

PowerPoint Slide presentation for agenda item 4.c)(ii) of
the 43rd meeting of the Standing Committee
(23-24 September 2008)

**Model of UNHCR's 2009 revised budget
in the new budget structure***

(document EC/59/SC/INF.3 refers)

* N.B. Figures shown are based on plans and budgets, as recorded in *Focus*, which have subsequently been adjusted to "match" the 2009 revised budget numbers.

UNHCR's 2009 revised budget in the new budget structure format

Budget Component	Total
Global Refugee Programme *	1,022,951,808
Global Stateless Programme	12,251,364
Global Reintegration Projects	225,247,646
Global IDP Projects	356,486,082
Operational Reserve	108,223,700
New or additional activities - mandate-related Reserve	75,000,000
Junior Professional Officers	10,000,000
Grand Total	1,810,160,600

* Included within the Global Refugee Programme is \$119,119,400 for Global Operations and \$146,661,000 for Headquarters

**UNHCR's 2009 Programme Budget
in the new budget structure format
(field operations figures in US\$)**

Goal/ Programme Category	Population Type				Grand Total
	Refugee	Stateless	Returnee	Internally Displaced	
Advocacy for protection and solutions	81,250,412	5,220,876	2,488,447	19,582,548	108,542,284
Capacity building	40,090,679	767,501	3,750,402	23,260,055	67,868,637
Emergency response	26,130,658		40,862,453	122,564,714	189,557,825
Local integration	75,551,469	571,290		5,801,673	81,924,432
Protection and mixed solutions	334,426,196	889,922	10,003,188	74,766,232	420,085,537
Protection pending solutions	116,678,865	3,737,147		31,391,009	151,807,021
Reintegration			165,031,398	37,643,087	202,674,485
Resettlement	40,332,318				40,332,318
Resource mobilization	21,047,628		3,111,759	24,031,804	48,191,190
Return	21,663,156	1,064,627		17,444,961	40,172,744
Grand Total	757,171,381	12,251,364	225,247,646	356,486,082	1,351,156,473

**UNHCR's 2009 Programme Budget
in the new budget structure format
(field operations figures in US\$)**

Goal/ Programme Category	Region					Grand Total
	Africa	Americas	Asia	Europe	MENA	
Advocacy for protection and solutions	59,791,395	3,165,079	8,765,347	25,750,800	11,069,662	108,542,284
Capacity building	23,786,026	12,162,074	10,841,417	6,523,930	14,555,190	67,868,637
Emergency response	47,332,281	314,702	2,015,170	1,268,039	138,627,633	189,557,825
Local integration	47,796,378	8,695,514	802,113	21,827,809	2,802,618	81,924,432
Protection and mixed solutions	250,770,931	23,610,755	67,991,551	23,947,161	53,765,139	420,085,537
Protection pending solutions	79,441,553	1,894,821	11,000,621	13,791,319	45,678,708	151,807,021
Reintegration	113,572,462		56,696,710	11,040,549	21,364,765	202,674,485
Resettlement	22,193,510	2,770,295	9,486,721	1,341,930	4,539,862	40,332,318
Resource mobilization	27,187,349	4,150,054	5,780,091	4,862,817	6,210,880	48,191,190
Return	18,163,716	45,401	3,861,808	15,995,276	2,106,544	40,172,744
Grand Total	690,035,600	56,808,695	177,241,549	126,349,630	300,721,000	1,351,156,473

UNHCR field operations: breakdown by population type; goal/ programme; region; and budget

Population Type	Goal/ Programme	Region					Grand Total
		Africa	Americas	Asia	Europe	MENA	
Refugee	Advocacy for protection and solutions	40,587,344	3,165,079	5,769,800	21,025,552	10,702,637	81,250,412
	Capacity building	13,204,309	1,484,445	9,269,328	4,996,528	11,136,070	40,090,679
	Emergency response	20,264,787	314,702	437,978	143,670	4,969,521	26,130,658
	Local integration	47,796,378	8,695,514	613,537	15,643,421	2,802,618	75,551,469
	Protection and mixed solutions	206,836,005	15,364,583	61,791,095	22,048,690	28,385,824	334,426,196
	Protection pending solutions	59,823,229	1,861,853	5,664,693	3,989,370	45,339,719	116,678,865
	Resettlement	22,193,510	2,770,295	9,486,721	1,341,930	4,539,862	40,332,318
	Resource mobilization	10,308,086	1,152,556	2,619,836	4,175,342	2,791,808	21,047,628
	Return	15,638,362	45,401	2,797,181	1,633,298	1,548,915	21,663,156
Stateless	Advocacy for protection and solutions	1,183,094		2,125,823	1,544,934	367,025	5,220,876
	Capacity building	264,710		125,803	376,988		767,501
	Local integration			188,576	382,715		571,290
	Protection and mixed solutions	66,598			731,963	91,361	889,922
	Protection pending solutions		32,968	3,365,191		338,989	3,737,147
	Return			1,064,627			1,064,627
Returnee	Advocacy for protection and solutions	199,504		83,804	2,205,140		2,488,447
	Capacity building	2,516,268		83,720	1,150,414		3,750,402
	Emergency response			83,660	598,274	40,180,520	40,862,453
	Protection and mixed solutions	9,625,065		83,660		294,464	10,003,188
	Reintegration	99,860,251		56,696,710	3,616,975	4,857,461	165,031,398
	Resource mobilization	2,902,108		83,660	125,991		3,111,759
Internally Displaced	Advocacy for protection and solutions	17,821,453		785,920	975,175		19,582,548
	Capacity building	7,800,739	10,677,629	1,362,566		3,419,120	23,260,055
	Emergency response	27,067,494		1,493,532	526,096	93,477,592	122,564,714
	Local integration				5,801,673		5,801,673
	Protection and mixed solutions	34,243,264	8,246,172	6,116,797	1,166,508	24,993,491	74,766,232
	Protection pending solutions	19,618,325		1,970,736	9,801,948		31,391,009
	Reintegration	13,712,211			7,423,573	16,507,303	37,643,087
	Resource mobilization	13,977,155	2,997,498	3,076,595	561,484	3,419,072	24,031,804
	Return	2,525,354			14,361,978	557,629	17,444,961
Grand Total		690,035,600	56,808,695	177,241,549	126,349,630	300,721,000	1,351,156,473

Examples of Country Operations

Examples of UNHCR field operations – Budget figures as recorded in *Focus* to date and reconciled with 2009 ExCom Revised Budgets (proposed)

UNHCR Ethiopia

Country	Population Group	Goal/ Programme	Rights Group	Total	Projects	HCR Staff	HCR Admin
Ethiopia	All Populations of Concern in Africa	Advocacy for protection and solutions	External Relations	741,453	295,812	338,657	106,984
			Favourable Protection Environment	470,258	-	357,382	112,876
			Operations Management Support	470,215	-	357,349	112,866
	Eritrean refugees and Asylum-seekers	Protection and mixed solutions	Basic Needs and Essential Services	4,213,900	4,047,638	116,387	49,875
			Community Participation and Self-Management	347,062	171,150	123,170	52,742
			Durable Solutions	347,604	171,755	123,140	52,710
			Fair Protection Processes and Documentation	310,022	132,757	124,117	53,148
			Favourable Protection Environment	186,152	-	130,369	55,783
			Operations Management Support	1,897,989	1,541,132	280,298	76,559
			Security from Violence and Exploitation	404,265	229,927	122,067	52,270
	Kenyan Borenas	Protection and mixed solutions	Basic Needs and Essential Services	509,768	323,167	129,592	57,009
			Durable Solutions	429,466	241,318	130,680	57,468
			Fair Protection Processes and Documentation	200,558	-	139,306	61,252
	Mainly Sudanese refugees in western Ethiopia	Protection and mixed solutions	Basic Needs and Essential Services	3,743,898	3,370,195	228,874	144,829
			Community Participation and Self-Management	509,180	69,324	264,600	175,256
			Durable Solutions	630,055	196,329	260,917	172,809
			Fair Protection Processes and Documentation	680,846	291,653	238,395	150,798
			Favourable Protection Environment	403,426	-	247,118	156,308
			Operations Management Support	3,500,947	2,925,466	386,947	188,534
			Security from Violence and Exploitation	715,140	326,854	237,829	150,456
	Refugees and asylum-seekers in urban areas	Advocacy for protection and solutions	Basic Needs and Essential Services	1,197,353	1,102,414	66,543	28,397
			Community Participation and Self-Management	202,743	102,945	69,962	29,836
			Durable Solutions	170,422	69,434	70,797	30,192
			Fair Protection Processes and Documentation	132,905	29,689	72,344	30,872
			Operations Management Support	457,930	298,493	121,511	37,926
			Security from Violence and Exploitation	143,675	41,236	71,807	30,633
	Somali refugees and Asylum-seekers	Emergency response	Basic Needs and Essential Services	6,135,586	5,902,576	166,642	66,367
Community Participation and Self-Management			588,264	343,810	174,870	69,584	
Durable Solutions			383,468	131,644	180,149	71,674	
Fair Protection Processes and Documentation			575,060	330,298	175,091	69,672	
Favourable Protection Environment			262,367	-	187,700	74,668	
Operations Management Support			2,400,572	1,976,203	331,105	93,264	
Security from Violence and Exploitation			612,887	368,950	174,493	69,444	
Grand Total				34,512,264	25,032,168	6,563,377	2,916,719

Examples of UNHCR Field Operations – Budget figures as recorded in *Focus* to date and reconciled with 2009 ExCom Revised Budgets (proposed)

UNHCR Nepal

Country	Population Group	Goal/ Programme	Rights Group	Total	Projects	HCR Staff	HCR Admin
Nepal	Internally displaced persons	Advocacy for protection and solutions	Favourable Protection Environment	164,935	-	136,781	28,154
		Capacity building	Favourable Protection Environment	164,935	-	136,781	28,154
	Mandate refugees and Asylum-seekers in urban areas	Advocacy for protection and solutions	External Relations	48,507	-	40,427	8,079
			Fair Protection Processes and Documentation	48,677	-	40,569	8,108
			Favourable Protection Environment	48,507	-	40,427	8,079
			Operations Management Support	48,507	-	40,427	8,079
		Protection and mixed solutions	Basic Needs and Essential Services	225,965	169,254	47,265	9,446
			Durable Solutions	24,258	-	20,217	4,040
			External Relations	72,807	-	60,680	12,127
			Fair Protection Processes and Documentation	24,275	-	20,231	4,043
			Favourable Protection Environment	76,574	5,312	59,393	11,870
			Headquarters and Regional Support	24,266	-	20,224	4,042
	Refugees and asylum-seekers from Bhutan	Protection and mixed solutions	Operations Management Support	96,540	30,573	54,980	10,988
			Security from Violence and Exploitation	24,266	-	20,224	4,042
			Basic Needs and Essential Services	2,867,901	2,749,328	86,486	32,087
			Community Participation and Self-Management	184,448	34,991	109,013	40,445
			Durable Solutions	178,780	27,991	109,984	40,805
			External Relations	177,577	26,513	110,192	40,871
			Fair Protection Processes and Documentation	215,498	71,804	104,809	38,885
			Favourable Protection Environment	157,085	-	114,585	42,501
	Resettlement	Durable Solutions	Headquarters and Regional Support	157,068	-	114,572	42,496
			Operations Management Support	574,824	449,129	91,681	34,014
	Stateless persons	Advocacy for protection and solutions	Security from Violence and Exploitation	303,207	168,423	98,303	36,480
Durable Solutions			2,556,680	769,334	1,441,111	346,235	
Favourable Protection Environment			125,803	-	105,909	19,893	
Tibetan refugees and new arrivals	Capacity building	Operations Management Support	125,803	-	105,909	19,893	
		Fair Protection Processes and Documentation	62,901	-	52,955	9,947	
Protection pending solutions	Operations Management Support	Operations Management Support	62,901	-	52,955	9,947	
		Basic Needs and Essential Services	175,173	71,025	86,459	17,689	
		Favourable Protection Environment	237,220	139,381	81,221	16,617	
		Operations Management Support	186,746	84,145	85,166	17,435	
Security from Violence and Exploitation	Security from Violence and Exploitation	Security from Violence and Exploitation	121,465	4,573	97,039	19,853	
		Security from Violence and Exploitation	121,465	4,573	97,039	19,853	
Grand Total				9,564,100	4,801,776	3,786,978	975,346

Examples of UNHCR Field Operations – Budget figures as recorded in *Focus* to date and reconciled with 2009 ExCom Revised Budgets (proposed)

UNHCR Ecuador

Country	Population Group	Goal/ Programme	Rights Group	Total	Projects	HCR Staff	HCR Admin
Ecuador	Non-Registered People in Need of International Protection	Protection and mixed solutions	Basic Needs and Essential Services	741,912	612,636	100,538	28,738
			Community Participation and Self-Management	567,455	477,954	78,756	10,744
			Durable Solutions	133,455	67,241	55,416	10,798
			External Relations	155,352	38,034	100,899	16,419
			Fair Protection Processes and Documentation	743,291	505,303	196,318	41,670
			Favourable Protection Environment	722,469	471,040	209,626	41,804
			Operations Management Support	774,572	438,152	206,312	130,108
			Security from Violence and Exploitation	286,270	209,631	62,691	13,948
	Refugees and asylum-seekers	Protection and mixed solutions	Basic Needs and Essential Services	2,065,704	1,911,781	117,958	35,965
			Community Participation and Self-Management	721,520	658,901	53,668	8,951
			Durable Solutions	218,745	67,467	122,135	29,143
			External Relations	231,840	39,960	156,240	35,640
			Fair Protection Processes and Documentation	1,046,410	783,918	199,347	63,145
			Favourable Protection Environment	956,681	657,134	234,746	64,801
			Operations Management Support	878,452	460,713	267,295	150,443
Security from Violence and Exploitation	311,519	211,437	79,135	20,947			
Grand Total				10,555,648	7,611,305	2,241,080	703,264

Examples of UNHCR Field Operations – Budget figures as recorded in *Focus* to date and reconciled with 2009 ExCom Revised Budgets (proposed)

UNHCR Russian Federation

Country	Population Group	Goal/ Programme	Rights Group	Total	Projects	HCR Staff	HCR Admin		
Russian Federation	All populations of concern	Advocacy for protection and solutions	Community Participation and Self-Management	270,617	86,603	167,505	16,509		
			External Relations	937,485	354,128	486,888	96,470		
			Operations Management Support	2,418,920	77,514	1,708,148	633,258		
	Internally displaced persons	Local integration	Basic Needs and Essential Services	Durable Solutions	224,995	-	191,743	33,252	
				Fair Protection Processes and Documentation	189,359	-	167,776	21,583	
				Security from Violence and Exploitation	168,312	-	152,892	15,420	
					227,056	-	194,841	32,214	
		Reintegration	Basic Needs and Essential Services	Durable Solutions	164,150	-	149,794	14,355	
				Fair Protection Processes and Documentation	253,539	-	212,428	41,111	
				Security from Violence and Exploitation	178,851	-	160,101	18,750	
	Others of concern	Local integration	Durable Solutions	Security from Violence and Exploitation	226,992	-	194,787	32,205	
					179,617	-	166,165	13,452	
	Refugees and asylum seekers in various locations	Advocacy for protection and solutions	Favourable Protection Environment	Security from Violence and Exploitation	659,787	337,308	267,225	55,255	
					179,617	-	166,165	13,452	
		Protection and mixed solutions	Basic Needs and Essential Services	Community Participation and Self-Management	Durable Solutions	2,947,852	2,904,070	39,857	3,924
					Fair Protection Processes and Documentation	40,773	8,024	30,167	2,581
					Favourable Protection Environment	112,669	82,599	27,800	2,269
					Security from Violence and Exploitation	2,732,571	2,615,727	95,051	21,793
						288,942	187,119	90,039	11,784
		Returnees	Reintegration	Durable Solutions	Security from Violence and Exploitation	75,572	45,544	27,770	2,258
						257,631	-	223,219	34,412
		Stateless persons	Advocacy for protection and solutions	Favourable Protection Environment	Fair Protection Processes and Documentation	185,436	-	172,002	13,434
					100,941	16,500	79,074	5,367	
Local integration	Favourable Protection Environment				42,170	-	39,494	2,676	
		Security from Violence and Exploitation	124,616	82,179	39,735	2,702			
Grand Total				13,188,470	6,797,314	5,250,667	1,140,488		

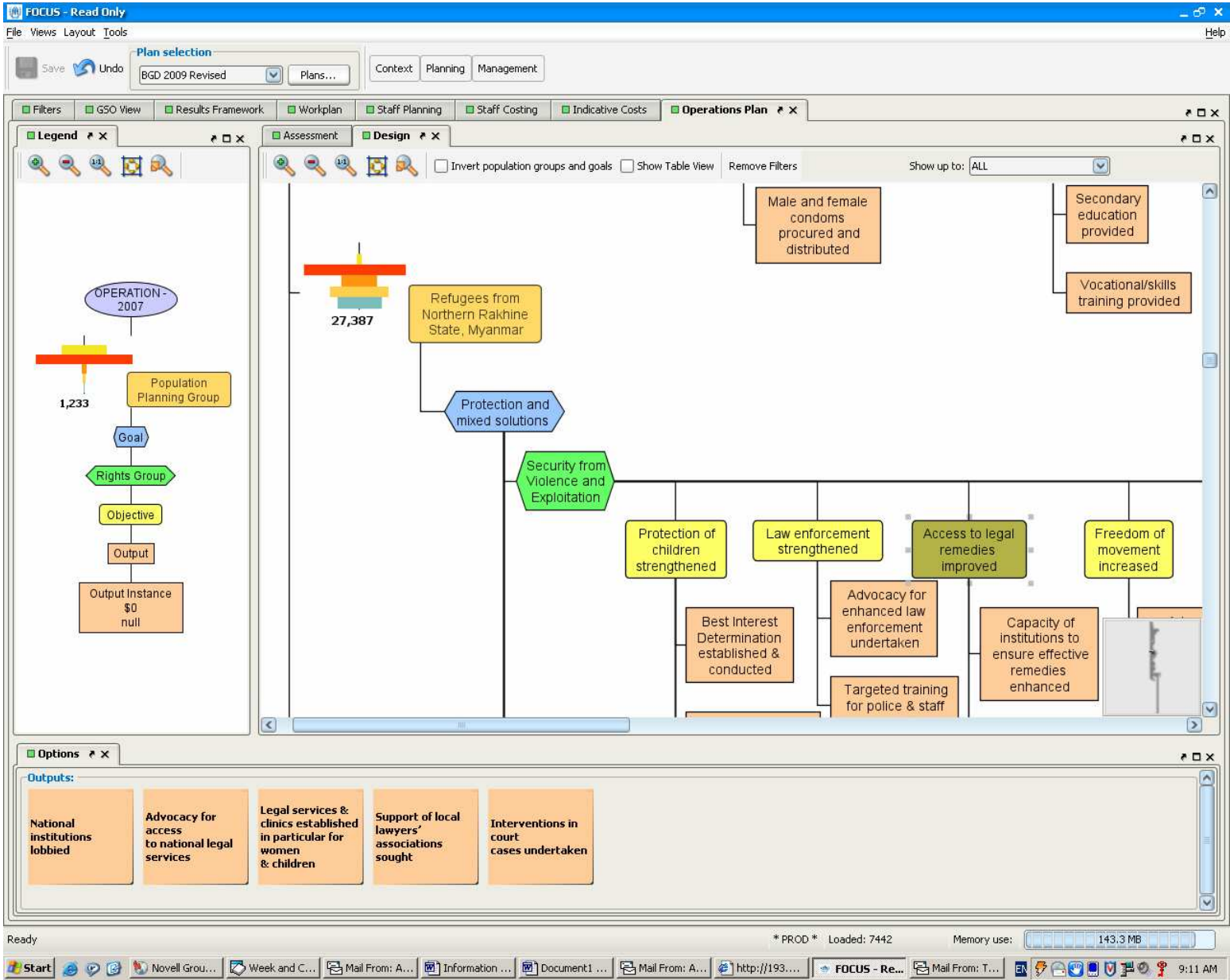
Examples of UNHCR Field Operations – Budget figures as recorded in *Focus* to date and reconciled with 2009 ExCom Revised Budgets (proposed)

UNHCR Egypt

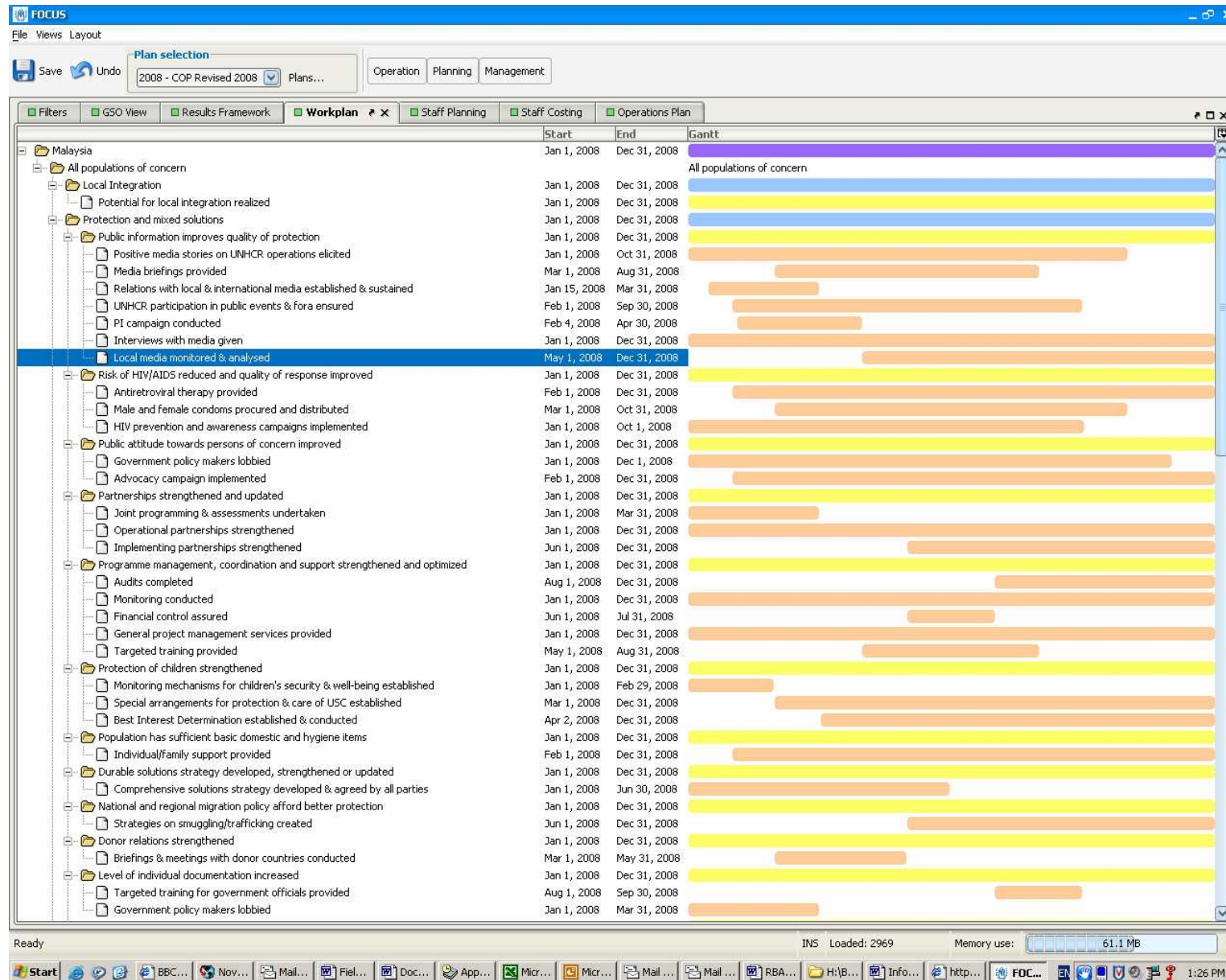
Country	Population Group	Goal/ Programme	Rights Group	Total	Projects	HCR Staff	HCR Admin
Egypt	All Persons of Concern in MENA Region	Advocacy for protection and solutions	External Relations	65,010	-	58,613	6,398
			Operations Management Support	64,999	-	58,602	6,397
		Capacity building	Operations Management Support	130,004	-	117,210	12,794
	Iraqi refugees and asylum-seekers in Egypt	Advocacy for protection and solutions	External Relations	22,061	1,051	17,641	3,369
			Favourable Protection Environment	24,512	2,413	18,556	3,544
			Operations Management Support	19,993	-	16,788	3,206
		Emergency response	Basic Needs and Essential Services	1,582,691	1,521,776	51,148	9,768
			Operations Management Support	147,761	96,720	42,856	8,184
		Protection and mixed solutions	Durable Solutions	550,837	395,085	129,192	26,560
	Fair Protection Processes and Documentation		98,992	12,413	69,098	17,481	
	Operations Management Support		20,005	-	16,797	3,208	
	Refugees and asylum-seekers in urban areas	Advocacy for protection and solutions	Community Participation and Self-Management	79,506	-	67,444	12,062
			External Relations	91,667	6,294	72,421	12,952
			Operations Management Support	79,506	-	67,444	12,062
		Local integration	Basic Needs and Essential Services	1,443,934	1,216,594	192,850	34,490
			Operations Management Support	324,012	146,684	150,425	26,902
		Protection and mixed solutions	Durable Solutions	627,616	347,123	222,065	58,427
	Fair Protection Processes and Documentation		356,881	42,077	251,490	63,314	
	Favourable Protection Environment		98,081	23,250	63,478	11,353	
	Operations Management Support		59,631	-	50,584	9,047	
Stateless persons	Protection pending solutions	Basic Needs and Essential Services	29,444	23,059	5,904	482	
		Operations Management Support	3,436	-	3,177	259	
Grand Total				5,920,580	3,834,540	1,743,784	342,257

Screenshots from *Focus*

Operations plan



Work plan



Contextual information (populations, partners, locations etc.)

FOCUS

File Views Layout

Plan selection
2008 - AV Test 2 Plans... Operation Planning Management

Staffing Operational Data Scorecard **Operation**

Groups	Status	Location	Assisted	Total
Malaysia				10,000
IDP from South	IDP returnees	Pahang - State	null	10,000
All populations of concern				107,670
Lebanon	Refugee	Kuala Lumpur - Urban area	5	5
Viet Nam	Asylum seeker	Kuala Lumpur - Urban area	75	75
Sudan	Asylum seeker	Kuala Lumpur - Urban area	16	16
Eritrea	Refugee	Kuala Lumpur - Urban area	2	2
Pakistan	Asylum seeker	Kuala Lumpur - Urban area	56	56
Nepal	Asylum seeker	Kuala Lumpur - Urban area	287	287
Iraq	Asylum seeker	Kuala Lumpur - Urban area	52	52
Indonesia	Asylum seeker	Kuala Lumpur - Urban area	145	145
Myanmar (Kachin)	Asylum seeker	Kuala Lumpur - Urban area	170	170
Iraq	Refugee	Kuala Lumpur - Urban area	51	51
Occupied Palestinian Territory	Refugee	Kuala Lumpur - Urban area	2	2
Myanmar (Arakanese, Rakhine)	Asylum seeker	Kuala Lumpur - Urban area	190	190
Cambodia	Asylum seeker	Kuala Lumpur - Urban area	314	314
Indonesia (Aceh)	Refugee	Kuala Lumpur - Urban area	15,111	15,111
Indonesia	Refugee	Kuala Lumpur - Urban area	63	63
Nigeria	Asylum seeker	Kuala Lumpur - Urban area	40	40
Pakistan	Refugee	Kuala Lumpur - Urban area	6	6
Cambodia	Refugee	Kuala Lumpur - Urban area	5	5
Bangladesh	Refugee	Kuala Lumpur - Urban area	2	2
Sri Lanka	Asylum seeker	Kuala Lumpur - Urban area	411	411
Democratic Republic of Congo	Asylum seeker	Kuala Lumpur - Urban area	7	7
Myanmar (Mon)	Asylum seeker	Kuala Lumpur - Urban area	200	200
Afghanistan	Refugee	Kuala Lumpur - Urban area	55	55
Syrian Arab Republic	Asylum seeker	Kuala Lumpur - Urban area	1	1
Tunisia	Asylum seeker	Kuala Lumpur - Urban area	6	6
Rwanda	Refugee	Kuala Lumpur - Urban area	2	2
Indonesia (Aceh)	Asylum seeker	Kuala Lumpur - Urban area	384	384
India	Refugee	Kuala Lumpur - Urban area	1	1

Actors

- Malaysia
 - Afghan General Help Coordination Office
 - Bar Council
 - Buddhist Tzu Chi Merit Society
 - Divine Life Society
 - Employers' Federation
 - Harvest Berhad
 - International Committee of the Red Cross
 - International Migration Organisation
 - International Planned Parenthood Federation
 - Kumpulan A.C.T.S. Berhad
 - Malaysian AIDS Council
 - Malaysian CARE
 - Malaysian Chamber of Commerce
 - Malaysian Trade Union Congress
 - Médecins Sans Frontières
 - National Office for Human Development
 - National Women's Group of NGOs
 - SUHAKAM
 - Sri Jayanthi Welfare Organisation

Locations

Show location of interest

- Malaysia
 - Kuala Lumpur - State
 - Kuala Lumpur - District
 - Kuala Lumpur - Urban area
 - Pahang - State
 - Sabah - State

Assumed Demographics

Age Ra...	Female	%F	Male	%M	Total	%T
60+	906	6	906	6	1,812	12
18-59	3,780	25	3,781	25	7,561	50
12-17	1,057	7	1,057	7	2,114	14
5-11	1,208	8	1,208	8	2,416	16
0-4	604	4	604	4	1,208	8
Total	7,555	50.0	7,556	50.0	15,111	100

Ready

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Apportioning staff costs to results

Software Interface: FOCUS - Read Only

Plan selection: BGD 2009 Revised

Context: Planning Management

Actor: UNHCR **Office:** Cox's Bazaar

Location: Bangladesh - 2009

Staff Costing Summary: 27,387

Operation List (Remaining):

- Head of Sub-Office(10002869) - WORRALL, ... 0.00
- Protection Officer(10002873) - KHATOON... 0.00
- Associate Field Officer(10002868) - D... 0.00
- Protection Assistant(10002875) - ... 100.00
- Snr Protection Clerk(10012303)... 50.00
- IT Clerk(10002882) - HAQU... 0.00
- Community Services Officer(10002885) - ... 95.00
- Programme Officer(10002883) - AKSAKAL... 0.00
- Field Assistant(10002876) - KHAN, No... 0.00
- Snr Field Clerk(10002886) - CHOW... 0.00
- Programme Assistant(10002884) - HO... 0.00
- Snr Programme Clerk(10012302) - ... 0.00
- Snr Administrative Clerk(10002871) - QU... 0.00
- Snr Field Clerk(10002880) - MOHAMM... 0.00
- Telecom Operator(10002870) - DH... 0.00
- Snr Driver(10002872) - ISLAM, ... 0.00
- Driver(10002878) - SHAFI, ... 0.00
- Driver(10002879) - MON... 0.00
- Driver(10002874) - IS... 0.00
- Driver(10012177) ... 0.00

Results Framework Hierarchy:

- Refugees from Northern Rakhine State, Myanmar
- Protection and mixed solutions
- Basic Needs and Essential Services
 - Population has optimal access to education
 - Measures to increase %age of female teachers implemented
 - Monitoring systems established
 - Safe learning environments promoted
 - Primary education provided
 - Local/ foreign language training/cultural orientation provided
 - Shelter and infrastructure improved
 - Electricity/lighting provided
 - Long-term/permanent shelter provided & sustained
 - Training provided
 - Access roads constructed & maintained
 - Supply of potable water increased or maintained
 - Water system operations maintained & improved
 - Water syst developed/con
 - Water manager committees se

Apportion Cost of Community... Dialog:

Still Available to Apportion: 75 %

Allocate: 20 %

Buttons: OK, Cancel

System Status: Ready, * PROD * Loaded: 7463, Memory use: 100.3 MB

Taskbar: Start, Novell Grou..., Week and C..., Mail From: A..., Information ..., Document1 ..., Mail From: A..., http://193..., FOCUS - Re..., Mail From: T..., 9:17 AM