will require additional capacity from 2011/12 and 2012/13 costing \$1.7m, reducing to \$0.9m in 2013/14 and 2014/15.

At this point, I do not intend seeking additional funding, although I will be reviewing resource requirements on an annual basis.

Te Puni Kōkiri anticipates that more facilitation and brokerage services will be required as the pace of Treaty settlements increase. Whilst this has been factored into the above estimates, it is a relatively unknown factor and could potentially pose significant capacity issues for Te Puni Kōkiri in meeting timeframes.

#### VfM review of Māori language and implementation

Te Puni Kōkiri will have a lead role (in conjunction with the Ministry of Education) to undertake a comprehensive review of Māori language activity and funding across Government agencies culminating in the development of a revised Māori Language Strategy and possible recommendations for structural change. I expect that the review in the first instance is jointly funded through Vote Māori Affairs and Education departmental appropriations.

#### Constitutional Review and Reform

Te Puni Kōkiri (in conjunction with the Ministry of Justice) will play a lead role in the constitutional review and reform.

Terms of Reference of the forthcoming constitutional review are currently under development. The first stage of the review will be the facilitation of informed dialogue among Māori, which Te Puni Kōkiri will undertake. Following that, the scope of issues for inclusion in the review will be confirmed, and Te Puni Kōkiri will participate in the overall review process. It is likely that this will require an on-going facilitation and brokerage role for Te Puni Kōkiri during the process as well as provision of related policy advice. The extent of work required will be largely dependent on the agreed terms of reference and level of wider engagement required. This is additional new work for Te Puni Kōkiri, and is being managed from within baseline.



### Whānau Ora

As noted above, detail on the implementation of the Whānau Ora initiative is still subject to Cabinet decisions. The currently supported model seeks the related appropriation to be administered through Vote Māori Affairs, although the quantum is to be determined along with the detailed operational arrangements (due 30 March 2010). Whilst there appears to be support for Te Puni Kōkiri taking a lead operational role, further specificity on the agency roles of Te Puni Kōkiri, the Ministry of Social Development and the Ministry of Health is under development and subject to agreement in-principle to the proposed arrangements by Cabinet.

For this reason, the impact of Whānau Ora has not been considered in the preparation of this proposal.

### Māori Potential Fund

The Māori Potential Fund (the Fund) incorporates three non-departmental output expense appropriations; Rawa, Mātauranga and Whakamana. The Fund enables outcomes-based investments that help realise Māori potential. Specifically to invest in Māori initiatives that better position Māori to build and leverage off their collective resources, knowledge, skills and leadership capability to improve their overall quality of life.

The Fund has undergone considerable reprioritisation since I became Minister of Māori Affairs.

Under the previous administration the policy settings were very much a community led, demand driven funding approach. I have already created within the fund separate funding streams for cadetships to create jobs and the Māra Kai marae based gardening project.

My first task as Minister was to develop investments/strategies aimed at lessening the impact of the recession on Māori; hence investments like cadetships, māra kai, language, community led and based investments, because this approach is best placed to counter effects of recession. This work is still needed during the next couple of years.

In Budget 2009, I agreed to reprioritise the fund to create a fund of \$4.5m to support my MET initiatives; \$1.5m to continue whānau language initiatives and \$0.6m for Iwi Radio. In addition \$1.45m from the fund will be supporting the Māori Wardens project in 2010/11.

From the existing appropriation, I have allocated funding to skills and training development (e.g. \$1m for Infratrain, launched by the Prime Minister and me); Rugby World Cup related investments including a Māori Television Service contract of \$1.7m and \$1.2m over two years to subsidise free-to-air broadcasting rights; Youth focussed projects with "hard to reach" whānau \$0.5m and Community led investments of \$5m.

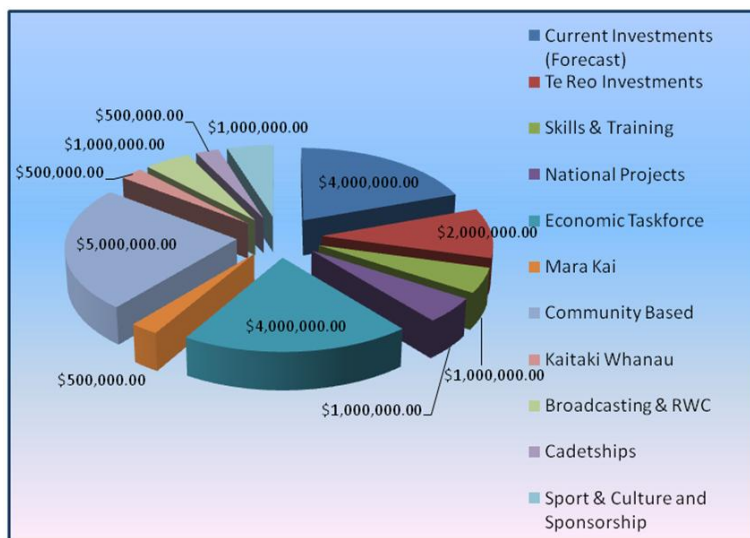
Reprioritisation decisions are summarised below and include direct reductions in MPF available funding through fiscally neutral transfers and ring-fenced funding retained within the MPFs:

<b>Re-prioritised MPF Funding</b>	<b>2008/09 (\$000)</b>	<b>2009/10 (\$000)</b>	<b>2010/11 (\$000)</b>	<b>2011/12 (\$000)</b>	<b>2012/13 (\$000)</b>
Māori Wardens Programme - Dept	1,450	1,450	1,450	1,664	1,664
Ministerial Economic Taskforce - Dept	200	500	500	-	-
Ministerial Economic Taskforce initiatives – retained within MPF	-	4,500	4,500	-	-
Whānau Language Development – retained within MPF	-	1,500	1,500	-	-
Māori Radio Broadcasting (Iwi Radio) – Non-Dept	-	600	600	-	-
Enviroschools – MfE trsfr	-	400	-	-	-
Contribution to free-to-air broadcasting rights of RWC – MCH trsfr	634	556	-	-	-
	<b>2,284</b>	<b>9,506</b>	<b>8,550</b>	<b>1,664</b>	<b>1,664</b>

I am concerned that any further erosion of the fund will have a detrimental effect on Māori communities and the social assistance programmes I am developing with the fund to support vulnerable whānau manage their own recovery from the recession.

It is now likely that Te Puni Kōkiri will have a lead role in the implementation of Whānau Ora, and even with additional funding in Budget 2010 I have no doubt that Whānau Ora funding requirements will place additional pressures on an already fully subscribed fund.

The following chart is included for your further information detailing provisional funding commitments for 2010/11 and 2011/12.



Aligned to the changing portfolio of the Fund, I am expecting increased efficiencies within Te Puni Kōkiri in regards to the administration and management of the Fund. This in part is due to the reduced number of isolated, low level community based funding to an investment portfolio dominated by nation-wide, large community initiatives. Whilst a number of the programmes I have established will require greater effort from Te Puni Kōkiri in respect to programme management, this can be more readily centralised. Increasing administrative efficiencies across the Fund will be essential to ensuring Te Puni Kōkiri can absorb the operational pressures described above within existing resource levels.

#### **What would stop or decrease?**

The responsibilities within the Māori Affairs portfolio are wide ranging and important for the furtherance of Māori development. As such there are no significant activities within the Vote that I am proposing to cease or decrease.

Whilst I am seeking new funding through the Prime Ministers “rolling maul” budget allocation of \$10m in 2010/11 this is for the direct funding of new initiatives through my Māori economic development priority.

Despite growing pressure on the capacity and capability of Te Puni Kōkiri, I am not seeking additional departmental funding. Rather, I have challenged Te Puni Kōkiri to find operational savings across the Ministry in order to meet my expectations outlined above. I will, however, emphasise that this will be a significant undertaking for Te Puni Kōkiri, particularly if their lead role in the implementation of Whānau Ora is confirmed.

On a similar note, the Te Puni Kōkiri policy function spans the breadth of issues before the government at any point in time. Again, while I am not seeking additional funding to support the policy capacity of Te Puni Kōkiri, I am signalling that I will maintain the overall policy effort, but will adjust the emphasis and areas of priority for Te Puni Kōkiri to involve itself in according to Government and Ministerial priorities. This will include a capping of resource dedicated to fulfilling Te Puni Kōkiri’s statutory monitoring role to current levels.

Te Puni Kōkiri has taken a number of different approaches to its statutory monitoring role since the passage of the Ministry of Māori Development Act 1991. Initially the role was carried out through agency capability reviews and from 2001-03 a focus on ‘effectiveness

audits' of programmes under the Government's 'closing the gaps' policy. Since 2004, the monitoring role has been effected through working with other agencies (rather than auditing them) and through the development of statistical capability.

One particular area of work that I am signalling that I will not be progressing, beyond the commitments currently within TPK's work programme, is negotiating 'outside of settlement' side agreements. These matters tend to emerge through the settlements process, but are sectioned off as 'outside of settlement' rather than as part of a claimant group's comprehensive settlement. They have typically been transferred to Te Puni Kōkiri to undertake on behalf of government, and consume a significant amount of resource that is typically not planned for. Examples include, the Whakarewarewa and Roto-a-Tamaheke Vesting Act, for which Te Puni Kōkiri led the negotiations, policy, legislative and implementation processes; the Wharewaka on Wellington waterfront; re-erection of the Mataatua Whare at Whakatane; and capacity building funding provided to Turanganui claimants outside of settlement. It is my view that these are all redress items, and should form part of comprehensive settlement negotiations.

I also note that responsibility for negotiating settlements for contemporary claims often falls to Te Puni Kōkiri. Whilst I accept that Te Puni Kōkiri has the appropriate capability to undertake the necessary negotiations and related implementation work, it is important to note that there is currently no available funding within the Vote to fund contemporary settlements.

To-date these arrangements have required specific Cabinet approval and associated one-off funding, which has been sought through previous budget processes (approximately \$40m since 2007). This approach has significantly distorted the budget process in Vote: Māori Affairs. However, I am concerned at the increasing trend for pressure to be applied to source this type of from existing Vote Māori Affairs baselines. For example; the current Budget 2010 initiative submission for the Ngāti Rārua and Ātiawa Iwi Trust (NRAIT). Based on our experience to date, it seems likely that arrangements of this nature will continue to emerge, and it is my expectation that contemporary settlements should receive new funding, over and above existing baseline.

There are a number of activities underway within Te Puni Kōkiri to meet my expectations of realising operational efficiencies, some of which were identified at the beginning of the year as 'Performance Improvement Actions' (PIA) within the Te Puni Kōkiri Output Plan. The various activities include:

- Develop a robust costing model for the administration of the Fund (PIA);
- Review of the administrative requirements of the Fund with the intention of developing a more streamlined and efficient process;
- Expenditure review of all travel related costs within the Relationships and Information (R&I) Wahanga (Business Unit);
- Māori Wardens Programme expenditure review to ensure the programme remains viable against a background of reducing baseline funding (from \$3.2m in 2008/09 reducing to \$1.8m in 2011/12).

Additional activities will be agreed with Te Puni Kōkiri and form the PIAs for 2010/11 as part of developing the Te Puni Kōkiri Statement of Intent (Sol) and Output Plan. In some instances the outcome of these activities may lead to reductions in FTEs through a combination of natural attrition, voluntary redundancies and isolated restructuring.

In my 'letter of expectation' issued to the entities operating within the Māori Affairs Portfolio; Te Māngai Pāho (TMP), Te Taura Whiri i te Reo Māori (TTWh), and Māori Television Service (MTS) I have given the same challenge. I will be seeking specific strategies from each of these entities on how they will seek operational efficiencies through the Sol process so that they can retain existing service levels within current baselines over the short to medium term.

**Section 3: Summary of Financial Movements**

Refer: "Baseline Alignment Proposal – Financial Summary Report" attached.

## Baseline Alignment Proposal - Financial Summary Report

Vote:	Maori Affairs	2009/10	2010/11	2011/12	2012/13	2013/14
		(\$000)	(\$000)	(\$000)	(\$000)	(\$000)
<b>Baseline (2009/10 FBU)</b>		<b>176,097</b>	<b>166,492</b>	<b>165,928</b>	<b>164,428</b>	<b>164,428</b>
Share Allocation		0	0	0	0	0
Centralised Saving		0	0	0	0	0
Reprioritisation						
Constitutional Review and Reform		50	150	0	0	0
Maori Economic Development capacity		0	300	300	300	300
Maori Language VfM Review		0	250	0	0	0
TPK operational efficiencies		-50	-700	-2,000	-2,000	-1,200
Treaty Settlements towards 2014		0	0	1,700	1,700	900
<b>Total Reprioritisation</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Transfers Outside Vote						
New Zealand Productivity Commission		0	-70	-140	-150	-150

NZ Productivity Commission	0	-70	-140	-150	-150
Support for Free to Air Broadcasting Rights to 2011 RWC	-634	-566	0	0	0
<b>Total Transfers Outside Vote</b>	<b>-661</b>	<b>-796</b>	<b>-273</b>	<b>-150</b>	<b>-150</b>
<b>Total Changes</b>	<b>1,339</b>	<b>35,204</b>	<b>32,727</b>	<b>32,850</b>	<b>29,850</b>
<b>Total Proposed Baseline</b>	<b>177,436</b>	<b>201,696</b>	<b>198,655</b>	<b>197,278</b>	<b>194,278</b>