

ANNUAL REPORT 2020

MASAR ASSOCIATION
JANUARY 2021



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Dear readers,

The year 2020 was remarkably a difficult year at all levels, economically, financially, and in terms of health and security. Yet, Masar Association kept it up and continued to work with the youth seeking to achieve its main goal of empowering them to be able to advocate their rights and become pioneers and initiators of action at the community and national levels.

Despite the damages inflicted on the association's offices as a result of the Beirut blast on August 4, and the constant interruptions in communication and in business working hours due to the coronavirus enforced lockdowns, in addition to banking restrictions resulting from the rampant financial corruption and the economic collapse which prevented young people from moving freely, we at Masar, devised contingency plans that enabled us to overcome these obstacles to a large extent. Work and collaboration between us and the youth ran smoothly.

A big thank you to the young men and women who withstood the massive and unprecedented challenges and difficulties to the end of serving their local communities and the nation at large.

We at Masar, promise the youth that, notwithstanding all difficulties and challenges, we will continue throughout the year 2021 to respect their steadfastness and determination to pursue their development goals and to achieve their demands through new initiatives that address their causes and priorities and increase their participation in the public life.

Kamal Shayya
President

MASAR'S PROFILE

MASAR was founded in 2005 with the aim to contribute to national development processes and the advancement of society. Masar works in Development with a focus on youth, at both, the community and policy levels.

OUR VISION

To build a civic, inclusive, secular, democratic and non-sectarian society.

OUR GOAL

Promoting citizens' participation towards a civic, inclusive, secular, democratic and non-sectarian society.

OUR MISSION

Promoting citizens' participation towards a civic, inclusive, secular, democratic and non-sectarian society through empowerment and advocacy, and through mobilization, training, evidence generation, enabling access to information and lobbying for policy change.

OUR VALUES

Masar works with a wide array of stakeholders on the values of local ownership of developmental interventions, participatory decision making, networking, gender equity, and transparency.

OUR STRATEGIES

- Direct implementation of developmental interventions and through partner organizations.
- Supporting the replication of successful models of citizens' participation.
- Using media to inform, educate, and build a wide support base to our projects and values.



MASAR'S PROGRAMS

“THE COMMUNITY YOUTH DEVELOPMENT (CYD)” PROGRAM



The program aims at mobilizing young people across the less advantaged areas and empowering them to become active agents of change in their communities. The program offers a training pack for youth consisting of various concepts, skills and tools to help them identify and prioritize their needs, problems and aspirations critically, and then plan advocacy projects to tackle their priorities accordingly. The program also encourages youth to build a structured dialogue with local authorities over right& need based issues, and enhance their networking efforts with various stakeholders over issues that affect their lives.

“The CYD addresses youth as the citizens of today, and empowers them to make their voices heard and acted upon today.”

The program is currently being implemented in more than 20 communities across Lebanon, and provides a space for youth to meet, interact, exchange, inspire, complement each other, gain exposure, widen their horizon, and appreciate diversity in Lebanon, which should be viewed as a source of richness. The program provides also an opportunity for youth to put in practice the knowledge and skills they have learned during the trainings, be sensitized to their communities’ realities, and more importantly, gain self-confidence and self-esteem as a result of their community engagement.



“THE NATIONAL YOUTH POLICY (NYP) PROGRAM



The program aims at having a national youth policy in place, which improves living conditions of young people through the provision of quality and multi- sectorial services, and ensures their access to decision-making and positions of influence in the public life. MASAR collaborates very closely on the National Youth Policy with the “Youth Forum for Youth Policy”, a network of Lebanese youth NGOs and youth wings in political parties. MASAR is a member in the Youth Forum and is in charge of its Secretariat since 2011 (www.youthforum-lb.org).

The work on the National Youth Policy in Lebanon was initiated by civil society organizations gathered under the umbrella of the “Youth Advocacy Process” (YAP) back in 2000, concurrently and in partnership with the establishment of the Ministry of Youth & Sports, and with the support of the United Nations Youth Task Force in Lebanon.

The NYP is an exceptional experience in the Arab region, particularly that young people themselves have set its recommendations and submitted them to the Ministry of Youth & Sports, demanding its ratification by the Cabinet. Those concerted efforts resulted in the endorsement of the youth policy document by the Cabinet in April 2012, as one package boasting diverse provisions. It was adopted shortly later by the Youth & Sports Parliamentary Committee. The official launch ceremony was held under the auspices and in the presence of the President of the Republic of Lebanon during the same year. The NYP document comprises 136 recommendations divided into 5 sectors: Migration and demographic characteristics, labor and economic participation, social integration and political participation, education and culture, and health.

Currently, Masar is working with “YAP” and the Youth Forum and many other stakeholders at various levels to implement the national youth policy, notably: generating evidence, empowering young people to advocate their rights, lobbying decision makers, showcasing the work through media.

“HUMAN RIGHTS FOR PALESTINIANS IN LEBANON” PROGRAM



The program aims to advocate the acknowledgment of human rights for Palestinian refugees in Lebanon to ensure them a dignified life until they return to their homeland, and at enhancing opportunities of communication between Lebanese and Palestinian youth for the best interest of both nations. The program is multi- level and includes:

- Inter- communal strolls, study visits, and dialogue sessions between Lebanese and Palestinian youth taking place in Lebanese communities and Palestinian refugee camps. Through such activities, they learn about each other’s reality and discuss several issues, which helps to break prevailing stereotypes.
- Developing policy recommendations and presenting them to decision-makers with the aim to improve the living conditions of Palestinian refugees in Lebanon.

DEVELOPMENT THROUGH ART

Masar believes that art is a vehicle to achieve development. Through theatre, film making, music, among others, youth express themselves better, break their shyness, and feel more confident to engage in the public life.



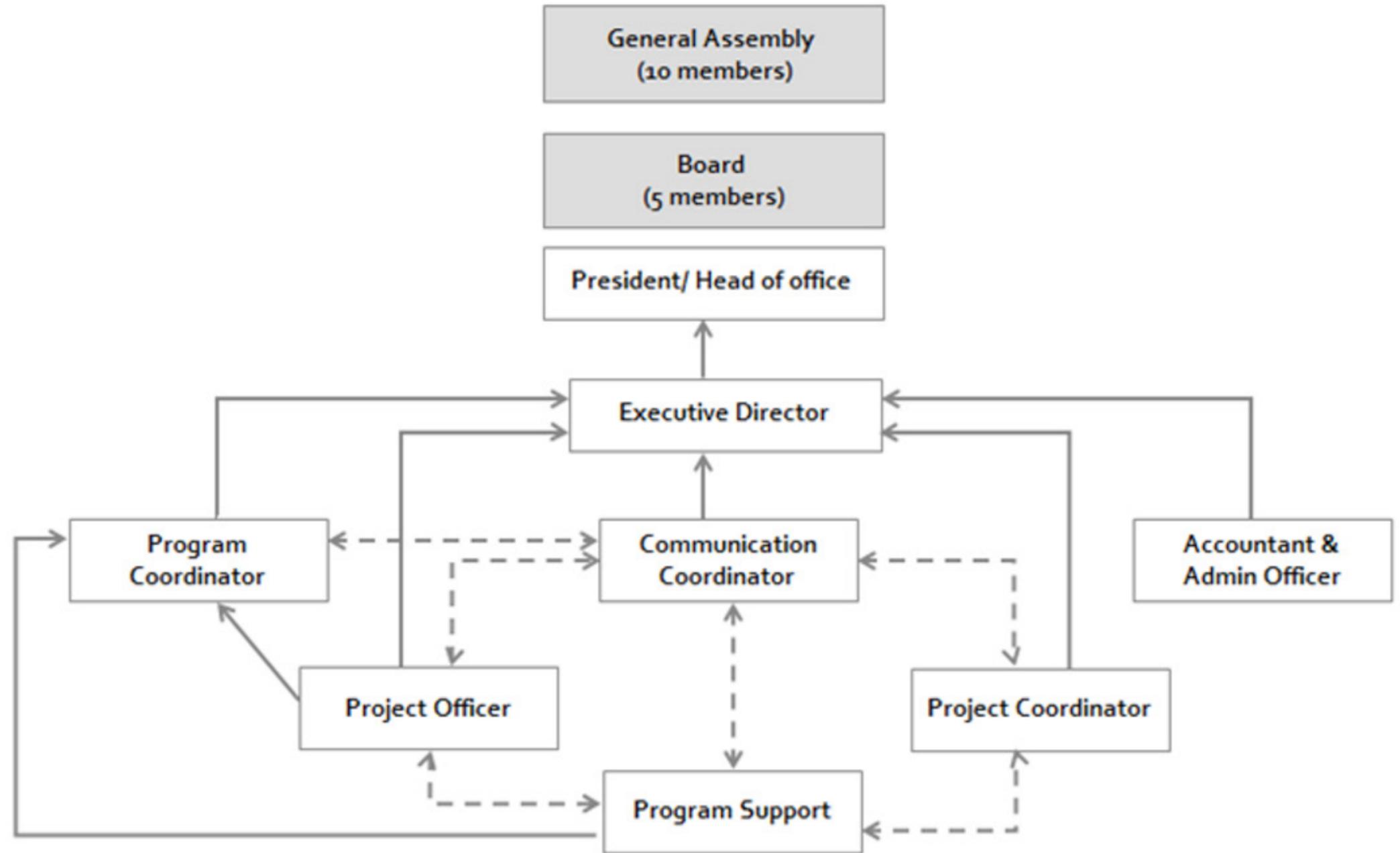
RESOURCES & TRAININGS

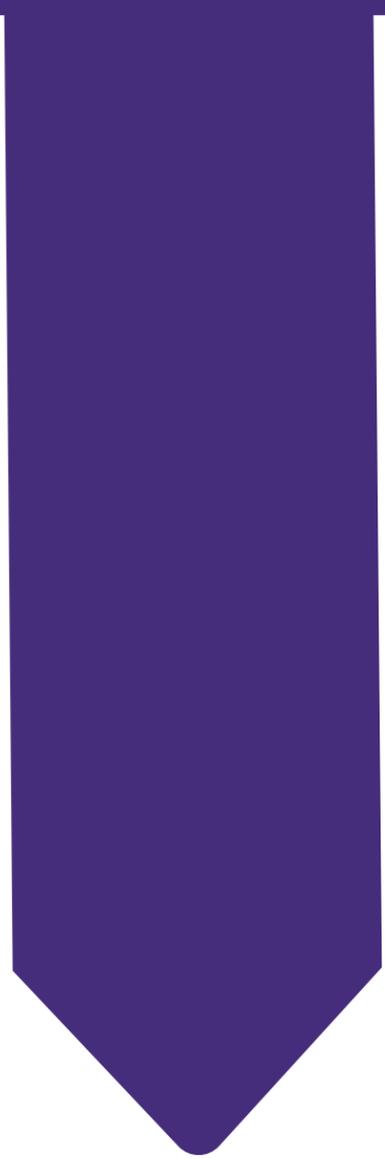
Masar produces digital, interactive, and youth friendly resources to enable youth develop their knowledge and skills, and have tools in hand that help them organize constructive discussions, and engage actively in the public life.

Masar also organizes training workshops and dialogue sessions on the following topics:

- **CONCEPTS:** Human rights and child rights, citizenship, the sectarian system in Lebanon, youth development, participation, national youth policy, community service, and gender.
- **SKILLS & TOOLS:** Communication, advocacy, conflict analysis and transformation, mediation, leadership, teamwork, need assessment, and project cycle management.

MASAR'S ORGANIZATIONAL CHART IN 2020





MASAR'S HIGHLIGHTS IN 2020

In 2020, Masar planned and implemented 6 projects with the participation of Lebanese and Palestinian youth, in partnership with several donors, and in collaboration with different stakeholders. These activities have allowed youth, representing youth NGOs, youth wings in Lebanese political parties and Palestinian factions, youth-led initiatives, and independent non-organized youth nationwide to engage in capacity development and outreach activities, and initiate and maintain a structured dialogue with local authorities, national decision makers, among others. Through its Empowerment & Advocacy multi-level activities, Masar had been able to reach out to 8490 young females and males in 2020, in addition to a wide and diverse audience on digital platforms. We are certain that our efforts with youth trickle down to their respective communities and spheres of activism. Below is a summary of our work during 2020.

1. "I Am a Citizen - Student Councils in Lebanon" project in partnership with the Ministry of Education and Higher Education (MEHE) and UNICEF.
2. "Youth Citizens of Today" project in partnership with UNICEF.
3. "Advocating Economic Security for Palestinians in Lebanon" project in partnership with Human Security Division (HSD) at the Swiss Embassy in Beirut.
4. "Advocating the Implementation of the National Youth Policy" project in partnership The National Council of Swedish Youth Organizations (LSU).
5. "Dialogue for Democracy: Youth Engaging in a Structured Dialogue over their Rights" project being implemented with the support of ifa and the German Federal Foreign Office.
6. The Stakeholders Universal Periodic Review (UPR) Report

1 “I AM A CITIZEN - STUDENT COUNCILS IN LEBANON”



PARTNERS

Ministry of Education and Higher Education (MEHE) and UNICEF



DURATION

2015 - present

SUMMARY

The project is under the NYP program. It has started in 2015 and has been ongoing. It aims at putting into practice the principle of Democracy and enhancing students' meaningful participation in the school community through the election of Student Councils, the planning and implementation of student-led projects that result in the betterment of the school community and its surrounding.

The Student Councils had been piloted in 20 public schools in grades 7, 8, and 10 throughout 3 scholastic years starting in 2015. In scholastic year 2019- 2020, the Student Councils are being rolled out in 100 public schools across the 8 governorates in Lebanon. A national generalization circular/ decree is expected to be issued by MEHE. The Student Councils piloting has been documented in a user-friendly manual along with additional supporting documents, which serves as a tool for rolling out the model nationally.

The work has been out on hold during mid 2020 due to the lockdown caused by the pandemic.

AREAS OF PROJECT IMPLEMENTATION:

Nationally in 100 Secondary and Intermediary public schools across the 8 governorates of Lebanon.

PARTICIPANTS

A total of 4993 students participated in the roll out of the Student Councils during the first Quarter of 2020. No available data yet on the segregation of participants by gender.

2 “YOUTH CITIZENS OF TODAY”

الشباب
مواطنو
اليوم
بحث، تعبير، مشاركة

PARTNERS

UNICEF



DURATION

Oct. 2019 – Dec. 2020

SUMMARY

The project is under the CYD program. It has started in year 2017 in 6 communities across Lebanon and has expanded into 10 in 2018. In its third phase (2019 - 2020), the project had been implemented in 20 communities.

The project aims to support youth to get organized into youth-led initiatives that are community-based, where each initiative consists of a core team of at least 5 members aged 15- 22 who take the lead in planning and implementing the project activities with Masar.

AREAS OF PROJECT IMPLEMENTATION

Aley, Baakline, Badghan, Beddawi, Chahime, Fakiha, Harouf, Hermel, Hibbarieh, Mansoura, Mazboud, Nabatieh El Tahta, Old Saida, Qaa, Qob Elias, Rachaya, Ras Baalbeck, Sawfar, Sultan Yaacoub, and Tripoli.

IMPLEMENTED ACTIVITIES

- The Participatory Action Research (PAR) training manual has been revised and updated to have child rights and human rights integrated throughout all its various sections, and the PAR training was delivered and attended by 64 Young Researchers (YR) who have successfully implemented the research tools with their peers in their respective communities.

- 128 capacity development training sessions were organized, onsite during early 2020 but then online, covering a wide range of topics identified by youth participants, namely: project cycle management, development and participation, Behavioral Sciences and Nudging Techniques, child rights, community service and volunteerism, mental health, drama therapy, national youth policy, gender, advocacy, leadership, teamwork, how to set priorities, communication, public speaking skills, how to maintain a healthy lifestyle, in addition to sectorial sessions tailored to specific needs, such as how to enhance agriculture initiatives in rural areas to have food security.
- 15 meetings were held between the youth-led initiatives and the local authorities (Mayor or members in municipal councils) where youth presented their needs and priorities that have been identified and updated through the "Participatory Action Research" (PAR) and discussed with the municipality the possible means of collaboration over tackling these priorities. A one-minute video and a photo album were produced after each meeting.
- Twenty advocacy projects were designed and implemented by the youth-led initiatives based on the PAR findings. Considering the pandemic and lockdown, most activities were implemented digitally, focusing on spreading awareness on various topics that affect youth life through online sessions, leaflets, and videos.
- An artistic tool was produced to raise awareness on COVID-19, demystifying myths around it and promoting scientific facts and means for protection. The tool consists of 10 sketches/theatrical scenes over 1.5 minute each whereby each scene covers 1 aspect of the pandemic (e.g. social distancing, wearing a mask, washing hands/ touching one's face, smoking, the PCR test, the use of public transport, gatherings in dense closed places/ attending weddings and funerals...) with the participation of young professionals.

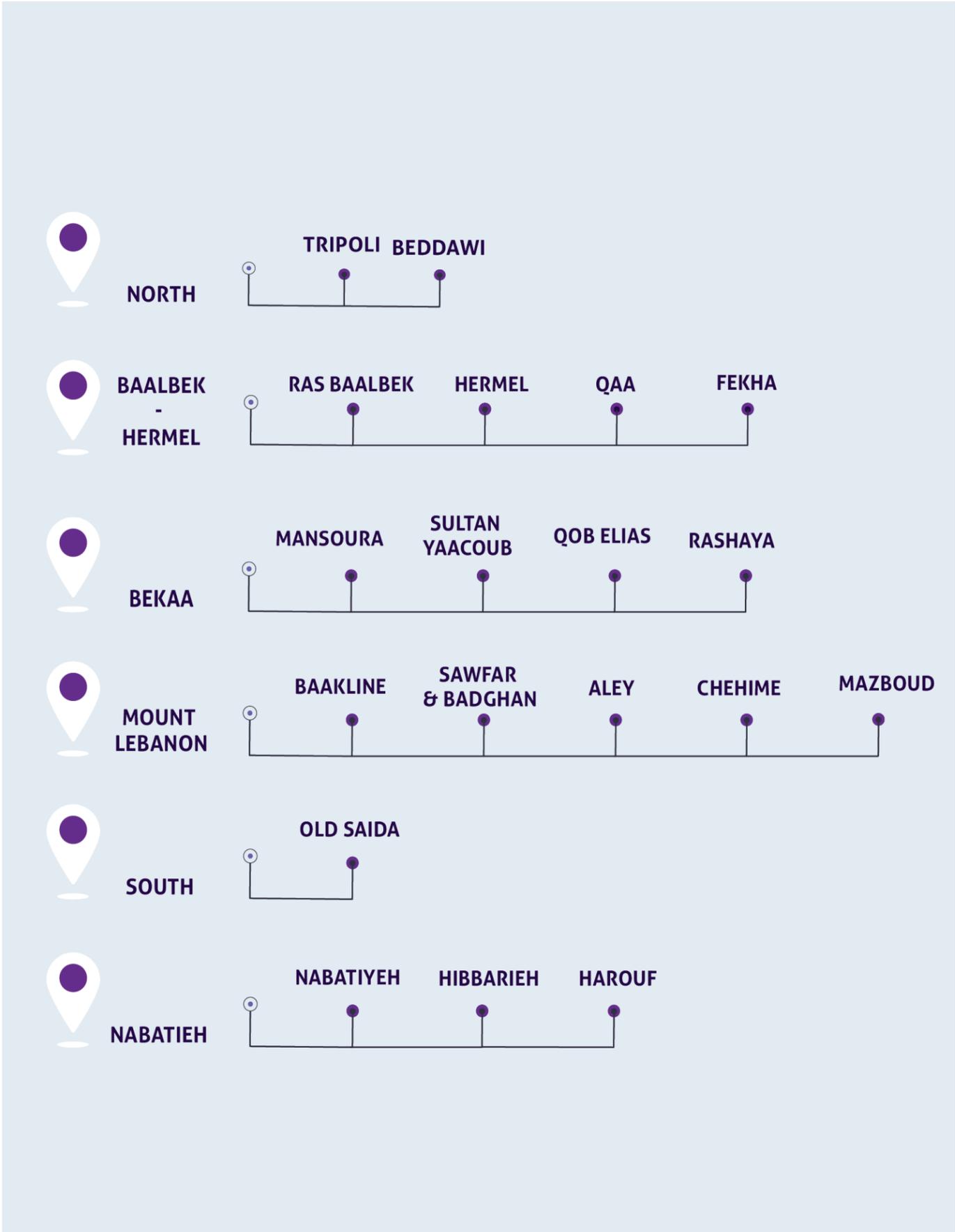
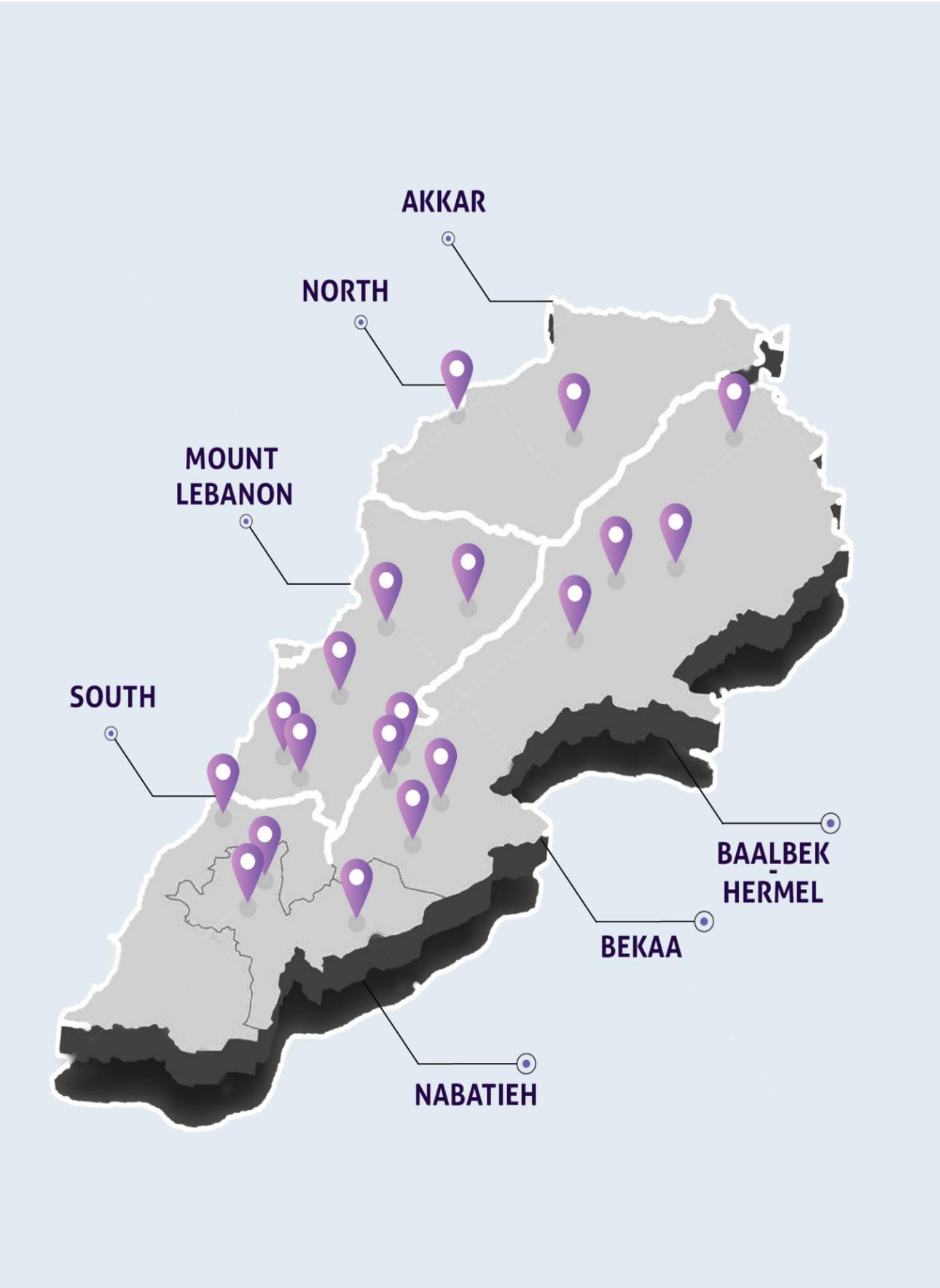
- In-kind support was provided to 550 youth active in the project with the aim to help them and their families be protected from Covid-19, preserve their mental health, youth and their families bond during the lockdown, keep going in these hard times, and maintain their engagement in the project. The in-kind support consisted of the distribution of: sanitizers, disposable surgical masks, recharging phone cards, board games, and artwork kits.
- Stationery was provided to 520 youth who are active in the project as a response to the current economic hardship and the stressful scholastic year with distant learning. Stationery kits were in the form of school bags with each bag containing: 1 pencil case, 2 copybooks (5 subjects), 2 A4 copybooks, 2 pens, 1 pencil package, 2 erasers, 2 sharpeners, 10 transparent files, 2 correctors, 1 set of math instruments, 4 highlighters, 1 stapler and 1 box of staples, 1 scissors, sticky notes, and labels.

PARTICIPANTS

- A total of 2233 youth (1226 Females and 1007 Males) participated in 128 Capacity Building training sessions.
- 68 (39 females and 29 males) Young Researchers (YR) who developed their knowledge on PAR successfully implemented the research tools in their 20 respective areas with 384 young participants.



MAP OF PROJECT IMPLEMENTATION



3 “ADVOCATING ECONOMIC SECURITY FOR PALESTINIANS IN LEBANON”



PARTNER

Human Security Division (HSD) at the Swiss Embassy in Beirut



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Embassy of Switzerland in Lebanon

DURATION

Sep. 2019 – Dec. 2020

SUMMARY

Masar’s Palestinian program has been supported by HSD since 2015. Since then, the work has been ongoing, cumulative, and multi-level. Having strong connections with both Lebanese and Palestinian civil societies, Masar’s added value lies in building bridges and synergies between Lebanese and Palestinians and the provision of a common space for joint action i.e. strengthening inter- communication between Lebanese and Palestinians rather than intra- communication among Palestinians only.

During 2020, the focus had been on the provision of economic, social and legal security for Palestinian nurses practicing the profession in Lebanon.

AREAS OF THE PROJECT IMPLEMENTATION

Nationally.

IMPLEMENTED ACTIVITIES

- A qualitative research was developed titled “Palestinian Nurses in Lebanon: A Roadmap to Providing Legal and Social Protection, and Security at the Workplace”:
 - The research report is available in Arabic and English.
 - It studies and analyzes the employment conditions and circumstances of Palestinian nurses in Lebanon, and provides the stakeholders in this profession with documented, legal and social knowledge regarding the realities of employment conditions of the nursing profession, which will help to 1) enrich the dialogue amongst these parties in order to create a progress which will positively reflect on the current situation of the Palestinian nurses; 2) allow Palestinian

refugees to improve the conditions and prospects of their current job, and to provide them with social protection and job security.

- The study is based on an academic research, as well as on in- depth interviews with Palestinian nurses residing and working in the North, Beqaa, the South and Beirut; and interviews with stakeholders and the official authorities for the nursing profession in Lebanon, including: Ministry of Public Health, Ministry of Labor, the National Social Security Fund, the Order of Nurses in Lebanon, UNRWA, and the Lebanese-Palestinian Dialogue Committee.
- The research report presents several action- oriented recommendations addressed to specific decision makers. One key recommendation is: Building a network of Palestinian nurses with the aim to raise awareness about their right to work and organizing them to negotiate with the Order of Nurses in Lebanon and the Ministry of Labor and Ministry of Public Health to the end of improving work prospects and conditions. This will be the focus for 2021.
- An advocacy video was produced showcasing the key messages generated from the research.

PARTICIPANTS

A total of 33 Palestinian nurses (13 females/ 20 males) participated in the in-depth interviews and the validation meeting in the frame of the research study. In addition to a wide and diverse audience who engages in the outcomes of the project.

4 “ADVOCATING THE IMPLEMENTATION OF THE NATIONAL YOUTH POLICY”

PARTNER

The National Council of Swedish Youth Organizations (LSU)

The logo for the National Council of Swedish Youth Organizations (LSU) consists of the letters 'LSU' in a bold, black, sans-serif font. The letters are stacked vertically, with 'L' on top, 'S' in the middle, and 'U' on the bottom. A thick horizontal line is positioned directly beneath the 'U'.

DURATION

January - December 2020

SUMMARY

Masar has been working on advocating the endorsement and implementation of the National Youth Policy (NYP) in Lebanon since many years back through 2 youth networks: the “Youth Advocacy Process” (YAP) and “Youth Forum for Youth Policy” (YF).

With the support of LSU since year 2005, Masar has been able to strengthen, on the long term, the democratic structures of both youth networks, generate evidence over youth policy, engage in advocacy efforts to maximize young people’s influence before decision makers.

AREAS OF THE PROJECT IMPLEMENTATION

Nationally

IMPLEMENTED ACTIVITIES

- 16 organizational meetings were held with the aim to discuss work priorities for 2020, impact of the pandemic and economic collapse on project activities, challenges ahead, type and modalities of project activities given the recurrent lockdown...
- Two research papers were developed, focusing on: 1) the “Youth Friendly Budget” as a model of young citizens’ participation in public prioritization and spending; 2) “Youth Employability in Lebanon” in light of the Economic & Financial Collapse and the Pandemic.
- 3 videos were produced on: the youth friendly budget; corruption and its impact on youth as a key vulnerable group; the Beirut blast (4 August 2020) and how it rendered all people victims, even those who were not killed. Such videos serve as interactive tools to initiate discussion among youth and help them exchange views constructively.
- 6 discussion sessions were held online with young people: 3 sessions on the youth friendly budget; 3 on youth employability in Lebanon.

PARTICIPANTS:

A total of 306 (156 females+ 150 males) youth participated in the various activities of the project.

5 “DIALOGUE FOR DEMOCRACY: YOUTH ENGAGING IN A STRUCTURED DIALOGUE OVER THEIR RIGHTS”



PARTNER

being implemented with the support of ifa and the German Federal Foreign Office



DURATION

February – December 2020

SUMMARY

The project aims, on the long term, at enhancing good governance, the culture of accountability and dialogue in all public issues. On the short term, its aims at consolidating a structured dialogue at 2 levels: 1) among youth coming from diverse backgrounds, to help them develop their collective efficacy in advocating their rights; 2) between youth and decision makers over youth right based issues.

AREAS OF THE PROJECT IMPLEMENTATION

Nationally

IMPLEMENTED ACTIVITIES

- A kick off meeting was held at the beginning of the project with the aim to launch the project before youth organizations, and identify together with them the topics of the upcoming webinars.
- A series of 5 webinars, with the participation in each webinar of: 1 decision maker, 1 expert, and a group of youth coming from various NGOs, youth wings in political parties, and local youth initiatives from across the country. A brief below on the 5 webinars:
 - Webinar 1 titled “Public Policies: Role and Importance - the Experience of Lebanon and Other Countries” - hosted Mr. Charles Arbid, the President of the Economic & Social Council.
 - Webinar 2 titled “Employment Policies: Challenges, Failures, Prospects” - hosted MP Neemat Frem, the President of the Parliamentary Committee of National Economy, and Trade and Industry and Planning as the decision maker.

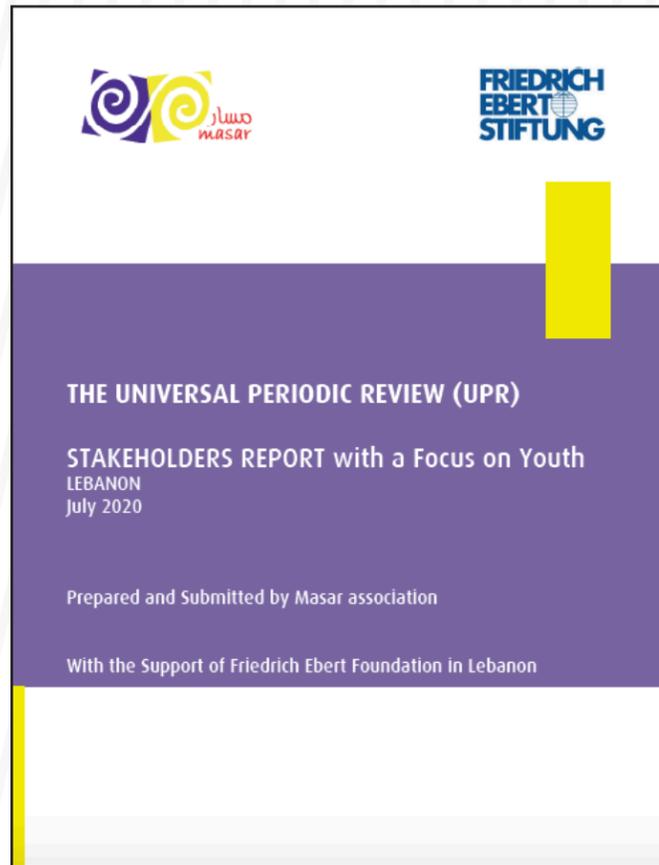
- Webinar 3 titled “Prospects of Food Sovereignty in Lebanon” - hosted Dr. Maurice Saade, Representative of FAO (Food & Agriculture Organization) in Lebanon.
- Webinar 4 titled “Youth Participation in Elections: Towards Full Citizenship” - hosted resigned MP Elias Hankach.
- Webinar 5 titled “The Electronic Government: Reclaiming Efficiency and Transparency in Administrative Governance” - hosted Dr. Rania Fakhoury, the Director of IT projects at the Office of the Minister of State for Administrative Reform (OMSAR).

- A residential youth gathering, bringing active youth from across the country with the aim to develop their collective efficacy over right-based issues. Conceptual discussion sessions (e.g. citizenship and related concepts, stereotypes and identity) and edutainment sessions (improvisation and self-expression) were delivered during the gathering.
- A closing meeting was held at the end of the project with the participation of youth who attended its various activities with the aim to reflect, evaluate, and give recommendations for future projects and activities.
- Diverse communication materials were produced in the frame of the project, including videos, press releases, quotes, and testimonies among others. These are uploaded on Masar’s social media platforms.

PARTICIPANTS

A total of 323 (160 females, 162 males) youth participated in the various activities of the project.

6 THE STAKEHOLDERS UNIVERSAL PERIODIC REVIEW (UPR) REPORT



PARTNER

Friedrich Ebert Foundation in Lebanon (FES)



DURATION

January - March 2020

SUMMARY

Masar drafted the Stakeholders Universal Periodic Review (UPR) Report for Lebanon and submitted it online to the Office of the High Commissioner for Human Rights (OHCHR) on June 3rd, 2020. The Report focuses on Lebanese and Palestinian youth in Lebanon, being the focus of the association's work.

The Report showcases the status of young people's human rights, namely: economic and social rights, civic and political rights, protection, and human rights for young Palestinian refugees. It provides also specific suggestions/ recommendations to improve the current situation in line with the Stakeholders 2015 UPR comments. The gender component is cross-cutting in the Report.

The Report is an evidence-based tool that can be used to advocate youth rights in Lebanon. It is available in both Arabic and English on Masar's website.

IMPLEMENTED ACTIVITIES

- The draft Report was validated in 5 sessions during February - March 2020 with Lebanese and Palestinian youth representing youth NGOs, youth-led initiatives, youth wings in political parties, Palestinian youth NGOs and political factions, and young activists.
- The final Report was submitted online in English on www.uprdoc.ohchr.org

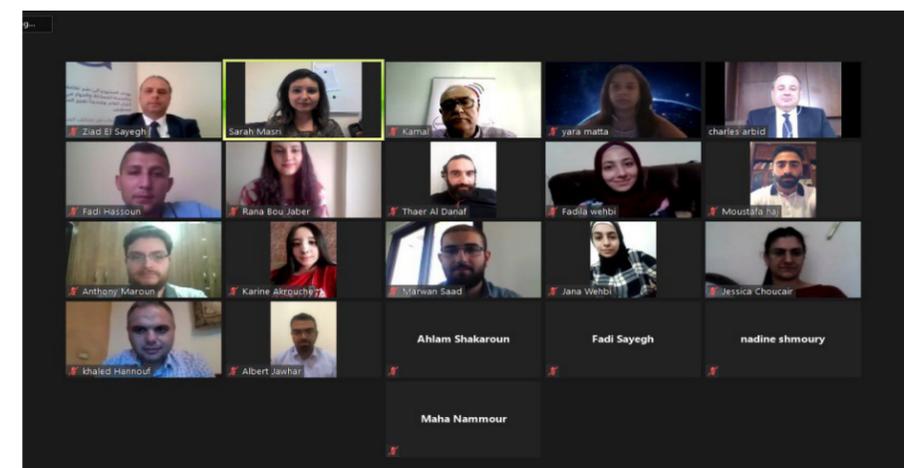
AREAS OF PROJECT IMPLEMENTATION:

While the Report is accessible to everyone online, the validation sessions were held across the Governorates of Beirut, Mount Lebanon, South, and Bekaa with participants attending from different Cazas.

PARTICIPANTS

A total of 150 Lebanese and Palestinian youth participated in the validation sessions.

2020 IN PHOTOS



MASAR'S SUCCESS STORIES IN 2020

2020 was a year of unprecedented economic, social, health, and security hardship. The Beirut blast on August 4th was a blatant sign of the abyss that the country has reached. The majority of people have plunged into poverty, their lives and livelihoods have become at risk, and the recurrent lockdowns have added to the precarity of their situation.

Young people, whom we target in our projects, have endured all the above, but the burden has been double for them given the bleak horizon that lies ahead their educational and career prospects. Their hope in making change has withered, and their mental health has been severely impacted.

Despite all this, several success stories have been highlighted during 2020. We present some to you here:

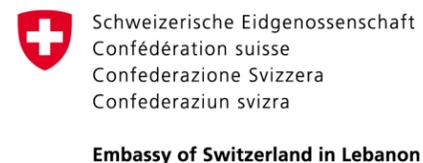
- Masar has had the resilience to adapt to the challenges of the pandemic and the recurrent lockdowns by shifting its work modality to meet its projects' objectives. Training workshops, seminars with decision makers, in-depth interviews with Palestinian nurses, and discussion sessions with youth were held online, and the training materials have been adapted to fit the new modality: short sessions with lots of visual aid, and clear online ground rules.
- Given the lockdown, Masar has provided a digital platform for youth from across the country (youth NGOs, youth-led initiatives, youth wings in political parties...) to meet, talk, engage in thematic discussions, vent, express their fears and concerns, engage in purposeful activities, renew their sense of purpose, and develop a collective sense of support. This approach has strengthened the Youth sense of ownership of our projects and encourages them to engage more actively in local and national development processes in their respective communities and nationally.
- Masar has a strong team of young "Core PAR Facilitators" who have acquired in-depth knowledge of the Participatory Active Research tools and methodologies, are capable of facilitating PAR trainings following the "peer to peer" approach, and have the expertise in data collection and coding.
- In response to the Beirut blast on August 4, 75 young males and females who have taken part in PAR (attended training workshops and implemented the research tools with young peers) in the frame of Masar's partnership with UNICEF, volunteered in the "Household Data Assessment" initiative led by the Lebanese Red Cross (LRC) in the affected areas of Beirut, including the neighborhoods of Bachoura, Qarantina, and Basta on August 14, 16, 17 respectively. Youth worked on data collection related to the affected families and houses and shared it with LRC through an online cell phone application. This experience left a considerable impact on youth sense of worthiness and self-efficacy.

MASAR'S FUNDING IN 2020

Masar Association would like to express its gratitude to the Partners and Donors who have supported its work in promoting citizens and youth rights in Lebanon.

List of Partners/ Donors for 2020:

#	DONOR NAME	PROJECT TITLE	PROJECT DURATION	PROJECT AMOUNT
1	UNICEF Lebanon	“Youth Policy- Civic Participation”	25 Sep 2019 - 15 Dec 2020	USD 631,344.86
2	The National Council of Swedish Youth Organizations (LSU)	“National Youth Policy”	01 Jan - 31 Dec 2020	SEK 450,000 (USD 47,670.48)
3	The Human Security Division (HSD) at the Swiss Embassy in Lebanon	“Advocating Economic Security for Palestinians in Lebanon”	01 Sep 2019 - 31 Dec 2020	USD 123,456
4	ifa	“Dialogue for Democracy: Youth Engaging in a Structured Dialogue over their Rights”	01 Feb - 31 Dec 2020	USD 106,933.23
5	Friedrich Ebert Foundation (FES)	“Production and Dissemination of the UPR Youth Focused Shadow Report”	01 Feb- 31 Mar 2020	USD 10,653.39



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