

# Peace and Community Action

Company Number G A 620  
NGO Registration No: L. 32804

**Annual Report**  
**1 April 2011 to 31 March 2012**



Address: 33 New Lane, Uyanwatta, Matara, Sri Lanka

Phone/Fax: +94 (0) 41 22 30032

E-mail: [office@pcasl.org](mailto:office@pcasl.org)

Web: [www.pcasl.org](http://www.pcasl.org)



'Peace & Community Action'

# CONTENTS

1. Introduction
2. Overview
3. Board of Directors
4. Chairperson's Statement
5. National Co-ordinator's Report
6. Organisational Capacity and Resources
7. Funders

**Appendix 1 – Project Summaries**

**Appendix 2 – Audited Accounts**



# 1. Introduction

This report is the Peace & Community Action (PCA) Annual Report for 2011/12, summarising the activities and successes during the period 1 April 2011 to 31 March 2012.

PCA is committed to enabling communities to:

- Understand and use non-violence in everyday life
- Support individuals and groups in understanding and exercising their human rights and responsibilities
- Support individuals and groups in learning how to participate in community decision-making
- Support individuals and groups in creating empowered communities
- Support youth to take part in community development and being active citizens.

PCA manage and deliver a range of professional community-based programmes showing participants the impact of using non-violence in their relationships, and supporting them to learn and use these techniques in their own lives and communities.

PCA also run training courses for government officers and NGOs on non-violence approaches. After the 2004 tsunami PCA's peace work was extended to include supporting those in new housing schemes to integrate with their neighbours and host communities and access local government services. In this year PCA has also worked with non-tsunami villages in the south and has worked with young people in north, east and south Sri Lanka.

PCA works with communities from all ethnic and religious backgrounds, frequently bringing together people who are in dispute or disagreement.

## 2. Overview

### 2.1. Registration

PCA is registered as an NGO at the National Secretariat for Non-Governmental Organisations. Registered Year: 2001, July 25, Registration No: L. 32804.

PCA's former name was Thirupthiya and it was incorporated as a Limited Company on November 26, 1999, under the Companies Act No 17 of 1982. The old company number was N(A) 811. Thirupthiya was officially renamed as Peace & Community Action on 2 August 2002. In accordance with company law, PCA was re-registered as a Guarantee Limited Company March 16, 2011, under Companies Act 7 of 2007. The new Company Number is GA 620.

### 2.2. Vision

PCA's vision is self-reliant people and communities trusting each other, taking responsibility and speaking up for themselves.

### 2.3. Mission

PCA's mission is to show and encourage people to adopt alternatives to their traditional ways of being and relating to other people by:

- Working with individuals, families, communities and people in positions of authority to help them become more self-aware; recognise the implications of their actions and decisions on themselves and other people; take responsibility for their own problems and find their own solutions to them

- Showing them alternative non-violence approaches to their relationships with others and supporting them to practise these
- Encouraging them to develop genuine respect for others, recognising that every person, in particular marginalised people such as the disabled, also have feelings and needs and that everyone should be treated with equality and care
- Building strong relationships between people within communities and between communities, based on people's increasing understanding of each other
- Creating a group of skilled and committed non-violence activists who can model these approaches in their own lives, share them with others and work together to bring about societal change
- In the long term, transforming the environment for political decisions to one where there is more respect and understanding of the underlying needs of others.

#### **2.4. Strategic Approach**

- People are at the centre of what we do
- Programmes/projects will support people and communities in adopting non-violence as a way of living
- Programmes/projects will be participatory and empowering
- Human rights and conflict sensitivity will be embedded within all programmes
- Programmes/projects will demonstrate and deliver value for money
- Monitoring and evaluation will add value and evidence outcomes
- Resources will be effectively and efficiently managed
- PCA is committed to working in effective partnerships
- Equalities and diversity will be embedded into everything that we do
- PCA is committed to continuous improvement, learning and staff training
- PCA aims to be a socially responsible organisation.

#### **2.5. Membership Networks**

- Consortium of Humanitarian Agencies (CHA), Sri Lanka
- Quaker Peace and Social Witness (QPSW)
- International Action Network on Small Arms
- Coexistence Initiative
- South Asian Peace Alliance (SAPA)
- Alliance for Self-Reliance Peacebuilding
- Sri Lanka Consortium for Conflict Sensitivity
- Global Conflict Sensitivity Consortium.

#### **2.6. PCA's Record to Date**

PCA has a history of delivering successful projects and programmes using a selection of professional tools and methodologies. This includes the development and delivery of workshops, coaching and mentoring, support for community initiatives, and partnership working.

PCA has a highly trained and professional staff group who are experts in their fields and committed to the values of the organisation. PCA has a flexible approach to staffing by having a combination of core corporate and project staff. This enables the organisation to be responsive to projects whilst ensuring the effective and efficient use of resources. In accordance with its values PCA has a staff team drawn from the Sinhalese, Tamil and Muslim communities.

Effective outcomes-based monitoring and evaluation is a key component to measuring the success of PCA's work. Both quantitative and qualitative measures are used.



### 3. Board of Directors

PCA’s highly experienced Board of Directors is committed to conflict resolution and community development and are actively involved in leading and managing the organisation. In addition to strategic planning and management advice the Board ensures the proper functioning of the organisation legally, financially and in staff employment practices.

Membership of the Board is detailed in the table below:

PCA’s Board of Directors		
Name	PCA Position	Position
Ruvanthi Sivapragasam (Chair)	Director	Acting Country Director, Voluntary Services Overseas Sri Lanka
Fr Chris Rajendram	Director	Director of FNVC; Senior Lecturer at Trincomalee Campus, Eastern University of Sri Lanka
Malathi Thalgodapitiya	Director	Former CHA Chair
Shanmuham Senthurajah	Director	Director of SOND
C G Corporate Consultants (Private) Limited	Company Secretary	Non-voting
T Thayaparan	PCA National Co-ordinator	Non-voting

The Board held six meetings during the year. Board members gave their full support to PCA to continue its work, despite the challenges to peace work in Sri Lanka.

### 4. Chairperson’s Statement



Welcome to the 2011/12 PCA Annual Report. PCA continues to show commitment and passion for its values and mission and I would like to take this opportunity to thank both the Directors and staff of the organisation for all their hard work and dedication during the year.

It has been another year with a lot of commitment and dedication. PCA has successfully delivered a number of projects that are making a real difference to people’s lives. A theme this year, for me, has been cultural exchange. It has been a pleasure to see positive interaction between Sinhala, Tamil, and Muslim people at events, and to hear about the experiences of young people from Northern Ireland and Ampara during their Global Xchange programme. This year we also began an EU funded project in partnership with four national NGOs. This will involve

capacity and coalition building activities in seven districts around Sri Lanka, a focus of which will be cultural and learning exchange across the three main ethnic groups in the country.

It has of course been a difficult year at times, however. As with all NGOs we have needed to maintain a continuous focus on financial strategy and sustainability, and staff have risen to these

challenges in a positive, pro-active and flexible way. This is a clear sign of the strength and professionalism of the organisation and people who work within it.

PCA began as a grassroots level peace organisation and continues to build up excellent networks, relationships and partnerships within communities, with partner organisations and with government agencies. I would like to take this opportunity to thank all of our valued partners and donors for their continued support.

As always communities have been at the heart of the organisation. It is an honour and a privilege to be Chair of the Board for PCA.

**Ruvanthy Sivapragasam**  
**Chair**

## 5. National Co-ordinator's Report



I am very pleased to be able to report on the successful work completed by PCA during the financial year 2011/12. We have achieved much this year despite the difficult context in which we work. PCA's experienced staff team has worked hard over long hours and the Board of Directors has stood alongside us as we have adapted to the changing environment.

PCA's work in conflict resolution, reconciliation and the rebuilding of communities in the aftermath of the country's internal conflict continues to be our principal focus. With the withdrawal of INGOs from Sri Lanka it has become even more important for NGOs to take up the reins to help those most in need. PCA continues to play a significant role nationally and locally in this respect.

We play an active role in a number of key networks within Sri Lanka and in the wider region, most notably within the Consortium of Humanitarian Agencies, the South Asia Peace Alliance and the Global Conflict Sensitivity Consortium. We bring our fieldwork experience and training in non-violence to these forums, and in the case of the Conflict Sensitivity Consortium we sit as the only representative of the local NGO network within a predominantly INGO network. I was invited to deliver training and consultancy on several occasions in India during the year, and other senior members of PCA's staff visited the UK for training and exchange workshops.

2011/12 saw the completion of a number of projects, and the continuation of others. Details of these projects can be found in Appendix 1 attached. In July 2011 we started the fifth year of CAFOD-funded work in the south of the country which focuses on bringing together local communities and CBOs with the local government officers who serve them. A similar focus pervades the work that we conduct in partnership with Arbeiter-Samariter-Bund Deutschland on two projects: Justice for Community in the East and Recover to Serve which runs across Ampara and Batticaloa in the East and the Galle, Matara and Hambantota districts in the South.

"Training the trainers" is central to our community development strategy enabling the experience and expertise we have developed to be passed on to others and to cascade down to grassroots level. As we go forward we hope to work in an increasing number of contexts to improve facilitation, mediation and conflict resolution skills within local communities, workplaces and government services. In this way we hope to empower people in all walks of life to contribute

to community development, participate in decisions that will impact on their lives, and to play a greater part in civil society.

In June 2011 PCA started an EU-funded project in partnership with VSO and other national NGOs that will last 30 months. We have started to work with local partners in Ampara and Batticaloa districts to strengthen their organisational development capacity and their ability to work with communities to ensure the protection and promotion of democracy and human rights at the local level.

PCA continues to provide training programme to national and international organisations. This year, linked to the new EU project, we were able to carry out training and workshops for other partners on conflict resolution, transformation and conflict sensitivity. This not only developed their capacity in these areas, but also helped us to strengthen our own capacity to deliver standard programmes in the field.

I would like to acknowledge the particular help Voluntary Services Overseas has given PCA over the last year in building our organisational capacity and the professional development of the staff. I would like to bid a fond farewell on behalf of PCA to VSO volunteer Dave Williams for all his passion, commitment and hard work, and welcome VSO volunteer Rebecca Booker who joined us as management and project advisor in September 2011.

This year PCA was delighted to be invited by VSO to host the second Global Xchange (GX) programme in Sri Lanka. GX is a youth programme from VSO worldwide which coordinates in-country exchanges between young volunteers from the UK and selected developing countries. The decision to bring UK GX volunteers to Ampara District for a second time was enormously exciting and we were honoured to act as host to these young people and their young Sri Lankan counterparts. In keeping with PCA and VSO's shared aims of equality and diversity, the young people were placed in host homes within Tamil, Muslim and Sinhalese communities in the District and worked as volunteers in a range of local NGOs. This year's exchange was between young people in Ampara and Northern Ireland in the UK, where the 18 young people spent the second half of their 6 month adventure. The learning from the GX programmes does not just remain with the young people that have taken part, but builds on and enhances local NGOs' capacity to work with young people from different backgrounds.

PCA head office remained in Akkaraipattu during the period, whilst our Matara office continues to accommodate the staff team working on PCA's projects in the south.

At this time of uncertainty in the NGO sector PCA continues to focus on its own sustainability plans. This includes maintaining the flexibility of the organisation and looking at options for increasing income generation. We are prepared and ready to face the challenges ahead in our aim to continue making a valued contribution to improving the quality of people's lives across the island.

It is my privilege to lead on this work with a team of professional staff and a Board that is committed to PCA's aims, objectives and core values. I thank them, our funders and our partners for their commitment and support, and I look forward to working with them on another full year of activity ahead.

Let us walk and work together with increased passion and determination on the path of non-violence.

**T Thayaparan,**  
**National Co-ordinator**

## 6. Organisational Capacity and Resources

### 6.1. PCA Offices

In 2011/12 the Head Office was located in Akkaraipattu at 71A Ampara Road, Akkaraipattu, Sri Lanka.

As at 31 March 2012 there were two district offices: the Ampara Office at 71A Ampara Road, Akkaraipattu, and the Matara Office at No 35A, New Lane, Uyanwatta, Matara.

### 6.2. Staffing

The table below details PCA staff in 2011/12.

The names of former staff who worked on projects which came to an end in 2011/2012 are included and we thank them again for their time and contribution to PCA.

PCA Staffing 2011/12	
Position	Name
National Co-ordinator	T. Thayaparan
National Finance Officer	S. Sivananthiny
Training Manager	S. D. Sureka Batagoda
District Co-ordinator	T. Rajendran
VSO Volunteer	Dave Williams (left July 2011)
VSO Volunteer	Rebecca Booker (joined Sept 2011)
Team Leader	J. Manamperi
Peace Coach	H. U. Priyadharshana
Trainee Peace Coach	A. P. Krishan
Trainee Peace Coach	W. P. Chathurika
Trainee Peace Coach	Harsha Chathuranga
Administrative officer	S. K. P. Wathsala Khemali
Trainer	G. Ruvini
Trainer	S. Mangalagowry (left in 2011)
Programme Supervisor	M. A. Ajanthakumar
Trainer	V. Kumudhini

### 6.3. Training Manual

In 2011/12 PCA completed the printing of a comprehensive training manual in Tamil. The manual comprises PCA's training methodologies and materials and is based on PCA's established record in training and consultancy.



## 6.4. Organisational Development Handbook

In 2010/11 PCA developed a specialist Organisational Development Handbook that documents PCA's governance, recruitment, personnel and financial management processes and procedures. This handbook draws on best practice in these areas and it was reviewed by various experts and updated during 2011/2012.

## 7. Funders

In addition to PCA's individual donors, friends and supporters we would like to thank the following funders for their support during 2011/12

- Arbeiter-Samariter-Bund Deutschland (ASB)
- The British Council Sri Lanka
- CARE Sri Lanka
- CAFOD
- UK Department for International Development (DFID)
- South Asian Peace Alliance (SAPA)
- Voluntary Service Overseas (VSO)
- European Union (EU).



## Appendix 1 – Project Summaries

PCA was involved in a number of successful projects during the year 2011/12. Brief details of these projects are provided below. More detail are available upon request from PCA's offices.

<b>Promotion and Protection of Human Rights and Democracy Through a Stronger Civil Society in Sri Lanka</b>	
<b>District(s)</b>	Ampara, Batticaloa, Colombo, Jaffna, Matara, Puttalam, Trincomalee, Vavuniya Districts
<b>Project Funder</b>	European Union
<b>Project Timescales</b>	30 June 2011 to 30 November 2013
<b>Project Objectives</b>	<ul style="list-style-type: none"><li>• To empower and unite civil society in promoting and protecting human rights and democratic governance</li><li>• To build a strong, broad-based, and island-wide coalition of civil society organisations focused on securing the civil and political rights of the most disadvantaged groups in conflict-affected communities.</li></ul>
<b>Intended Outcomes</b>	<ul style="list-style-type: none"><li>• Increased capacity of four partners and up to thirty of their target group organisations in (i) organisational and financial management, (ii) specific areas of programming, such as conflict sensitivity, and (iii) working together towards a common objective</li><li>• The creation of a broad-based and island-wide coalition of organisations that has identified and begun to work effectively on one or more priority national reconciliation issue(s).</li></ul>

## Justice for Community

<b>District(s)</b>	Ampara and Batticaloa Districts
<b>Project Funder</b>	Arbeiter-Samariter-Bund Deutschland (ASB)
<b>Project Timescales</b>	01 January 2009 to 31 December 2011
<b>Project Objectives</b>	<ul style="list-style-type: none"><li>• To promote a more open and democratic society in Ampara and Batticaloa Districts</li><li>• To improve the ability of vulnerable people in Ampara and Batticaloa Districts to be heard so as to be part of a more open and democratic society through the development of Non-State Actors (NSAs).</li></ul>
<b>Intended Outcomes</b>	<ul style="list-style-type: none"><li>• A Network of 4 District Advice Centres established in Batticaloa and Ampara providing readily available direct outreach services to vulnerable people, connecting users with NSA and Government services and leading the development of NSA services</li><li>• At least 10 representatives from vulnerable communities attached to the Centres to act as advisers/ trustees to the Centre</li><li>• Improved skills of NSAs and Government Officers in practical peace building gained through implementing sub-projects to promote a more democratic and open society</li><li>• A system of documentation available to NSAs for improved advocacy for openness and democracy established in both Districts</li><li>• Established forms of co-operation between Districts and national organisations active in the promotion of a more democratic and open society.</li></ul>

## Recover to Serve

<b>District(s)</b>	Ampara, Batticaloa, Galle, Hambantota and Matara Districts
<b>Project Funder</b>	Arbeiter-Samariter-Bund Deutschland (ASB)
<b>Project Timescales</b>	01 July 2009 to 30 June 2012
<b>Project Objectives</b>	To work with community groups to improve their skills in conflict prevention, crisis management and peace building
<b>Intended Outcomes</b>	<ul style="list-style-type: none"><li>• A group of experienced people in each District who will have skills in conflict prevention, crisis management and peace building. They will spread the benefits of their experience to the wider community</li><li>• Networks of individuals and groups within and between the Districts and between the Districts and Colombo working to improve conflict prevention, crisis management and peace building through their shared experiences mutual support</li><li>• Learning about capacity building – appropriate for and designed in Sri Lanka – will be published for the benefit of stakeholders</li><li>• Increased peace, security and stability of several communities.</li></ul>



## Global Xchange

<b>District(s)</b>	Ampara, Sri Lanka and Northern Ireland
Project Funder	British Council and VSO
Project Timescales	November 2011 to May 2012
Project Objectives	<ul style="list-style-type: none"><li>• Creating a network of young people</li><li>• Community development</li><li>• Personal development.</li></ul>
Intended Outcomes	<ul style="list-style-type: none"><li>• CBOs and NGOs supported by volunteers</li><li>• Shared learning between CBOs, NGOs and volunteers</li><li>• Shared learning between partner families and volunteers</li><li>• Volunteers develop their understanding of community development</li><li>• Volunteers develop as a group and individuals through practical experience and learning</li><li>• Young people's network developed</li><li>• Changed attitudes of key partners and stakeholders.</li></ul>



## Inter-Community Understanding Project

<b>District(s)</b>	Dickwella, Malimbada and Thihagoda DS Divisions in Matara District.
<b>Project Funder</b>	CAFOD
<b>Project Timescales</b>	June 2009 to June 2013
<b>Project Objectives</b>	<ul style="list-style-type: none"><li>• To enable communities in the Dickwella, Malimbada and Thihagoda DS Divisions in Matara District to be self-reliant and to take the initiative to resolve their own problems</li><li>• Government officers and community leaders will practice non-violence approaches and processes to build the relationship between themselves and the community</li><li>• Government field services are improved to all the communities in the Dickwella division.</li></ul>
<b>Intended Outcomes</b>	<ul style="list-style-type: none"><li>• Improved services to the community by government officers</li><li>• Improved infrastructure supporting village facilities through increased involvement of villagers in discussions about their needs with Government officers and NGOs</li><li>• Individuals take responsibility for exploring with others alternative ways to fulfil their needs</li><li>• Positive interactions in the relationships within the communities and between Government officers and communities increases</li><li>• Field officers are trained and supported to use Non-Violence process in their work</li><li>• More people share their feelings and express their needs so that violence and conflict among the community/people and between the community and Government officers reduces.</li></ul>

## The Practice of Conflict-Sensitivity – Concept to Impact

<b>District(s)</b>	UK, Sierra Leone, Sri Lanka and Kenya
<b>Project Funder</b>	DFID via CARE International
<b>Project Timescales</b>	September 2009 – April 2012
<b>Project Objectives</b>	To improve policies and practices that support Conflict-Sensitive Approaches (CSA) across a broad network of NGOs, local partners and donor agencies.
<b>Intended Outcomes</b>	<ul style="list-style-type: none"><li>• Shared understanding of CSA across a network of international and local development, humanitarian and peace building organisations</li><li>• Lessons and recommendations for mainstreaming effective CSA across a range of contexts and sectors disseminated to policy-makers, donors and practitioners</li><li>• Strengthened expertise and capacity amongst member organisations and civil society partners to institutionalise and implement CSA, at HQ and local levels</li><li>• Partners include ActionAid, CAFOD, International Alert, Plan International, RedR UK Responding to Conflict, Saferworld, Save the Children UK, Skillshare International; World Vision, Sierra Leone Red Cross Society, Sierra Leone Association of Non- Governmental Organisations (SLANGO), ENCISS.</li></ul>

## International Project South Asian Peace Alliance

<b>District(s)</b>	South Asian Region
<b>Project Funder</b>	Quaker Peace and Social Witness (QPSW)
<b>Project Timescales</b>	August 2006 – ongoing
<b>Project Objectives</b>	To advance the growth of real peace in the South Asian Region by improving self understanding as well as relationships and the understanding between people and communities, thereby reducing the likelihood of violent behaviour and conflicts
<b>Intended Outcomes</b>	<ul style="list-style-type: none"><li>• To build a movement in South Asia that shares insights and experiences of the root causes of structural violence in the region and moves towards building a South Asian identity to resolve issues</li><li>• To act in cooperation with the region's marginalised people to nurture the seeds of active nonviolence that challenge the structures of violence</li><li>• To build the capacity of young women and men to facilitate nonviolent change in local communities and to deepen the democracy at the grassroots</li><li>• To work with other nonviolent actors to contribute towards the development of a global nonviolence movement and develop a culture of peace.</li></ul>

## International Project Active Citizen

<b>District(s)</b>	Ampara District in Srilanka and Northern Ireland in the UK
<b>Project Funder</b>	British Council
<b>Project Timescales</b>	January 2011 – December 2012
<b>Project Objectives</b>	<ul style="list-style-type: none"><li>• Young leaders bring positive change in their communities through constructive social action.</li><li>• Promotes community cohesion and intercultural dialogue through civic engagement and volunteering globally</li><li>• Contribute to positive social change locally and globally by establishing an enduring international network of young leaders who act together to address grassroots initiatives around the world</li><li>• Encourage young leaders to play a bigger role in their local communities by engaging thought influencers through dialogue, and through civic engagement with CBOs</li><li>• Links civil society, community leaders and other networks in Pakistan, the United Kingdom, and other countries to deepen trust and understanding within and between communities</li><li>• Participants gain various skills including cross-cultural communication and multicultural dialogue, and its effective role in community action.</li></ul>
<b>Intended Outcomes</b>	<ul style="list-style-type: none"><li>• Develop a stronger sense of their own culture and identity through engagement with other cultures</li><li>• Increased knowledge and understanding of how their local community works and its links to the rest of the world</li><li>• Take action to improve society through sustainable initiatives</li><li>• Work effectively with diverse groups of people</li><li>• Become skilled in cross-cultural communication and dialogue, and its effective role in community action</li><li>• Work together to address the global issues of the 21st Century.</li></ul>

## Appendix 2 – Accounts

Below is a balance sheet for PCA as of 31 March 2012.

<b>PCA Balance Sheet</b>		
	<b>SLR</b>	<b>SLR</b>
<b>NON CURRENT ASSETS:</b>		
Property, Plant and Equipment		2,408,966.06
<b>CURRENT ASSETS:</b>		
Receivable	744,671.23	
Cash at Bank & In Hand	3,821,411.89	4,566,083.12
<b>TOTAL ASSETS</b>		<b>6,975,049.18</b>
<b>ACCUMULATED FUND:</b>		
Balance on 1.4.2011	3,786,533.59	
Add: Excess of income over expenditure	974,780.11	4,761,313.70
<b>NON CURRENT LIABILITIES</b>		
Provision for Gratuity		1,330,921.00
<b>CURRENT LIABILITIES:</b>		
Provision for Taxation	632,769.04	
Accrued Charges	250,045.44	882,814.48
		6,975,049.18
<b>INCOME:</b>		
Active Citizen Programme	665,000.00	
VSO - EU Partner Programme	164,000.00	
CAFOD Project	6,325,000.00	
Care Sri Lanka	2,444,626.71	
Problem Solving Form - CAFOD	2,655,000.00	
Justice for Communities	522,697.41	
Justice for Communities1	938,135.15	
Recovery to Serve	98,750.80	



	SLR	SLR
Recovery to Serve1	717,536.08	
Global Exchange Programme	3,373,365.89	
Other Resource	1,020,103.64	
<b>TOTAL INCOME</b>		18,924,215.68
Less: Taxation		170,425.04
		18,753,790.64
<b>LESS: EXPENSES:</b>		
Active Citizen Programme	567,558.00	
CAFOD Project	4,449,826.28	
Care Sri Lanka	2,032,079.36	
Global Exchange Programme	3,175,320.77	
Justice for Communities	526,523.04	
Justice for Communities1	938,135.15	
Problem Solving Form - CAFOD	2,375,162.59	
Recovery to Serve	419,645.15	
Recovery to Serve1	717,536.08	
VSO - EU Partner Programme	7,195.00	
Peace & Community Action	2,570,029.11	17,779,010.53
<b>EXCESS OF INCOME OVER EXPENDITURE</b>		<b>974,780.11</b>