Contract management plan template

[Insert supplier name]

[Description of service/s and associated contract numbers e.g. supply of office furniture]

[Contract No.]

This page to be deleted on completion of contract management plan template – long form (CMP)

**How to use this CMP**

This CMP document is a template that you can amend to suit your requirements. You input your contract related data and add or remove sections as required.

Wherever you are required to add information, the template uses the following format:

‘[text]’. If you have no data to input, simply delete the red text. When you add data, change the red text to black.

Blue text indicates advice about what to include in a section. Delete all blue text when completing the contract management plan.

# Introduction

This Contract Management Plan (CMP) describes how the contract between the University and [insert supplier name] for the provision of [insert the services/goods] will be managed.

The main objectives of this document are to:

* Define the supplier and University responsibilities under the contract;
* Provide a point of reference for the current management of the goods/services, governance process, KPI measurement, reporting tools and risk assessment; and
* Provide a clear and current definition of the services and service levels provided by the supplier.

**Document owner**: This document is owned by the Contract Manager who is responsible for ensuring that it is maintained.

**Document review**: The Contract Manager must review this CMP with key stakeholders on a regular basis to ensure that it continues to reflect the services required and provided. Where changes to existing goods, services or processes are identified and subsequently approved, the CMP will be amended to ensure its currency.

The main drivers for changes will come from variation requests from stakeholders, the supplier, sourcing and associated KPI updates. The processes for managing these different types of variations are described in section 11.

**Document changes**: Changes to the CMP are made by the Contract Manager and recorded in the contract variation area in section 11. The CMP should be modified to reflect particular contract arrangements and may include such matters as incentive arrangements, warranties management, release mechanisms and communication arrangements.

**Document use**: This CMP does not replace the contracts. It is the primary reference document in the routine management of goods/services provided by the supplier to the University. This reflects the University’s desire to build meaningful relationships with the supplier and to ensure the contracts provide the value envisaged by both parties at the start of the contractual relationship.

# Scope of goods/service

The University has contracted the supplier to provide:

[List contracts and associated goods/services provided by each contract]

The contracts are effective from:

Table 1: Contract details

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Contract title | Contract number | Start  date | End  date | Review  date |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

Contracts are entered into table 1. There may be one contract or multiple contracts for one supplier controlled by this CMP. Contracts do not all have to be added at the same time—one contract with a supplier could be underway when a new contract is signed with the same supplier to supply a different good or service. This contract can be added to the existing CMP and added to table 1, where the same conditions of the CMP exist, i.e. KPIs and service level.

Note that whenever the CMP is changed/updated this must be recorded in the contract variation section (section 11) of this CMP no matter how small a change.

The scope of services to be performed in this contract is outlined as follows:

* provision of [XXXXX goods/services]

Insert details that describe the scope of services to be performed by the contract. Text can be deleted where not applicable.

* management of [XXXXX personnel/equipment/logistics/supply chain]
* maintain and manage [XXXXX reporting/measurements/account management/risk]
* deployment of [XXXXX technology/innovation]
* process [XXXXX payments/bill of material/help desk/3PL]
* [control quality of production and finished goods/services]
* [rationalise and continuously improve processes, make recommendations for improvements, suggest re‑specification, etc, to ensure the University receives best fit services for its money, and that best meet the University’s requirements]
* [provide subject matter expertise in the scope of services covered by this/these contracts]
* [identify and alert the University of changes to demand expectations and any other influences that materially change the expected service requirements]
* [manage and maintain any third party relationships required to ensure the delivery of the required goods/services]
* maintain and provide accurate billing.

This CMP helps manage the relationship between the University and the supplier. KPIs have been agreed for the supplier to meet in providing the [goods/services] (section 7).

# Pricing model

This section details the pricing structure of the contract—it may include the price for goods and services, the price cap of the contract (if any) and price review periods.

* [base fee]
* [fee for service]
* [volume price points]
* [gain/pain share arrangements]
* [appendix catalogue unit prices]
* [detail any derivatives – e.g. foreign exchange/exposure to volatile pricing etc]
* [detail process for pricing review e.g. annual, index linked etc]
* [service debits / service credits]
* [total cost of ownership]
* [price drivers]

## Payment terms

Payment terms are:

[insert payment terms]

## Insurances

All insurances required under the contract are listed below:

**Table 2: Insurance details**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Insurance type | Insurer and policy no. | Limit of liability | Expiry date | Review date |
| *e.g. Professional Indemnity* | *[insert]* | *e.g. $10M* | *DD/MM/YY* | *DD/MM/YY* |
| *e.g. Public and Products Liability* | *[insert]* |  | *DD/MM/YY* | *DD/MM/YY* |
| *e.g. Works Insurance* | *[insert]* |  | *DD/MM/YY* | *DD/MM/YY* |

A copy of the certificates of currency of insurances are kept[insert location or attach copies to this CMP].

The insurance review process is conducted during management meetings. Details on management meetings are included in Section 5: Meetings.

## Bank guarantees or other securities

Bank guarantees or other securities required under the contract are listed below:

**Table 3: Security Details**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Security type | Security provider  (e.g. name of Bank) | Amount of security | Expiry date | Review date |
| *Eg. Bank guarantee* | *[insert]* | *e.g. $10M* | *DD/MM/YY* | *DD/MM/YY* |
|  | *[insert]* |  | *DD/MM/YY* | *DD/MM/YY* |
|  | *[insert]* |  | *DD/MM/YY* | *DD/MM/YY* |

The original security documents are kept [insert name of custodian & location] and a copy is kept [insert location or attach copies to this CMP].

# Relationship structure

## Key contact information

The contact information of responsible persons associated with this contract is listed below.

Table 4: University key contact information

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| University | | | | |
| Name | Title | Address | Phone | Email |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

Table 5: Supplier key contact information

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| [insert supplier name] | | | | |
| Name | Title | Address | Phone | Email |
|  |  |  |  |  |
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## Roles and responsibilities

The roles and responsibilities of the University and the supplier in managing contracts under this CMP are described in the roles and responsibilities matrix in **Appendix A.** The matrix outlines the roles of individuals against various tasks or deliverables.

In the matrix:

* **Responsible**: means those responsible to do the work to achieve the outcome required
* **Accountable**: means those who authorise the work and who are ultimately accountable for the correct completion of the work
* **Consulted**: means those who are consulted about the work at various stages of progress
* **Informed**: means those who are kept informed about the work.

# Meetings

This section contains a summary of the purpose, attendees, frequency and format of various contract meetings. The meetings proposed below are a guide to the types of meetings that you might arrange to manage the contract. Adjust the table as needed.

Table 6: Meeting schedule

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Meeting | Purpose | Supplier attendees | University attendees | Frequency | Meeting elements |
| Executive meeting | To discuss information to support decision‑making at the executive level | [Insert names and titles]  Typically supplier executive and supplier account manager attends | [Insert names and titles]  Typically the Executive that ‘owns’ the contract and the Contract Manager attends | [Insert meeting frequency]  Typically six‑monthly, annual or as required | * Supplier and contract information for segments strategic, high risk and critical to business contracts; * Key financials; * Key performance data; * Escalated issues; and * High (and extreme) risks |
| Mgmt. meeting | To discuss information to support management level decisions | [Insert names and titles]  Typically supplier account manager attends | [Insert names and titles]  Typically Contract Manager attends | [Insert meeting frequency]  Typically monthly, quarterly or six‑monthly or as required | * Review performance against KPIs * Review operational issues and establish action plan * Review insurances to ensure currency * Agree any process/policy changes * Identify events that may impact service * Identify if any penalties or bonuses apply |
| Operations meeting | To review current operational status of contract and determine whether improvements required | [Insert names and titles]  Typically daily supplier contact attends | [Insert names and titles]  Typically Contract Manager, natural owner and contract users attend | [Insert meeting frequency]  Typically weekly or monthly or as required | * Review status * Review KPIs * Identify/review issues and areas for management attention * Review change requests and manage change control process |

# Transition management

The Contract Manager is responsible for the smooth transition in of the new supplier and transition out of the existing supplier. The level of detail regarding transition in and out is dependent on the procurement activity. Where the supplier has developed a transition plan as part of the tender process, incorporate the document here.

Where a transition plan needs to be developed, incorporate details specific to managing transition here. The contract management checklist (**Appendix B**) includes a transition in and transition out checklist.

# Key performance indicators (KPIs)

## Objectives

The objectives of formulating KPIs are to:

* document and manage the key measures of performance for the operational services to enable the supplier to focus on the operational deliverables that are important to the University;
* set goals for performance for both parties which reflect the need to deliver the agreed KPIs and the interdependencies between the parties in meeting KPIs; and
* provide a mechanism for calculating service debits/credits or liability share arrangements for suboptimal performance against KPIs or for awarding bonuses that may be payable for excellence.

## Contract KPIs

The KPIs specified in the contract are listed on the following pages. Each table contains:

Table 7: KPIs

|  |  |
| --- | --- |
| Area | Area the KPI falls into i.e. cost, service, quality, etc. |
| Purpose | Description of why KPI is being measured |
| KPI name | Name of KPI being measured |
| Performance target | Description of what KPI is measuring |
| Measurement calculation | How to measure KPI |
| Acceptable score | The minimum acceptable score that the University will accept from the supplier. This should be discussed and agreed with the supplier. Where an acceptable score is unknown, measure the agreed KPI for a minimum of three months then use the scores achieved by the supplier as a basis to agree an acceptable score. |
| Score this month | The score the supplier has achieved in the month being measured |
| Variance from acceptable score | Difference between the ‘acceptable score’ and the ‘score this month’ |
| Historical tracking | Historical tracking of each KPI to enable KPI trends to be viewed each month (i.e. is the suppliers performance improving or getting worse?) |

## KPI reporting

KPI reports are created and adapted to reflect meeting schedule requirements and ad‑hoc reporting requirements. Reports can be compiled using the supplier scorecard and minutes from meetings. The report should track specific service failures with actions discussed in the supplier meeting and minuted for action or monitoring in subsequent supplier meetings.

These provide a formal record of actual performance levels provided to the University over the previous period for all KPIs. The reporting includes the KPIs and the following information:

* areas of service issues or failures and immediate actions taken to minimise the impact to customers in the event of a service failure;
* areas where issues have been resolved;
* planned actions to prevent further occurrences of similar problems—both from the supplier and the University;
* additional actions discussed;
* value‑added services provided;
* continuous improvement activities undertaken by the supplier; and
* other information about significant events affecting the supplier.

The Contract Manager reviews the reports and escalates internally where necessary.

## University satisfaction

Internal satisfaction is measured and used as part of the reporting process when reviewing supplier performance.

[Insert how often University stakeholder satisfaction will be measured, how and how often. For example, will the University conduct satisfaction survey? Will the supplier conduct annual independent surveys of University stakeholders?]

# Savings/benefits tracking

Benefits tracking (price monitoring and compilation of other quantitative and qualitative data) takes place each [quarter]. The Contract Manager develops and manages the benefits/savings tracking framework, and will:

* specify which benefits tracking method will be used; and
* communicate the contract baseline for price and non‑price benefits and how incremental changes will be measured, for example:
  + how savings against the contract pricing baseline will be calculated;
  + how incremental changes against the contract non‑price baseline of benefits will be calculated;
  + how often benefits will be measured (usually quarterly); and
  + how data will be verified and analysis conducted.

# Escalation process

This section provides an overview of:

* the escalation process;
* those involved and their tasks; and
* responsibilities and deadlines.

Log all problems and queries regarding the goods or services provided by the supplier in an issues log (**see Appendix C**). The Contract Manager owns the issues log. Issues could come from the University, third party providers, supplier personnel or through the reporting process.

Each issue is logged in the issues log with a responsible party assigned to manage the issue. If issues are not resolved in the required timeframe they are escalated to the supplier account manager and Contract Manager via the management and executive meetings to oversee/escalate as per the escalation process flow in Figure 1 below.

Issues are escalated based on the priority given to the issue in the issues log and relate to the level of escalation required for the issue as illustrated in Figure 1.

Figure 1: Escalation process flow



As the issue priority escalates it is escalated to a different management level to resolve. Note: an issue can be immediately classed as ‘critical’ and raised to the executive meeting if required. Once issues are resolved their resolution is logged in the issues log.

The following defines the escalation process flow:

Update as per agreed escalation process in the contract.

* If task owners cannot resolve an issue within [x] days, the issue is escalated to the operations meeting group. The issue is set out in the minutes and included on the agenda of the operations meeting;
* If members of the operations meeting cannot resolve an issue after referral, the issue is escalated within [five] days to the management meeting group. The issue is set out in the minutes and included in the agenda of the management meeting;
* If members of the management meeting cannot resolve an issue after referral, the issue is escalated within [three] days to the executive meeting group. The issue is set out in the minutes and included in the agenda of the executive meeting; and
* The executive meeting group has final responsibility to resolve any matters escalated to it. The executive meeting group is called together on a [six monthly/annual] basis or as required to resolve service issues.

Note: Validate escalation process with actual contract where this exists.

# Risk management

This contract and sourcing arrangement has been assessed as [routine/focused or leveraged/strategic] using the value risk/matrix.

A risk assessment has been completed for the goods/services purchased under the contract. [If a risk assessment has been completed specific to this contract/supplier then insert “A risk assessment has been completed for the specific contract(s)/supplier(s) that are the subject of this CMP.”]

A copy of the risk assessment is included in **Appendix D**.

The Contract Manager is responsible for reviewing the risk assessment, in particular to assess any changes to the supplier’s financial health, disaster recovery plans, or other risk categories identified as moderate to high in impact or likelihood. This review takes place at least once a year, and preferably more frequently for key and critical suppliers.

# Contract term and extension options

|  |
| --- |
| Insert details of the term of the contract and any extension options. Incorporate any strategies that have been specified in the category management plan or sourcing plan about contract extensions or renewals, for example is there a view as to when the market should be re-tested for these goods/services? |

[This contract/These contracts] are for an initial term of [insert period].

**[Insert details about extensions. Eg:**

There are no extension options in the contract

There are extension options in the contract of [insert details, e.g. two x two years]. Steps should be taken at least [6] months before the expiry date of the initial term to assess whether the extension option should be exercised.

**If the category plan or sourcing plan provides any direction about granting contract extensions, renewing contracts or re-testing the market, eg:** The category management plan as identified that the market should be re-tested no more than [three] years after the commencement of the contract due to …. (e.g. the fast-pace nature of changes to the market and new entrants]

If a contract extension or renewal is proposed, then a **contract review plan** must be completed (at the time the extension or renewal is requested). If an extension is granted, it must then be managed as a contract variation, as set out in section 12.

# Contract variation

Use the contract variation process to assess all contract variations. This process ensures all proposed variations are subject to hierarchical consideration, particularly around key elements of:

* historical performance;
* business needs;
* technical specification; and
* commercial impact.

It also includes the requirement to review:

* pricing;
* associated KPIs;
* risk; and
* University financial and procurement delegations.

Contact the Legal Office regarding the appropriate form of any contract variation and ensure that the appropriate delegate approves the variation.

## Contract variation process

[insert the agreed variation process with the supplier here]

## Contract variations agreed/in progress

The following table lists all the agreed / in progress contract variations

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Contract number | Variation description | Date raised | Status | Date agreed/ rejected | Additional comments |
| [Insert contract number] | [Describe the variation to the contract. This may be a minor change to the contract or (CMP‑LT)] | [Insert the date the variation was raised] | [Insert the status of the variation, i.e. in progress, agreed, rejected] | [Insert the date the variation was agreed or rejected] | [Insert additional comments here] |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

The Contract Manager must review the CMP on a regular basis to ensure that it continues to reflect services provided.

Where changes to existing services or processes are identified and subsequently approved, the guide will be amended. The Contract Manager must ensure this document is maintained and published as directed and version control is up to date.

# APPENDIX A – ROLES AND RESPONSIBILITIES

|  |  | Responsible | Accountable | Consulted | Informed |
| --- | --- | --- | --- | --- | --- |
| **Contract administration**  **(mandatory)** | Update contract database |  |  |  |  |
| Communicate contract changes |  |  |  |  |
| Manage contract reporting |  |  |  |  |
| **Contract management**  **(mandatory)** | Own contract through life |  |  |  |  |
| Ongoing management of supply |  |  |  |  |
| Approve contract variations |  |  |  |  |
| Contract extensions, renewals or terminations |  |  |  |  |
| **Performance delivery**  **(mandatory)** | Manage operational delivery |  |  |  |  |
| Collate SLA/KPI outcomes |  |  |  |  |
| Lead supplier performance reviews |  |  |  |  |
| **Service quality**  **(if relevant)** | Check service quality |  |  |  |  |
| Maintain specifications |  |  |  |  |
| Approve alternate work methods |  |  |  |  |
| **Governance framework  (if relevant)** | Chair Steering Committee |  |  |  |  |
| [Insert other requirements based on op-model, e.g. reporting to DG Council] |  |  |  |  |
| **Contract management plan** | Prepares CMP |  |  |  |  |
| Reviews and approves CMP |  |  |  |  |
| Communicates CMP |  |  |  |  |
| **Communication**  **(optional)** | Train/communicate with stakeholders about contract and CMP |  |  |  |  |

The RACI contains an area to include the person 'Responsible', 'Accountable', 'Consulted' and 'Informed' for each activity. Fill in the name of the role which corresponds to whether the role is 'Responsible', 'Accountable', 'Consulted' or 'Informed' for the specific RACI activity. Delete any sections that do not apply.

# APPENDIX B – CONTRACT CHECKLISTS

Financial tracking checklist

The checklist helps the Contract Manager step through each stage of the financial process, to ensure the supplier has the financial capability to deliver its obligations over the life of the contract.

# How to apply the financial benefits checklist?

The checklist is used when the contract management plan is set up to ensure the financial benefits are clearly associated with the contract. The checklist is then used when tracking value in the contract to ensure regular financial reviews are carried out and value is being achieved.

|  |  |  |
| --- | --- | --- |
| Item | Item description | Yes/No |
| 1 | Has a financial health check been completed? And scheduled for review? |  |
| 2 | Has the supplier been entered into the University’s financial management system? |  |
| 3 | Has a request for provision of financial data by the supplier been incorporated into the contract and the contract management plan? |  |
| 4 | Has the payment schedule been aligned to supplier performance and/or aligned with delivery of contract milestones/deliverables? |  |
| 5 | Has a review process been implemented to confirm invoices are consistent with contract schedules and contract terms and conditions? |  |
| 6 | Has financial data been analysed to identify cost savings/increased value-for-money opportunities, e.g. volume discounts, supplier rebates, category consolidation, early payment discounts? |  |
| 7 | Has the final payment been retained by the University until confirmation is received that the work has been completed in full to specification and quality, with any defects rectified and/or outstanding issues resolved, as per the terms and conditions of contract? |  |

Contract insurance checklist

The contract insurance checklist helps the Contract Manager step through the requirements to ensure a process is in place to review and maintain insurance certificates.

# How to apply the contract insurance checklist?

The checklist is used while creating the contract management plan to ensure all relevant insurances are in place. It is used on a regular basis as a review point to ensure that all insurances are current.

|  |  |  |
| --- | --- | --- |
| Item | Item description | Yes/No |
| 1 | Has the supplier provided necessary insurance certificates of currency, as specified in the contract? |  |
| 2 | Are supplier certificates of currency up-to-date? |  |
| 3 | Are supplier certificates of currency at, or above the required insured amount? |  |
| 4 | Are supplier certificates of currency placed in the relevant storage location? |  |
| 5 | Supplier certificates of currency expiry dates are recorded and monitored to request supplier's updated certificates at least four weeks prior to expiry |  |
| 6 | For renewed insurances, have items one to five been re-confirmed? |  |

Contract governance checklist

The contract governance checklist is a checklist to ensure that the appropriate delegation of authority, stakeholder engagement, probity and ethical conduct is undertaken over the life of the contract.

# How to apply the governance checklist?

The contract governance checklist is used when creating the contract management plan to help the Contract Manager record all steps taken in designing the governance structure for the contract.

|  |  |  |
| --- | --- | --- |
| Item | Item description | Yes/No |
| 1 | Have key University and supplier personnel been identified/appointed in relation to the contract e.g. general manager level, Contract Manager, supplier account manager, technical leads? |  |
| 2 | Were responsible parties identified through completion of a RACI\template? |  |
| 3 | Is it clear who is accountable for the contract outcomes? |  |
| 4 | Have relevant University policies and processes for contract management been identified and addressed? |  |
| 5 | Do the skills of the University's personnel match the capability required for the complexity of this category/procurement activity? |  |
| 6 | Have contact details for the above personnel been entered into the contracts database? |  |
| 7 | Are appropriate performance management and reporting requirements established for this contract? |  |
| 8 | Have stakeholders been consulted and informed about contract performance? |  |
| 9 | Have communications followed any existing protocols? |  |
| 10 | Has the approval/audit/accountability change been identified and established? |  |

Contract transition‑in checklist

The contract transition‑in checklist is a checklist of tasks to ensure the efficient and effective transition‑in to a new supply arrangement.

# How to apply the contract transition‑in checklist?

The contract transition‑in checklist ensures that all project objectives and contract requirements are understood by stakeholders and that any disruption to business continuity is minimised. If the procurement activity is a transfer from one supplier to another, the transition‑in process should coincide with the transition‑out process from the previous supply arrangement.

|  |  |  |
| --- | --- | --- |
| Item | Item description | Yes/No |
| 1 | Has a copy of the executed contract been lodged with the University’s [Legal Office](https://www.scu.edu.au/staff/legal-office/legal-advice-and-agreements/storing-executed-agreements-and-contract-management/)? |  |
| 2 | Has a copy of the executed contract been provided to Finance to enter into the Finance One system? |  |
| 3 | Have the supply arrangement details been updated in the work unit contract register? |  |
| 4 | Has an overview of the University including organisational chart, facilities and site locations been provided to the supplier? |  |
| 5 | Has a copy of the RACI template (appendix A) outlining roles and responsibilities been provided to key stakeholders including buyers and suppliers? |  |
| 6 | Have the roles and responsibilities of all suppliers and buyers been communicated to all key stakeholders? |  |
| 7 | Has a communication strategy been established to instruct University users on how to buy off the new contract including catalogues? |  |
| 8 | Has consideration been given to maintaining continuity of services during the transition period? |  |
| 9 | Have key stakeholders been educated on associated policies, procedures rules and regulations? |  |
| 10 | Have WHS and environmental requirements been addressed? |  |
| 11 | Has the transfer of intellectual property been managed? |  |
| 12 | Has the supplier's transition plan been incorporated into the CMP (if applicable)? |  |

Contract transition‑out checklist

The contract transition‑out checklist is a list of tasks to ensure the efficient and effective transition‑out of a supply arrangement.

# How to apply the contract transition‑out checklist?

The contract transition‑out checklist ensures that supplier performance is maintained until the end of contract term and other contractual obligations are met including appropriate transfer of intellectual property and documentation.

|  |  |  |
| --- | --- | --- |
| Item | Item description | Yes/No |
| 1 | Have contract details been updated in the organisation’s financial management system including payment of any outstanding invoices? |  |
| 2 | Have contract details been updated in the contract register/contract management system? |  |
| 3 | Has consideration been given to maintaining continuity of services during the transition period? |  |
| 4 | Has relevant access in terms of security, IT, etc. been withdrawn? |  |
| 5 | Has documentation/inventory, etc. been returned as required? |  |
| 6 | Have key stakeholders been advised that the supply arrangement has expired? |  |
| 7 | Has the supplier been requested to provide a contract closure report with recommendations for continuous improvement? |  |
| 8 | Has a contract closure report been completed by the Contract Manager, including information on lessons learned? |  |

# APPENDIX C – CONTRACT ISSUES LOG

| Issue No. | Issue originator | Description of issue | Priority | Has issue been raised? | Date raised | Owner | Has issue been resolved? | Resolution description | Date resolved | Additional comments |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
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