



Te Matatini Society Incorporated

2014-2015

ANNUAL PLAN





CONTENTS PAGE:

MIHI	3
FORWARD	4
THE FOCUS OF THIS PLAN	5-7
The Kaupapa of Te Matatini	5
Meeting Expectations	5
Preparation for Te Matatini 2015	5
Marketing and Design	5
Te Matatini – Everybody’s Festival	5
Taking HAKA to the world	6
The Festival Workspace	6
Research Project	6
Business as Usual	6
Governance	6
Raising the Bar	7
Summary	7
OUTCOME AREA: WHANGAI	8
OUTCOME AREA: MANAAKI	9
OUTCOME AREA: WHAKATIPU	10
OUTCOME AREA: PUAWAI	12
OUTCOME AREA: ORGANISATIONAL HEALTH	14
Te Matatini Putea a Tau 2015	15



HE MIHI

Mauriora ki te rangi, kia lo Matua kore anake.

Mauriora ki te whenua.

Kia tātau ngā uri a rātau mā e hāpai nei i ngā tikanga, e tu pakari ai a Te Matatini.

Tēnā tātau te hunga i whītiki, i maranga, kia toitū ai te Kapa Haka. Kei te mihi atu ki ngā Ariki, ki ngā rangatira, ki te iti, ki te rahi, ki te whakamataku. Tangihia o tātau mate huhua kua ngaro atu i te tirohanga kanohi, rārangi maunga ka tu tonu, rārangi tangata ka ngaro noa. Heoi ano ra ki te hunga mate whakangaro atu rā koutou ki te pūtahitanga o Rehua, ki te huinga o te kahurangi ka oti atu ai.

“Ko te whare maire ka tu ki roto i te pā tūwatawata he tohu no te rangatira”.

No reira kia tātau te iwi pūmau, pono, kaingākau hoki ki te kapa haka, ki ōna reo, ki ōna tikanga, ki kaha, kia manawanui, ko tātau “Ngā tatangi a te Whare Karioi” ngā kai manaaki, ngā kai hāpai a Te Matatini.

Kei roto i ēnei tātai a Te Matatini ngā kaupapa hei ārahi i a tātau ki tētahi taumata ano. Ahakoa pēhea te huri a te ao.

Ka mau tonu i te tūturutanga o tēnei puiaki te kapa haka, tōna orokohanga mai, ōna whakapapa mai i ngā kokoru i ngā pūmotomoto o te motu whakawhiti atu ki ngā Hawaiiki ō ō tātou matua tipuna.

Ko tā Te Matatini e whai nei kei roto i tēnei mahere ko ngā kaupapa hei whakarangatira i te kapa haka.

“Mā tini, mā mano, ka rangatira a Kapa Haka”

Ko te mea nui takatu ake ai ki ngā mahi nei. Kia tau te ia o te mauri kia tātau katoa.

Naku nā,

Selwyn T Parata
Tiamana





FORWARD

Tēnā koutou tēnā tātau,

This Annual Plan is based on the three year Te Matatini Business Strategic Plan 2013 – 2016 that was approved by the National Committee in June 2013. It builds on the work that has been completed to date and focuses on the key priorities for Te Matatini for the next 12 months.

A major priority and the crown of Te Matatini is the National Kapa Haka Festival to be held in the rohe of Waitaha at Christchurch's Hagley Park North from 4- 8 March 2015. Planning for our most prestigious event is well underway and we look forward to yet another spectacular event.

While great importance is placed on the National Festival we must still progress the other aspects of our business from intellectual property management, to research and development of kapa haka to managing an ever increasing international portfolio of events and invitations.

As a small organisation we are constantly challenged to meet a demanding workload. However through a lean and competent staff structure and support by external specialists to assist when required we believe we will progress the outcomes of the organisation further for the betterment of kapa haka.

Ma tini ma mano ka rangatira a kapa haka

Darrin Apanui

Executive Director



A person in traditional Māori dress, including a feathered headdress (pounamu) and a grass skirt, is visible in the background. The person is wearing a white feathered headdress with a red and white striped band. They are holding a white object, possibly a paddle or a part of the costume, in their right hand. The background is a soft, out-of-focus grey.

THE FOCUS OF THIS PLAN

1. The Kaupapa of Te Matatini

Te Matatini is driven by a Kaupapa to nurture and promote Kapa Haka excellence.

This national biennial festival is a cultural extravaganza of *tradition, culture* and *history* showcased to the world in choreographed brilliance, where the challenge to find the finest Kapa Haka performers in the world is battled out on the stage across five days of competition. These days of competition culminate months of planning and preparation from within the Te Matatini office to ensure that the principles of fairness, authenticity and inclusivity underpin the decisions that are made - because Te Matatini is 'everybody's festival'.

2. Meeting Expectations

The logistics behind an event of this size place enormous pressure on the Te Matatini organisation to ensure that the festival meets not only our own expectations but also the expectations of the performers, sponsors, partners and whanau who engage with this festival in many capacities. As it does in every alternate year Te Matatini Inc. has been visionary in the development of its strategy to deliver a festival that is both responsive to the changing needs of Kapa Haka as a competitive art form as well as upholding the mana of the whakapapa of Kapa Haka.

3. Preparation for Te Matatini 2015

The focus of 2014 / 2015, for Te Matatini as an organisation, will be planning and preparing for a high quality festival to be held in March 2015 in Christchurch. Increasing its operational capacity by employing new staff was an important step towards growing the Te Matatini team skill set and strengthening community relationships. This additional capacity will enable us to streamline our reporting process to ensure we can now deliver timely and quality accountability assessments. To ensure the stage is a safe and fair competitive platform the Te Matatini team will work with the National Committee māngai to develop an agreed set of judging standards that align to the newly developed competition rules book. Continued consultation and regular reporting will strengthen the partnership between the organisation and the Kapa Haka regional whanau from across Aotearoa as well as ensure that processes are developed in an open and inclusive way. Finding better ways to protect Kapa Haka works, imagery and footage also form part of the plan to assure performers and writers that their work is safe. Work will continue with Archives NZ to facilitate the safe storage and accessibility to footage taken from Te Matatini festivals since conception in 1972.

4. Marketing & Design

The marketing and design focus of Te Matatini's work towards this festival will aim to develop the branding expansion of the Matatini 'look'. As well as purposeful distinctions being crafted between 'Te Matatini – the organisation' and 'Te Matatini – the Festival', there will also be a blend of the national and local Matatini 'look'. The blended branding for 2015 will capture the local Waitaha theme of 'He Ngakau Aroha'. Design consultation, merchandise branding opportunities and active promotional opportunities form a large piece of work to increase awareness beyond the festival project.

**5. Te Matatini –
'Everybody's
Festival'**

Te Matatini Inc. intends to expand its online presence beyond its national website to develop online platforms that both share information and provide access to Kapa Haka viewing and celebration. There are some targeted projects set for this year that are directed at truly making the 2015 Te Matatini Festival 'everybody's festival'. Research and work on making the festival accessible to all includes the potential to secure a suitable broadcasting deal that could work in this cultural space

**6. Taking HAKA
to the world**

The festival generates projects on an international level that take New Zealand's Kapa Haka profile to a new level. In August of 2014 the two best groups from the 2013 Te Matatini will travel to Scotland to be part of the Edinburgh Tattoo and the Festival Fringe. It is a wonderful opportunity to expose Kapa Haka and New Zealand, at one of the biggest international art festivals in the world. Paving the way for a safe and productive trip for these two groups forms an important piece of the work we will do during this period.

**7. The Festival
Workspace**

It is estimated that the Te Matatini National Festival 2015 will occupy 75% of our work space for the period 2014 / 2015. Much of our resourcing will go towards ensuring a captivating and enjoyable festival that will uphold the mana of all those who engage with it and who are part of realizing the Kapa Haka excellence, dream.

**8. Research
Project**

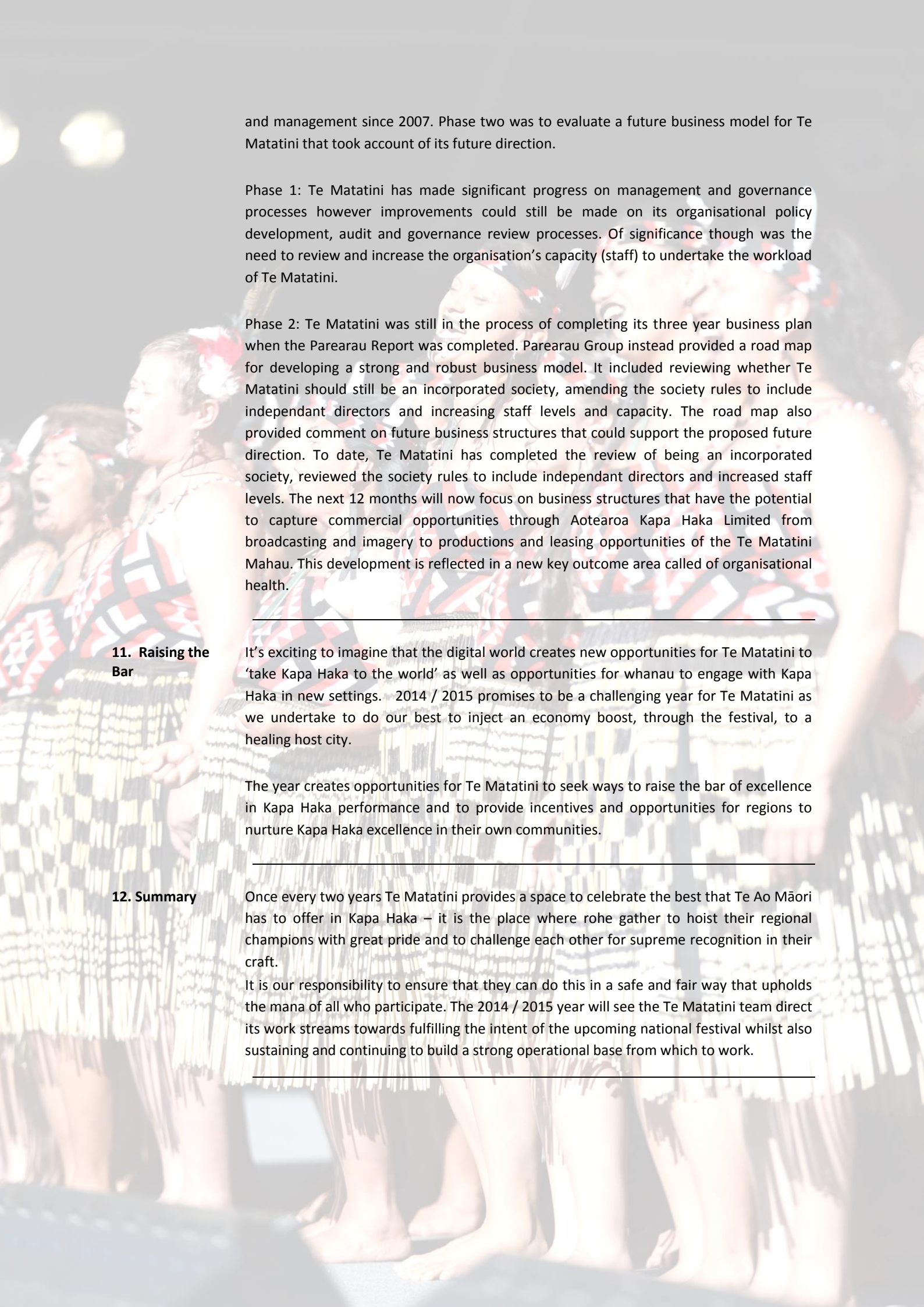
Behind the curtain of the Te Matatini Festival 2015, the organisation is constantly looking for ways in which to research and gather data to support the promotion of Kapa Haka excellence. One of the projects that will be scoped and ready to proceed in late 2014 is a project that is co-sponsored by Te Matatini with the Ministry of Culture and Heritage to assess the cultural, social, educational, health and well-being and economical value of Kapa Haka in New Zealand. Te Matatini already recognizes this value but the data that evolves from this research will hopefully provide opportunities for other state sector support and provide the validity we need to endorse the value of the work that Te Matatini does.

**9. 'Business as
Usual'**

'Business As Usual' operational matters will continue with a purposeful plan to review the way we do things and how we might do them better. These considerations will be made at both operational and governance levels with structures put in place to challenge and enhance performance. Because of the logistical matters that challenge our time and resourcing in this, a festival year, we are resolved to ensuring that the practices and procedures we implement contribute to strong and effective support for staff and the wider festival team. This is reflected in a new key outcome area that focuses on organisational health.

10. Governance

Strengthening the governance 'pou' of Te Matatini and meeting legal compliance remains a priority for the organization. In April 2013 a report commissioned by Te Matatini was completed to review the Governance and management of the organisation and progress made from its first review in 2007. Undertaken by Parearau Group the report was completed in two phases. Phase one was reviewing progress in all areas of governance



and management since 2007. Phase two was to evaluate a future business model for Te Matatini that took account of its future direction.

Phase 1: Te Matatini has made significant progress on management and governance processes however improvements could still be made on its organisational policy development, audit and governance review processes. Of significance though was the need to review and increase the organisation's capacity (staff) to undertake the workload of Te Matatini.

Phase 2: Te Matatini was still in the process of completing its three year business plan when the Parearau Report was completed. Parearau Group instead provided a road map for developing a strong and robust business model. It included reviewing whether Te Matatini should still be an incorporated society, amending the society rules to include independent directors and increasing staff levels and capacity. The road map also provided comment on future business structures that could support the proposed future direction. To date, Te Matatini has completed the review of being an incorporated society, reviewed the society rules to include independent directors and increased staff levels. The next 12 months will now focus on business structures that have the potential to capture commercial opportunities through Aotearoa Kapa Haka Limited from broadcasting and imagery to productions and leasing opportunities of the Te Matatini Mahau. This development is reflected in a new key outcome area called of organisational health.

11. Raising the Bar

It's exciting to imagine that the digital world creates new opportunities for Te Matatini to 'take Kapa Haka to the world' as well as opportunities for whanau to engage with Kapa Haka in new settings. 2014 / 2015 promises to be a challenging year for Te Matatini as we undertake to do our best to inject an economy boost, through the festival, to a healing host city.

The year creates opportunities for Te Matatini to seek ways to raise the bar of excellence in Kapa Haka performance and to provide incentives and opportunities for regions to nurture Kapa Haka excellence in their own communities.

12. Summary

Once every two years Te Matatini provides a space to celebrate the best that Te Ao Māori has to offer in Kapa Haka – it is the place where rohe gather to hoist their regional champions with great pride and to challenge each other for supreme recognition in their craft.

It is our responsibility to ensure that they can do this in a safe and fair way that upholds the mana of all who participate. The 2014 / 2015 year will see the Te Matatini team direct its work streams towards fulfilling the intent of the upcoming national festival whilst also sustaining and continuing to build a strong operational base from which to work.

OUTCOME- **WHANGAI**: Kapa Haka Excellence: The pursuit of excellence drives high quality performances and productions

Strategic Outputs	Expected Results	Strategic Key Performance Measures	Annual Key Performance Indicators-2014 / 2015
1. <i>Develop standards of performance excellence</i>	<ul style="list-style-type: none"> • <i>Efficient judging process</i> • <i>Increase in judging competencies</i> • <i>Improved efficiencies in planning and managing National Festival</i> • <i>New levels of excellence and innovation recorded at National Festivals</i> 	<ul style="list-style-type: none"> • <i>% Kapa Haka satisfaction competition and judging system</i> • <i>National Festival goals and financial targets met</i> 	<ul style="list-style-type: none"> • <i>95 % satisfaction</i> • <i>100% National Festival Goals met</i> • <i>100% National Festival financial targets met</i> • <i>New standards and systems used at National Festival</i>
2. Facilitate wananga to inform standards and share best practice	<ul style="list-style-type: none"> • Increased knowledge and skills amongst performers, tutors and judges 	<ul style="list-style-type: none"> • Number of wananga held • Number of national conferences supported 	<ul style="list-style-type: none"> • 2 Judges and Tutors wananga held • 2 national conferences supported
3. Support Kapa Haka programme and new composition development	<ul style="list-style-type: none"> • New waiata and haka composed and recorded • New standards of excellence achieved • Growth of Kapa Haka in regions 	<ul style="list-style-type: none"> • Number of development plans and milestone reports submitted • Number of new compositions developed and recorded 	<ul style="list-style-type: none"> • 100% plans and reports received • 30% new compositions performed and recorded
4. Create reporting tools to report on funding provided for regional and school competitions	<ul style="list-style-type: none"> • Improved timeliness and consistency of reporting • Improved quality of reporting against agreed performance measures • Reduced administration cost to Te Matatini 	<ul style="list-style-type: none"> • Number of reports received on time • Number of reports that meet TM (and funder) reporting standards 	<ul style="list-style-type: none"> • 80% reports received on time • 70 % reports meet reporting standards
5. Create a model of excellence for Kapa Haka productions	<ul style="list-style-type: none"> • Professional productions produced • Kapa Haka excellence modeled and showcased 	<ul style="list-style-type: none"> • Development and use of model 	<ul style="list-style-type: none"> • Model used for all production planning
6. Grow Te Matatini corporate brand	<ul style="list-style-type: none"> • Recognition of TM Corporate Brand (separate to Festival) • Positioning of TM Society as the New Zealand/national organisation for Kapa Haka excellence 	<ul style="list-style-type: none"> • % Customer and stakeholder recognition of brand 	<ul style="list-style-type: none"> • 75% surveyed stakeholders and customers aware of Te Matatini corporate brand and Te Matatini Festival brand

OUTCOME- MANAAKI: Knowledge Protection: Kapa Haka knowledge is protected and preserved for the enjoyment of all

Strategic Outputs	Expected Results	Strategic Key Performance Measures	Annual Key Performance Indicators-2014 / 2015
7. <i>Develop copyright and intellectual property policies</i>	<ul style="list-style-type: none">• <i>Copyright and IP rights established</i>• <i>Use of footage and images accords with Kapa Haka IP rights or agreements</i>• <i>Protocols formalized for capture, access and use of Te Matatini footage, images and audio</i>• <i>Opportunity to negotiate use of official footage and images for Te Matatini promotional and/or commercial purposes</i>	<ul style="list-style-type: none">• <i>% compliance with protocols</i>• <i>% of Kapa Haka groups agree to Te Matatini proposed framework and provisions to manage IP</i>	<ul style="list-style-type: none">• <i>100% compliance</i>• <i>100% of Kapa Haka groups (qualified for National Festival) sign management agreements with IP provisions</i>
8. Catalogue record of competitive Kapa Haka from 1972 to present day	<ul style="list-style-type: none">• Historical record maintained and resources archived for future generations• Accessible catalogue available for promotional or educational purposes	<ul style="list-style-type: none">• % of resources catalogued	<ul style="list-style-type: none">• 100% of film footage and audio files held by Te Matatini from 1972 to present day catalogued

OUTCOME- WHAKATIPU: Kapa Haka Growth: Kapa Haka growth is stimulated through increased engagement and investment

Strategic Outputs	Expected Results	Strategic Key Performance Measures	Annual Key Performance Indicators-2014 / 2015
<p>9. Strengthen existing relationships with strategic partners for mutual benefit</p> <p>10. Collaborate with government agencies to support them to invest in Kapa Haka development</p>	<ul style="list-style-type: none"> Increased opportunities for public and private investment in Kapa Haka communities Strategic investment in Kapa Haka growth and development Sustainable investment in National Kapa Haka Festival Lease Te Matatini Mahau to significant events Increased resources to support teaching and learning of Kapa Haka in schools 	<ul style="list-style-type: none"> Number of relationships brokered between government/partners and Kapa Haka communities Number of initiatives developed with government agencies % of sponsorship targets met for Festival Number of initiatives funded by public or private sector orgs 	<ul style="list-style-type: none"> 2 initiatives undertaken with government <ul style="list-style-type: none"> Develop education resources to support teaching of Kapa Haka in schools National Festival Funding Initiative 3 initiatives undertaken with Te Matatini Strategic Partners <ul style="list-style-type: none"> National Festival sponsorship At least two initiatives tbc 100% Festival sponsorship targets met 1 domestic lease arrangement negotiated for use of Te Matatini Mahau
<p>11. <i>Build evidence base on Kapa Haka communities, economic impact and contribution to outcomes</i></p>	<ul style="list-style-type: none"> <i>Community/stakeholder database</i> <i>Improved identification of Kapa Haka contribution to social, cultural and economic outcomes</i> <i>Evidence base informs Kapa Haka planning and investment</i> 	<ul style="list-style-type: none"> <i>Report produced annually</i> 	<ul style="list-style-type: none"> <i>Report on economic impact of national and regional activities produced</i>
<p>12. Conduct market research to identify potential revenue streams and investment opportunities</p>	<ul style="list-style-type: none"> Informed event and festival planning Targeted sponsorship packages developed Informed setting of revenue and ticket sales targets Audience growth through specific marketing strategies Potential revenue sources identified to help sustain activities 	<ul style="list-style-type: none"> Number of revenue generating activities undertaken % of audience targets met % of market segment targets met 	<ul style="list-style-type: none"> 2 revenue generating activities undertaken 90% audience targets (spectator, online and listener) at National Festival



OUTCOME – WHAKATIPU: Kapa Haka Growth: Kapa Haka growth is stimulated through increased engagement and investment

Strategic Outputs	Expected Results	Strategic Key Performance Measures	Annual Key Performance Indicators-2014 / 2015
13. Develop Te Matatini merchandise and promotional products	<ul style="list-style-type: none">• Sustainable revenue stream to support Te Matatini operations and funding initiatives• Promotion and exposure of Kapa Haka (television footage, images, music, resources)	<ul style="list-style-type: none">• Number of merchandise products developed• Number of requests for promotional products	<ul style="list-style-type: none">• 2 additional Te Matatini Aotearoa merchandise products developed (Apps + Accessories)• At least 50 requests for promotional products
14. Develop investment policy to guide Te Matatini and public/private investment in Kapa Haka	<ul style="list-style-type: none">• Better informed decision making on investment/spend• Ensuring return on investment for use of TM baseline funding• Better targeting of investments to grow or support the art form	<ul style="list-style-type: none">• Compliance with policy• Achievement of goals/outcomes• % Return on investment	<ul style="list-style-type: none">• 100% compliance• Outcomes/goals met• % ROI measures met

OUTCOME - PUAWAI: Audience Growth: Kapa Haka excellence is showcased to a wide and diverse audience.

Strategic Outputs	Expected Results	Strategic Key Performance Measures	Annual Key Performance Indicators-2014 / 2015
15. Administer the Regional Development Fund	<ul style="list-style-type: none"> Increase in Kapa Haka performers at regional levels Increased exposure of Kapa Haka at a regional level 	<ul style="list-style-type: none"> Number of events held per region Number of regional performers Number of audience members at events % Reporting and milestone requirements met 	<ul style="list-style-type: none"> 100% reporting and milestone requirements met
16. <i>Hold Biennial National Kapa Haka Festival</i>	<ul style="list-style-type: none"> <i>Increase in audience and listener numbers</i> <i>National and international exposure of te reo, culture and Kapa Haka excellence</i> 	<ul style="list-style-type: none"> <i>Number of performers</i> <i>Number of spectators, online audience, and radio listeners</i> <i>Customer Satisfaction rating</i> <i>Number of media and online items generated</i> 	<ul style="list-style-type: none"> <i>At least 1,600 Kapa Haka performers competing on national stage</i> <i>At least 10,000 ticket sales for National Festival</i> <i>At least 80,000 to 250,000 online viewership of Festival</i> <i>At least 150,000 radio listeners per day</i> <i>80% customer satisfaction rating</i> <i>10 national and 20 regional media items generated</i>
17. Contribute to the rebuild of Christchurch	<ul style="list-style-type: none"> Economic contribution to Christchurch 	<ul style="list-style-type: none"> Economic impact in Christchurch as result of festival 	<ul style="list-style-type: none"> Festival economic impact evaluation
18. Provide funding and support for National Primary and Secondary School Kapa Haka competitions	<ul style="list-style-type: none"> Strengthening of Kapa Haka within schools Whānau and family participation in school/Kapa events 	<ul style="list-style-type: none"> % Reporting and milestone requirements met 	<ul style="list-style-type: none"> 100% reporting and milestone requirements met
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OUTCOME - PUAWAI: Audience Growth: Kapa Haka excellence is showcased to a wide and diverse audience.

Strategic Outputs	Expected Results	Strategic Key Performance Measures	Annual Key Performance Indicators-2014 / 2015
19. Participate in national and international opportunities to expose and showcase Kapa Haka	<ul style="list-style-type: none">International exposure of Kapa Haka excellence	<ul style="list-style-type: none">Number of events attendedNumber of media items generatedNumber of shows or activities supportedNumber of media and online items generated	<ul style="list-style-type: none">At least 1 event attended/supportedAt least 1 national, 2 international and 2 online articles on Kapa participation at international events
20. Utilise digital resources and technology to promote Kapa Haka	<ul style="list-style-type: none">Lowering of marketing, operational and administrative cost through greater use of cost effective technologyIncreased reach to wider and more diverse audiences through online technology, apps and innovative software	<ul style="list-style-type: none">Number of online festival viewersNumber Facebook, and You Tube followersNumber of website visitsNumber of users of Te Matatini software apps% increase in reach to identified market segments	<ul style="list-style-type: none">At least 80,000 to 250,000 televised, online and radio audience7,000 Facebook followers4,000 You Tube Followers2000 website visits (Average) per month150+ TM app users10% increase in followers/users across identified market segments
21. Develop a long term broadcasting strategy	<ul style="list-style-type: none">Increased accessibility and audience reachHigh quality broadcast productions	<ul style="list-style-type: none">Strategy developedAudience growth	<ul style="list-style-type: none">10% increase in audience numbers10% increase in audience across identified market segments

OUTCOME – Organisational Health: Organisational capacity and robust business structures are reviewed regularly to support the future direction of Te Matatini.

Strategic Outputs	Expected Results	Strategic Key Performance Measures	Annual Key Performance Indicators-2014 / 2015
22. Governance processes and policies reviewed	Governance policies reviewed annually Governance training to improve committee skills	<ul style="list-style-type: none"> Number of policies reviewed Number of training days completed 	<ul style="list-style-type: none"> Review financial and audit policies All national committee members to undertake 1 day of training in either financial management or strategic planning
23. <i>Develop Business models and structures to promote Te Matatini and kapa haka</i>	<i>Models and structures improve the business and operations of Te Matatini to grow and promote Kapa Haka</i>	<i>Business models developed for</i> <ul style="list-style-type: none"> <i>Broadcasting and imagery</i> <i>Productions</i> <i>Mahau</i> <i>International engagement</i> 	<ul style="list-style-type: none"> <i>Develop and create AKHL business entity to control broadcasting, intellectual property and image capture.</i> <i>Implement business model to manage the mahau</i> <i>Develop a model to manage international engagements</i>
24. Staff Development and Capacity	Development opportunities provided to improve skills and succession plan for the future	<ul style="list-style-type: none"> Number of Development plans completed and implemented Number of training days including specialist projects 	<ul style="list-style-type: none"> All staff have a development plan All staff have completed at least 2 days of training in areas as assessed by their development plan

TE MATATINI INCORPORATED SOCIETY		PŪTEA A TAU	
	Budget 2014/2015	Projected 2013/2014	Actual 2012/2013
Income			
Ministry of Culture, Heritage	1,248,000	1,248,000	1,248,000
MCH, CDIP	-	117,000	-
Interest	8,000	11,000	12,942
National Te Matatini Festival	1,620,217	-	2,131,549
Ministry of Education	50,000	50,000	-
Other	-	-	270
Total Income	\$ 2,926,217	\$ 1,426,000	\$ 3,392,761
Expenditure			
Project Expenses			
Whangai	85,000	54,943	101,783
Whakatipu	-	44,013	7,779
Manaaki	-	11,000	-
Puawai	50,000	151,405	35,802
Regional Development Fund	450,000	340,000	520,223
CDIP	-	103,952	-
Te Matatini National Festival	1,698,727	50,000	1,934,477
Total Project Expenditure	2,283,727	755,312	2,600,063
Operations			
Governance, Travel & Fees	84,200	75,692	97,719
Personnel	382,092	342,940	312,954
Professional Services	42,004	63,346	59,144
Property & Maintenance	47,504	24,965	58,899
Telecommunications	13,000	13,000	16,019
Office Systems	37,800	72,269	38,828
Travel & Accommodation	25,000	55,000	19,713
Advertising & Promotions	5,000	13,600	8,430
Sundry	2,500	3,000	1,450
Depreciation	22,500	22,500	19,947
Total Operations Expenditure	661,599	686,311	633,104
Total Expenditure	\$ 2,945,326	\$ 1,441,623	\$ 3,233,167
Surplus/(Deficit)	\$ (19,109)	\$ (15,623)	\$ 159,594