



ANNUAL REPORT 2021/2022

| | |
|---------------------------------|--|
| Charity Name: | ZOV UK |
| Charity Registration No: | 1104091 |
| Address of Charity: | 48 Talbot Road, London, N6 4QP |
| Current Trustees: | Lucy Rosenstein, Charlotte Healey, George Karaargirov, Dimitar Velikov, Mark Giulianotti and Branimir Zelenkov |
| Financial Trustee: | Charlotte Healey / Mark Giulianotti |

Structure, Governance and Management: Two annual trustees meeting held each year. Charlotte Healey, the Director, is in charge of the daily management and reporting of this charity. Trustees are appointed at two annual meeting between where at least three trustees must attend, the minutes are circulated, and any decision circulated for agreement with other trustees. Appointments of Trustees are reviewed each year with any interested parties who have contacted the charity presented at the annual meeting with the current trustees resigning and being re-elected. Trustees do not receive remuneration or any other benefits for their service.

Reporting: Financial year end is March 22 and operational performance ending December 21 to cover 2021/2022 Annual Reporting period.

Financial Performance: In the accounting period ending March 2022 total income was (£31,932) and Total expenditure totaled (£38,384). At the end of the accounting period, funds in the UK bank account were £64,009.

Of those funds:

- £6,000 were restricted to charitable activities in August and September, and
- Further £10,000 for the outreach and mentoring activities in 2022/2023
- £18,000 reserves (see below)

2021- 2022 fundraising activities met our target budget in order to continue with our programmes at their present levels. Our annual budget is now around £30,000-£35,000.

Reserves Policy: It is ZOV UK's policy to maintain a balance on unrestricted funds which equates to around 6 months unrestricted payments which equates to around £15-£18,000. In 2018 it was agreed that we should increase the reserves to £15,000 and in 2021 to £18,000. We maintained a reserve in the form of unrestricted funds of £18,000 in 2021 which equates to approx. 6 months. This level of reserves is deemed appropriate due to the varying nature of the income sources which are not guaranteed. It was agreed to keep the reserves at the level to reflect future income predictions.

Volunteers: ZOV would like to thank all the trustees who work on a volunteer basis to make the charity run and prosper.

Safeguarding: Although ZOV UK does not undertake any work directly with children in the UK, we do support the work of organisations on the ground in Bulgaria primarily through ZOV Bulgaria. Each year we make sure we are supporting those organisations that are best in line with our objectives and mission as a charity. In 2021 we supported ZOV BG organisation which is a licensed social support service centre for the number: П – 3129-178 for supporting the skills and development of children including those with special needs. Reports on our activities are sent to the National Agency for Quality of Social services.

Each year we ask for a copy of the signed licence and Katia Zlatkova, the director in Bulgaria, signs a declaration that all documents and contracts are in place for 2021/2022 for the safe and complaint operation of the organisation according to Bulgarian law. Copies of which are circulated to the trustees. We request and receive each year the financial accounts for the charities we fund in Bulgaria. These reports are available and are submitted to the National Tax Agency in accordance with Bulgarian law.

Privacy Policy and General Data Protection Regulation Compliance (GDPR): The only data ZOV holds is email addresses on Campaign Monitor, a forum that we use to send newsletters. There is, and has been for five years, an unsubscribe function for those who do not want to be contacted anymore. Campaign Monitor has measures to make sure the data is held securely. You can view their GDPR policies and procedures at the following link <https://www.campaignmonitor.com/trust/>. We will never share the information we have with 3rd parties, without consent. If there is a data breach we will contact Campaign Monitor to understand what has happened as they hold the email list, and if contact is made without prior consent or you are unhappy about the level of contact your data will be immediately removed from the database and a record of the breach will be kept. We will endeavour to inform those whose data has been breached within 72 hours.

From the 25th May 2018, for anyone that expresses an interest in our work and wants to receive further information, we will make sure expressive consent is sorted out, including consent to the timings, content and frequency of all further contact. We will only hold personal information where consent has been provided. Evidence of consent will be recorded and not passed on to any third parties.

Monitoring and Evaluation: Every 3- 6 months, depending on the level of project activities, ZOV BG measures the children's and young person's improvements in:

- ▶ Communication skills
- ▶ Independence
- ▶ Behaviour
- ▶ Cognitive skills
- ▶ Self-esteem, and
- ▶ Team work

They also note achievements and participation in extra circular activities such as sports, participation in concerts and improved marks at school. In addition, they use evaluation forms and questionnaire so the student volunteer mentors can capture any improvements or changes in the children's behaviour and educational achievements. Meetings are held during the year to make sure they are addressing the needs of the children and those who work with them in the best possible way using the feedback reviewed from all those involved in our projects. In addition to this the team in Bulgaria hold meetings every few months to review work with a meeting twice a year with members of ZOV UK to discuss how best to achieve our aims.

Objectives and Activities: In 2020 one in three (36%) of children are at risk of poverty and social exclusion, one of the highest rates in the European Union*. A large numbers of children are still placed in institutional care. These children are less likely to meet their potential and need extra support - particularly with regards to education. ZOV supports children who are growing up in institutional care, many of whom have suffered severe trauma. We also support children and young adults with a range of disabilities and those at risk.

We help them to prepare for life outside the home until they are secure and independent, and see each child's unique potential, facilitating the development of their skills and talents. We also help them build confidence, by providing a range of different creative and educational programmes. Our dedicated team of staff have built lasting relationships with many children since ZOV started in 2006. Many of these children are supporters, volunteers and employees of ZOV today. We also support and work closely with the parents, care givers, staff of the homes, students and teachers. For example, at one centre we work for, around 90% of the staff have volunteered or worked for ZOV and/ or have participated in one of our programmes.

Core Projects in 2021

- **Children's Project** – Four homes for children deprived of parental care, including a centre for Girls at Risk: 79 children
- **Special Children Project** – Four homes for disabled children some of which are residential: 100 children and young people
- **Outreach and Mentoring** – Six homes, two schools 153 children and 80 mentors, to prepare children for independent living and provide opportunities for jobs and further education.

Achievements and Performance (end of 2021):

Awards and Studies 2021

ZOV mentors won the biggest award for volunteering from St Cyril and St Methodius University of Veliko Tarnovo.

ZOV won another award for the garden at the Crisis Centre and all sports and recreational activities we run. This award was given by the Child Protection Agency in recognition of good practice and excellent partnerships.

ZOV now has **19** local and national awards

COVID-19

There were a number of lockdowns in 2021, but ZOV was able to continue its work with special permission from the Municipality of Veliko Tarnovo. The only restrictions were those concerning student volunteers who could only work with children online. As of October 2021, 30% of volunteers work face to face and the remaining 70% online.

NEW CENTRES

In 2021 we started working with 25 women and children from a new centre for women and children at risk and a new school, working with children at risk.

Key Achievements

Educational & Employment Successes

19 children and young people, including those with special needs, completed paid work experience with **7** gaining full or part-time employment.

142 children received one-to-one mentoring support as part of ZOV's educational club. School results and general motivation have increased.

3100 online individual meetings between mentors and children.

Extended scope of the Mentoring Project, including **20** new adults with special needs and **20** children at risk from the new school.

60 videos using games activities and role play were created by ZOV to support the online educational club.

ZOV provided **2** young people with a university grant. In return they volunteer and help out with ZOV's Children's or Educational Clubs. They were both part of the Mentoring and Outreach Projects and have spent much of their lives in institutions.

100% of children that left care either went to university or started a permanent job.



Prevention of Children Going Into Care

100 children with a range of special needs, some of whom have parents who struggle to cope, received weekly music, art and speech therapy support.

ZOV worked with **47** children at schools from poor families who are at risk of dropping out of school.

Staff Wellbeing and Training

ZOV held training for **20** childcare professionals, including ZOV staff and mentors, on methods of working with children with special needs.

120 staff members from **12** centres received specialist individual support and group therapy to learn how to better understand and support the children's needs and behavior.

We ran **12** group sessions and **16** individual sessions for **120** staff from five centres to help support them and the children through this challenging time.



Volunteering

100 student volunteers from the local university provided weekly educational and mentoring support to the children and young people we work with. **5** of these mentors are now employed by ZOV. **12** of these mentors graduated and where employed by the local social services.

38 previous mentors are now employed by the Homes we work in.

Empowerment

79 children participated in a range of weekly sessions, including music, dance, English, sports, computers, and cooking.

100-120 children and young people including those with special needs, from **11** centers participated in a charity Martenitsi bazaar in March to celebrate the 'Baba Marta' festival and the coming of spring. They also participated in another bazaar at Christmas, raising money through selling gifts. All the gifts made for the bazaars were created in the sessions organised by ZOV.

ZOV participated in **4** small concerts and performances this year in the Centres.

25 children received **44** medals after participating in **3** national sports tournaments. It was the first time the girls from the Crisis Centre participated in sports tournaments.



Providing Recreational Opportunities

ZOV organised for **114** children from **9** centres to go on summer trips this year to the mountains of Stara Plana, Baba Stana and sea camps at Kraimorie. Thanks to the generosity of Friends of Bulgaria, **60** children and young people from **6** homes stayed at the beautiful Baba Stana. Children participated in games, activities, walking, learning to cook, making art and crafts, theatre sessions and visiting local places of interest such as Troyan Monastery. Many of the groups were accompanied by the ZOV team who supported staff and arranged a number of activities.

68 children went on a number of smaller 2-3 days trips to historic and educational places such as Panega River, Prohodna Cave, Apriltsi and Tryavna.

ZOV provided **180** children in **13** centres with Christmas presents and a party. A big thank you to Dimi and George Velikov and CORDET for making this happen

Resources

ZOV provided **6** new computers and IT equipment. We also repaired over **30** computers and purchased **30** headphone sets and **20** cameras to make sure online schooling and related activities could continue.

We also helped improve the internet services for four Homes and organized for a Home in a remote village to get internet.

Building Life Skills

22 children and **40** adults with special needs from **3** Residential Centres have been taught life skills, such as budgeting, growing vegetables and cooking.

140 children and **20** adults with special needs received educational and life-skills sessions



Providing Recreational Opportunities

ZOV arranged for **167** children to have a **summer holiday** this year. Thanks to the generosity and support of Friends of Bulgaria, **60** children and young people from **6** homes stayed at the beautiful place that is Baba Stana. Staff, teachers and children are very grateful for the opportunity to go away for a holiday - especially after 4 months of being locked down.

14 environmental and educational day trips were organised for around **107** children.

Christmas presents and parties were organized for **165** children from **12** centres.

Feedback on Our Work

Children and Young People

"I am very grateful to ZOV that I had the chance to have a mentor. I realise now how important is to have someone to help you, give you advice and be your friend. Someone to trust you especially when preparing for the future", Angel, 18

"I am sure that I can be more independent now after the summer paid work experience and I am not afraid to become an adult now", Toshko 17

"I feel so happy to be a mentor, I can see the results of my mentee, and I feel proud of myself and her", Maria, mentor

"I want to learn more about computers, I will need this skill in my life" Asan 12

"The concert for celebration of the International Day for the Elimination of Violence against Women and Children is a great event and it makes me feel that I am not alone", Stela, 15

"I like the art session, they make me feel calm and happy" Katia, 14

"Staying at Baba Stana was amazing, I am so impressed, it was so beautiful being in nature, I forgot about my problems and the bad things in this world. I felt like I was in a fairy tale, thank you for making this possible", Alexandra, 17

Teachers and Directors

Thank you for donating the computers which meant the girls can participate in the Mentoring project. ZOV's support has not only enabled better communication but also supported the girls educationally. Before ZOV they didn't have online schooling and this was a big problem. Thank you very much!", Viktoria Ivanova, Director of Crisis Centre, Balvan

"Thank you ZOV for the trips. You have been at our side in all these 6 years, you never forget us, never stop supporting us and helping us to give better care to our children". Meggi, Director of a Residential Home in Veliko Tarnovo

"Thank you for making us part of your community, for being our partners - for the Association ZOV Bulgaria, for giving us the opportunity to develop our children! We are proud to be partners of ZOV and thank you for everything you do with us ", Diana Petkova, Director of Tsani Ginchev Primary School, Lyaskovets

Plans for 2022

In 2022, through ZOV's work, we will continue to research and develop methods of working with vulnerable children and children at risk with a focus on improving independence, behaviour and wellbeing. We will continue our work and look to expand to support more children at risk through working with local schools and families.

ZOV also encourages the development of our staff. Four key members of ZOV (40%) of ZOV staff have a PhD degree or are studying for a PhD. To date we have **31** publications: **8** publications in English, **23** in Bulgarian, including **3** books on ZOV's work. In 2022 we are looking to publish **3** more books based on our work and experience.

Building on the success of the Individual Support Project in 2021, ZOV will continue to provide support sessions to **120** members of staff who work with us. The sessions will be provided in individual and group formats, focusing on supporting the staff and how to address the children's needs in the best possible way.

2021 has been an amazing year, with **271** children benefitting from the programmes that ZOV runs. A special thank you to all our trustees - Lucy Rosenstein, Bran Zelenkov, Charmian Perkins, George Karaargirov, Dimi Velikov, and Mark Giulianotti. Also our funders and supporters - including Friends of Bulgaria, Communitas Foundation, Ana Zelenkov, Anelia Modrin, George Velikov and CORDET.

Evidence of how our approach works

- ▶ In 2016 and 2017, 2019, 2020 and 2021 100% children who left the homes in which we work found jobs or continued on to further education. In 2018 the figure was 83%. This compares to 20% prior to our work.
- ▶ Two of our long-term members of staff have completed PhDs on ZOV's results and methods of working with children. These methods have been used across Bulgaria. Two other members of ZOV are currently working on their PhDs related to ZOVs work.
- ▶ 31 publication - 8 publications in English 23 in Bulgarian including 3 books on ZOV's work
- ▶ 380 students have provided mentoring and educational support to over 340 children. Mentoring and educational club are currently online and the success of this has been replicated in two other NGOs in Bulgaria.
- ▶ 90% of the Crisis Centre staff has been part of the ZOV Outreach and Mentoring Project. Three Directors of the homes we work with have been Mentors.
- ▶ 19 National and Local Awards

The trustees have confirmed that they have complied with their duty to have due regard to the guidance on public benefit published by the commission in exercising their powers or duties.

ZOV

CHARITY NUMBER 1104091

STATEMENT OF ACCOUNTS

For the year ended 31st March 2022

ZOV

ESTABLISHED BY DEED

CHARITY NUMBER 1104091

Registered Address: 48 Talbot Road
London
N6 4QP

Trustees: Lucy Rosenstein
Charlotte Healey
George Karaargirov
Dimitar Velikov
Mark Giulianotti
Charmian Perkins
Branimir Zelenkov

Financial trustee: Charlotte Healey

Independent Examiners: CRASL
Carlton Park House
Carlton Park Industrial Estate
Saxmundham
Suffolk
IP17 2NL

ZOV

CHARITY NUMBER 1104091

STATEMENT OF ACCOUNTS

For the year ended 31st March 2022

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ZOV
CHARITY NUMBER 1104091

ESTABLISHED BY DEED

TRUSTEES' REPORT FOR THE YEAR ENDED 31st March 2022

Organisational Structure

The charity trustees are responsible for the overall management of the charity. The trustees give their time freely and receive no remuneration or other financial benefits.

The Trustees together with the members committee meet monthly to ensure the smooth running and financial well being of the charity.

Recruitment and appointment of trustees

The existing trustees are responsible for the recruitment of new trustees from the local community.

Induction and training

Following appointment, new trustees are given copies of the trust deed and relevant publications from the charity commission.

Risk Management

The trustees assess the risks the charity faces and identifies the major risk by area of activity. These are reviewed regularly. The insurance cover is in place and finances are kept under review.

Objectives and activities

Finances



.....
Mark Giulianotti
Trustee

ZOV

CHARITY NUMBER 1104091

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF ZOV

I report on the accounts of the charity for the year ended 31st March 2022, which are set out on pages 4 to 8.

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND EXAMINER

As the charity's trustees you are responsible for the preparation of the accounts; you consider that the audit requirement of section 144(2) of the Charities Act 2011 (The Act) does not apply. It is my responsibility to state, on the basis of procedures specified in the General Directions given by the Charity Commissioners under section 145(5)(b) of the Act, whether particular matters have come to my attention.

Your attention is drawn to the fact that the charity has prepared accounts in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities published on 16 July 2014, the Financial Reporting Standard for Smaller Entities (FRSSE) is in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has since been withdrawn.

I understand that this has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

BASIS OF INDEPENDENT EXAMINER'S REPORT

My examination was carried out in accordance with the General Directions given by the Charity Commissioners. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on the view given by the accounts.

INDEPENDENT EXAMINER'S STATEMENT

In connection with my examination, no matter has come to my attention:

1

which gives me reasonable cause to believe that in any material respect the requirements

-

to keep accounting records in accordance with section 130 of the Act; and

-

to prepare accounts which accord with the accounting records and to comply with the accounting requirements of the Act.

have not been met; or

2

to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

R Brock MAAT ACCA
CRASL
Saxmundham

ZOV

STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31st March 2022

| | | Unrestricted | Restricted | 2022 | 2021 |
|---|--------------|---------------|--------------|---------------|---------------|
| | <u>Notes</u> | £ | | <u>Total</u> | <u>Total</u> |
| | | | | £ | £ |
| Income and endowments from | | | | | |
| <i>Voluntary Income:</i> | | | | | |
| Donations and legacies | 2 | 9,438 | | 9,438 | 9,809 |
| <i>Activities for generating funds:</i> | | | | | |
| Charitable activities | 3 | 13,240 | 2,254 | 15,494 | 14,504 |
| Grants | 8 | 0 | 7,000 | 7,000 | 14,438 |
| Total income and endowments | | <u>22,678</u> | <u>9,254</u> | <u>31,932</u> | <u>38,751</u> |
| Expenditure | | | | | |
| Cost of generating voluntary income | | | | | |
| Charitable activities | 4 | 38,384 | 0 | 38,384 | 33,366 |
| Total expenditure | | <u>38,384</u> | <u>0</u> | <u>38,384</u> | <u>33,366</u> |
| Net movement in funds | | -15,706 | 9,254 | -6,452 | 5,385 |
| Balances brought forward | | <u>70,461</u> | | <u>70,461</u> | <u>65,076</u> |
| | | <u>54,755</u> | <u>9,254</u> | <u>64,009</u> | <u>70,461</u> |

All of the Charity's activities are classed as continuing.

The Charity has no recognised gains or losses other than those shown above.

The notes on pages 6 to 8 form part of these accounts.

ZOV

BALANCE SHEET

For the year ended 31st March 2022

| | Note | £ | 2022 £ | £ | 2021 £ |
|---------------------------------|------|---------------|---------------|---------------|---------------|
| Fixed Assets | | | | | |
| Tangible Assets | 5 | | 0 | | 0 |
| | | | <u>0</u> | | <u>0</u> |
| Current Assets | | | | | |
| Stock | | 0 | | 0 | |
| Debtors and prepayments | 6 | 0 | | 0 | |
| Cash at bank-current | | 64,009 | | 70,461 | |
| Cash at bank-deposit | | 0 | | 0 | |
| Cash in hand | | 0 | | 0 | |
| | | <u>64,009</u> | | <u>70,461</u> | |
| Liabilities | | | | | |
| Amounts falling due in one year | 7 | <u>0</u> | | <u>0</u> | |
| Net current assets | | | <u>64,009</u> | | <u>70,461</u> |
| Net assets | | | <u>64,009</u> | | <u>70,461</u> |
| Funds | | | | | |
| Genral Fund | | | 64,009 | | 70,461 |
| | | | <u>64,009</u> | | <u>70,461</u> |

Approved by the Board of Trustees on 24 November 2022 and signed on its behalf by:



Mark Giulianotti
Trustee

ZOV

NOTES TO THE ACCOUNT

For the year ended 31st March 2022

1 ACCOUNTING POLICIES

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice and in accordance with the Financial Reporting Standards for Smaller Entities (effective January 2015) and the Charities Act 2011. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by the Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRSSE) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Preparation of accounts on a going concern basis

The assessment of the trustees is that the charity is a going concern.

Income

All incoming resources are included on the Statement of Financial Activities when the charity has sufficient certainty that receipt of the income is probable and the amount can be measured reliably.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a

The charity is not registered for VAT and accordingly expenditure is shown gross of Grants offered subject to conditions which have not been met at the year end date are

Voluntary Income

All donated income is included in income on receipt where the donor requires that the sum is to be treated as income in future accounting periods.

ZOV

NOTES TO THE ACCOUNT

For the year ended 31st March 2022

Investment Income

Interest received is included when receivable.

Fixed Assets

Depreciation is provided on fixed assets at rates calculated to write off the costs, less estimated residual value, or each asset over its expected useful life as follows:-

Furniture, Fixtures and Fittings - 15% on reducing balance

Stock

Stock is valued at a lower of cost and net realisable value

ZOV

NOTES TO THE ACCOUNTS

For the year ended 31st March 2022

| | Unrestricted £ | Restricted | 2022 Total £ | 2021 Total £ |
|---------------------------------|-------------------|--------------|--------------------|--------------------|
| 2 Donations and legacies | | | | |
| Donations & Legacies | 13,240 | 2,254 | 15,494 | 9,809 |
| | <u>13,240</u> | <u>2,254</u> | <u>15,494</u> | <u>9,809</u> |
| 3 Charitable activities | | | | |
| Charitable Activities | 9,558 | 4,946 | 14,504 | 14,504 |
| Investments | 0 | 0 | 0 | 0 |
| | <u>9,558</u> | <u>4,946</u> | <u>14,504</u> | <u>14,504</u> |
| 4 Charitable activities | | | | |
| Raising Funds | 216 | 0 | 216 | 216 |
| Charitable Activities | 38,168 | 0 | 38,168 | 33,150 |
| | <u>38,384</u> | <u>0</u> | <u>38,384</u> | <u>33,366</u> |

ZOV

NOTES TO THE ACCOUNTS

For the year ended 31st March 2022

5 Fixed Assets

| | Scores | Furniture | Total |
|----------------|----------|-----------|----------|
| | £ | £ | |
| Cost | | | |
| | 0 | 0 | 0 |
| | 0 | 0 | 0 |
| | 0 | 0 | 0 |
| | <u>0</u> | <u>0</u> | <u>0</u> |
| Depreciation | | | |
| | 0 | 0 | 0 |
| | 0 | 0 | 0 |
| | <u>0</u> | <u>0</u> | <u>0</u> |
| Net book Value | | | |
| | <u>0</u> | <u>0</u> | <u>0</u> |
| | <u>0</u> | <u>0</u> | <u>0</u> |

6 Debtors and prepayments

| | | |
|-------------|----------|----------|
| Debtors | 0 | 0 |
| Prepayments | 0 | 0 |
| | <u>0</u> | <u>0</u> |

7 Liabilities: Amounts falling due within one year

| | | |
|------------------------------|----------|----------|
| Accruals and other creditors | 0 | 0 |
| | <u>0</u> | <u>0</u> |

8 Grants received

| | 2022 | 2021 |
|------------------|--------------|---------------|
| FOB Grants | 7,000 | 9,750 |
| Restricted Grant | 0 | 4,688 |
| | <u>7,000</u> | <u>14,438</u> |