OWNERSHIP AGREEMENT

BETWEEN THE

CAYMAN ISLANDS GOVERNMENT

AND

UTILITY REGULATION AND COMPETITION OFFICE

FOR THE 2024 FINANCIAL YEAR ENDING 31 DECEMBER 2024
AND THE 2025 FINANCIAL YEAR ENDING 31 DECEMBER 2025

PREPARED IN ACCORDANCE WITH SECTION 50 OF THE PUBLIC MANAGEMENT AND FINANCE ACT

(2020 REVISION)

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1. PURPOSE

This Ownership Agreement documents the ownership performance the Cabinet and the Board of the Utility Regulation and Competition Office have agreed the Utility Regulation and Competition Office will seek to achieve during the 2024 and 2025 financial years.

The purpose of the document is to ensure the ownership performance expectations for the financial years are clearly specified and agreed by both parties.

2. NATURE AND SCOPE OF ACTIVITIES

This section outlines the nature and scope of activities within which the Utility Regulation and Competition Office is to operate during the financial years.

GENERAL NATURE OF ACTIVITIES

Utility Regulation and Competition Office ('OfReg' or the 'Office') is the independent multisector authority established by the enactment of the Utility Regulation and Competition Act (2021 Revision) and commenced operations on January 16, 2017.

The Office's primary functions are provided in the URC Act are to:

- promote objectives set out in Policy
- promote appropriate effective and fair competition
- protect the short and long term interests of consumers in relation to utility services
- promote innovation and facilitate economic and national development

Although the Office's genesis has come about from an amalgamation of the Information and Communications Technology Authority ('ICTA'), the Electricity Regulatory Authority ('ERA') and the Petroleum Inspectorate, which hitherto had been a Department of the Government of the Cayman Islands its responsibilities have been broadened and now encompass the following sectors and activities:.

- Information and communication technology
- Energy/electricity production and distribution
- Water production and distribution
- Fuels and Dangerous Substances
- Innovation for the facilitation of economic development
- Enhanced consumer protection functions

The URC Act sets out broad duties, functions and powers while sector specific laws provide for sector specific powers and functions (which may differ from sector to sector)

The enabling acts are:

Utility Regulation and Competition (URC) Act (2021 Revision)

Dangerous Substances Act (2017 Revision)

Electricity Act (2008 Revision)

Electricity Sector Regulation (ESR) Act (2019 Revision)

Electronic Transactions Act (2003 Revision)

Fuel Market Regulation Act (2017)

Information and Communications Technology (ICT) Act (2019 Revision)

Wastewater Collection and Treatment Act (2019 Revision)

Water Authority Act (2018 Revision)

Water (Production and Supply) Act (2018 Revision)

Water Sector Regulation Act (2019 Revision

SCOPE OF ACTIVITIES

OfReg's activities are governed by the specific responsibilities set out under the various laws mentioned above. The following activities in particular, represent the key day to day activities carried out by Ofreg in respect of all the sectors which it regulates:

(a) To protect the short- and long-term interests of consumers in relation to utility services;

(b) Take appropriate enforcement action, including the imposition of administrative fines;

(c) Consider and issue licences for specified services within the Cayman Islands, or between the Cayman Islands and elsewhere;

(d) Impose, and monitor adherence to, conditions on all licensees;

(e) Carry out day to day supervision of all licensees to ensure full compliance with the licensees' obligations under the respective legislation;

(f) Promote and facilitate fair competition in each sector in accordance with the legislation and any other formal agreements with the licensee where it is reasonable or necessary to do so;

(g) Promote and facilitate innovation and safety in each sector, including in accordance with any strategic objectives of the Cayman Islands Government's and aligned with the Government's international obligations;

(h) To investigate and resolve complaints from consumers and service providers concerning the provision of services in each sector;

(i) To collect all fees, including licence fees, and any other charges levied under the various acts or regulations made thereunder;

(j) To resolve disputes concerning the interconnection or sharing of infrastructure between or among ICT service providers or ICT network providers;

(k) To promote and maintain an efficient, economic and harmonised infrastructure for each sector;

(l) To act on any matter referred to it by the Minister; and

(m) Implement Government policy as it relates to each sector and provide policy advice to the Cabinet on matters pertaining to each sector.

(n) To provide a framework for the protection of Critical National Infrastructure(CNI)

CUSTOMERS AND LOCATION OF ACTIVITIES

The Office primarily serves the residents of the Cayman Islands and services are normally delivered within the Cayman Islands.

3. STRATEGIC OWNERSHIP GOALS

The key strategic goals and objectives for the Utility Regulation and Competition Office for the 2024 and 2025 financial years are as follows:

Vision Statement

Fair regulation for consumers and industry.

Mission

To ensure safe, reliable, economic public utilities to businesses and the people of the Cayman Islands.

Strategic Focus 2022 - 2025

Develop and implement strategies designed to enable the people of the Cayman Islands to have access to and utilise new technologies to improve their lives through increased economic activity while ensuring that traditional utility services continue to be delivered efficiently and at least economic cost.

Strategic goals and objectives

The key strategic goals and objectives for *the Utility Regulation and Competition Office* for the 2022 and 2025 financial years are as follows:

- Create and introduce energy rating system administered to assess the efficiency of onsite wastewater treatment systems by 2022.
- Advise on policy and establish a comprehensive regulatory framework for wastewater, the beneficial reuse of wastewater treatment products (effluent and bio solids) as a source of irrigation water, soil amendment and biogas generation by 2022.
- Develop Monitoring Framework for the fuels market to gauge the efficiency and effectiveness of regulatory interventions by 2022.
- Modernise the licensing and regulatory policy framework to facilitate investment in innovation and development in the ICT sector to provide certainty to the market and protection to the consumers by 2022.
- Establish a mechanism and framework for the protection of Critical National Infrastructure (CNI) by 2022 to improve system resiliency and reliability.
- Implement strategies and policies to facilitate efficient use of the Islands communications infrastructure to enhance security, reliability, resiliency and connectivity by 2025.
- Promote and facilitate rollout of next-generation networks (‘NGN’) and testbeds in the Cayman Islands to improve efficiency and delivery of ICT services to consumers by 2025.
- Develop comprehensive regulatory framework to facilitate the introduction of LNG, CNG and commercial scale biodiesel by 2025.

- Implement regulatory frameworks to support and give effect to the National Energy Policy (NEP) objectives and targets for the electricity sector.
- Undertake activities to ensure efficient use of infrastructure to promote and facilitate the ubiquitous rollout and innovative use of fibre networks to support and delivery of high-speed broadband service by 2025.
- Establish Framework for implementation of new technologies in renewable and alternative energy by 2025 to ensure a systematic and structured approach for evaluating and implementing innovative technologies.

4. OWNERSHIP PERFORMANCE TARGETS

The ownership performance targets (as specified in schedule 5 to the Public Management and Finance Act (2020 Revision), as amended for the Utility Regulation and Competition Office for the 2024 and 2025 financial years are as follows:

	2024 1 Jan to 31 Dec 2024 $000's	**2025 1 Jan to 31 Dec 2025 $000's**	**2023 12-Month Forecast $000's**
REVENUE FROM CABINET	1,780	1,780	1,758
REVENUE FROM MINISTRIES, PORTFOLIOS, STATUTORY AUTHORITIES AND GOVERNMENT COMPANIES	-	-	-
REVENUE FROM OTHERS	5,311	5,116	4,067
OPERATING EXPENSES	6,551	6,898	5,825
OPERATING SURPLUS/DEFICIT	**(540)**	**2**	**635**
NET WORTH	6,170	6,172	**6,170**
CASH FLOWS FROM OPERATING ACTIVITIES	(62)	129	131
CASH FLOWS FROM INVESTING ACTIVITIES	(653)	(12)	(199)
CASH FLOWS FROM FINANCING ACTIVITIES	-	-	-
CHANGE IN CASH BALANCES	(715)	117	(67)

FINANCIAL PERFORMANCE RATIO	**2024 1 Jan to 31 Dec 2024**	**2025 1 Jan to 31 Dec 2025**	**2023 12-Month Forecast**
CURRENT ASSETS: CURRENT LIABILITIES	22.67:1	23.42:1	24.42:1
TOTAL ASSETS: TOTAL LIABILITIES	8.38:1	8.39:1	8.38:1

MAINTENANCE OF CAPABILITY

HUMAN CAPITAL MEASURES	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025	2023 12-Month Forecast
TOTAL FULL TIME EQUIVALENT STAFF EMPLOYED	35	35	25
STAFF TURNOVER (%)			
MANAGERS	-	-	-
PROFESSIONAL AND TECHNICAL STAFF	-	-	-
CLERICAL AND LABOURER STAFF	-	-	-
AVERAGE LENGTH OF SERVICE (CURRENT POSITION)			
MANAGERS	6.05	7.05	5.55
PROFESSIONAL AND TECHNICAL STAFF	4.84	5.84	7.18
CLERICAL AND LABOURER STAFF	14.13	15.13	13.13
CHANGES TO PERSONNEL MANAGEMENT SYSTEM	NONE	NONE	YES

PHYSICAL CAPITAL MEASURES	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
VALUE OF TOTAL ASSETS			
ASSET REPLACEMENTS: TOTAL ASSETS			
BOOK VALUE OF ASSETS: COST OF THOSE ASSETS			
DEPRECIATION: CASH FLOW ON ASSET PURCHASES			
CHANGES TO ASSET MANAGEMENT POLICIES	NONE	NONE	NONE

MAJOR NEW CAPITAL EXPENDITURE PROJECTS	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
	-	-	-
	-	-	-
	-	-	-
TOTAL	**NIL**	**NIL**	**NIL**

RISK MANAGEMENT

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2023	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
Inability to collect regulatory fees for a period of time due to unforeseen circumstances (ie. natural disaster)	Risk Unchanged	Establishment of a general reserve fund	>$1m
Inability to stay current with industry standards and developments	Risk Unchanged	Investment in staff professional development Augmenting the Office's organizational structure to enable a greater focus on identifying, analysing and addressing developments	Cannot be estimated
Loss of key personnel	Risk Unchanged	Cross training, succession planning and performance assessments and recognition Creation of incentives to retain employees	Cannot be estimated
Limited resources resulting in inadequate regulatory framework and compliance processes	New	Implement technological systems to increase efficiencies Augment the Office's organizational structure Enhance image in order to attract talented and experienced personnel	Cannot be estimated
Contingent liabilities - Threat of litigation	Risk Unchanged	Effective regulatory procedures and adequate insurance coverage.	Cannot be estimated
Risk of financial fraud	Risk Unchanged	Ensure adequate internal controls are in place with proper payment authorizations. Checks are secured, and minimum cash is on hand	Cannot be estimated

RISK MANAGEMENT (CONTINUED)

KEY RISKS FACED BY MINISTRY/PORTFOLIO	CHANGE IN STATUS FROM 2023	ACTIONS TO MANAGE RISK	FINANCIAL VALUE OF RISK
IT Security Risk – the risk of an information security incident	New	Implementation of IT Security Risk policy Upgrade of firewall and connected systems to provide enhanced security against information security breaches	Cannot be estimated
Reputational Risk	New	Implementation of an effective communications plan Emphasis placed on ensuring positive interactions with stakeholders	Cannot be estimated
Force Majeure	New	Establishment of a general reserve fund Establishment of business continuity/disaster recovery plan	Cannot be estimated

5. SUMMARISED FORECAST FINANCIAL STATEMENTS

A full set of forecast financial statements for the Utility Regulation and Competition Office is provided in the Appendix to this Ownership Agreement.

OPERATING STATEMENT	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 25 $000's	2023 12-Month Forecast $000's
REVENUE	6,551	6,901	6,461
OPERATING EXPENSES	6,551	6,898	5,825
NET SURPLUS/(DEFICIT)	-	3	635

BALANCE SHEET	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
ASSETS	7,005	7,008	7,006
LIABILITIES	836	835	835
NET WORTH	6,170	6,172	6,170

STATEMENT OF CASH FLOW	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's	2023 12-Month Forecast $000's
CASH FLOWS FROM OPERATING ACTIVITIES	(62)	129	131
CASH FLOWS FROM INVESTING ACTIVITIES	(653)	(12)	(199)
CASH FLOWS FROM FINANCING ACTIVITIES	-	-	-

6. OTHER FINANCIAL INFORMATION

Detailed below is information about specific financial transactions required to be included in the Ownership Agreement by the Public Management and Finance Act (2020 Revision).

TRANSACTION	2024 1 Jan to 31 Dec 2024 $000's	2025 1 Jan to 31 Dec 2025 $000's
EQUITY INVESTMENTS INTO UTILITY REGULATION AND COMPETITION OFFICE		
CAPITAL WITHDRAWALS FROM UTILITY REGULATION AND COMPETITION OFFICE		
DIVIDEND OR PROFIT DISTRIBUTIONS TO BE MADE BY UTILITY REGULATION AND COMPETITION OFFICE		
GOVERNMENT LOANS TO BE MADE TO UTILITY REGULATION AND COMPETITION OFFICE		
GOVERNMENT GUARANTEES TO BE ISSUED IN RELATION TO UTILITY REGULATION AND COMPETITION OFFICE		
RELATED PARTY PAYMENTS (NON-REMUNERATION) MADE TO KEY MANAGEMENT PERSONNEL[47]		
REMUNERATION[48] **PAYMENTS** MADE TO KEY MANAGEMENT PERSONNEL		
REMUNERATION PAYMENTS MADE TO SENIOR MANAGEMENT		

DESCRIPTION	2024 1 Jan to 31 Dec 2024	2025 1 Jan to 31 Dec 2025
NUMBER OF KEY MANAGEMENT PERSONNEL (BOARD)		
NUMBER OF KEY SENIOR MANAGEMENT (MD)		

[47] Key Management Personnel as defined by International Public Accounting Standards No 20, e.g. Minister, Board Member and Senior Management Team

[48] Remuneration as defined by International Public Accounting Standards No 20 Par 34(a)

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AGREEMENT

Scope of this Agreement

In signing this document, the Utility Regulation and Competition Office undertakes to seek to achieve the performance specified in sections 2 to 6 to the best of its ability; and

The Cabinet agrees to the performance specified in sections 2 to 5 and the financial transactions specified in section 6.

Procedures for Changing this Ownership Agreement

Changes to this Ownership Agreement may be made during the financial years only with the express and explicit agreement of both parties to the Agreement. Changes will be made in the following way:

- If either party wishes to change the specification of performance contained in this Ownership Agreement, they must notify the other in writing describing the changes that they wish to make.
- The other party will take no more than 15 working days to consider the proposed amendments, or such other time as the two parties may agree.
- The other party will respond to the other about the proposed amendments and negotiate appropriate changes that are agreeable to both parties.
- The parties will the sign the amended Ownership Agreement.
- The amended Ownership Agreement will be attached to and form part of this Agreement.

Agreement

We jointly agree this Ownership Agreement accurately documents the ownership performance the Utility Regulation and Competition Office will seek to achieve for the 2024 and 2025 financial years and that the Cabinet will monitor performance against.

Honourable Dwayne Seymour, MP

Minister for Border Control, Labour and Culture
On behalf of Cabinet

Chairman of the Board

Utility Regulation and Competition Office

31 December 2023

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APPENDIX

FORECAST FINANCIAL STATEMENTS

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CAYMAN ISLANDS GOVERNMENT

UTILITY REGULATION AND COMPETITION OFFICE
STATEMENT OF RESPONSIBILITY FOR FORECAST FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

These forecast financial statements have been prepared in accordance with the provisions of the Public Management and Finance Act (2020 Revision).

The Board accepts responsibility for the accuracy and integrity of the financial information in these financial statements.

To the best of our knowledge the statements are:

a. Complete and reliable;
b. Fairly reflect the forecast financial position as at 31 December 2024 and 31 December 2025 and performance for the Utility Regulation and Competition Office for the financial years ending 31 December 2024 and 31 December 2025; and
c. Comply with generally accepted accounting practice.

Chairman of the Board

Utility Regulation and Competition Office

31 December 2023

UTILITY REGULATION AND COMPETITION OFFICE

STATEMENT OF ACCOUNTING POLICIES

FOR THE FINANCIAL YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

These financial statements have been prepared in accordance with International Public Sector Accounting Standards ("IPSAS") issued by the International Federation of Accountants and its International Public Sector Accounting Standards Board ("IPSASB"). The significant accounting policies adopted by the Utility Regulation and Competition Office in these financial statements are as follows:

(a) Basis of preparation

The financial statements of the Utility Regulation and Competition Office are presented in Cayman Island dollars and are prepared on the accrual basis under the historical cost convention.

(b) Use of estimates

The preparation of financial statements in accordance with International Public Sector Accounting Standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements as well as the reported amounts of income and expenses during the year. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results could differ from these estimates.
The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the reporting period and in any future periods that are affected by those revisions.

(c) Foreign currency translation

Assets and liabilities denominated in currencies other than Cayman Islands dollars are translated at exchange rates in effect at the financial statements date. Revenue and expense transactions denominated in currencies other than Cayman Islands dollars are translated at exchange rates at the date of those transactions. Gains and losses arising on translation are included in the statement of comprehensive income.

(d) Cash and cash equivalents

For the purpose of the statement of cash flows, cash and cash equivalents are considered as cash held on demand and fixed deposits with an original maturity of three months or less.

(e) Short Term Investments

Short-term Investments represent term deposits with banks or other financial institutions with original maturities of greater than three months but less than twelve months.

(f) Accounts receivable

Accounts receivable are recognized initially at fair value and are subsequently reviewed for impairment. Where there is objective evidence that a debt will not be collectible by the Authority according to the agreed terms a provision for bad debt is established.

(g) Property, plant and equipment/depreciation and amortization

Property, Plant and Equipment are stated at cost less accumulated depreciation and amortization, and any impairment losses.

Depreciation is charged to the statement of financial performance on a straight-line basis over the estimated useful lives of the property, plant and equipment and leasehold improvements are amortized over the life of the lease.

The estimated useful lives of the other fixed assets are as follows:

Office equipment and furniture	3 – 5 Years
IT equipment	3 Years
Computer Software	3 - 5 Years
Motor Vehicles	7 Years
Other Equipment	3 – 10 Years
Leasehold Improvements	5 Years

Management reviews the depreciation and amortization method and useful life periodically to ensure that they are consistent with the expected economic benefits from property, plant and equipment.

(h) Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable. The Office recognizes revenue when the amount of revenue can be reliably measured; when it is probable that future economic benefits will flow to the entity, and when specific criteria have been met for each of the Office's activities described below.

Regulatory Fees - Regulatory Fees are the main source of revenue for the Office. Regulatory fees are collected from each sector, with revenue recognized from the administration of licensing arrangements with major licensees.

Services provided to the Government – The Office provides services to the Government which are established and defined through a Purchase Agreement. The purchase agreement details the outputs that the Government and the Office has agreed that the Office will deliver and the Cabinet will purchase in a particular fiscal year. Revenue is recognized when the performance obligations agreed in the purchase agreement are performed. Payments will be made on the basis of a quarterly invoice provided to the Government by the Office.

Licensing fees – The Office issues licences for specified services within the various sectors that it regulates. Revenue is recognized once the license has been issued or in some instances, revenue from application fees are recognized upon receipt of the application for the license.

Permit Fees – The Office processes applications for operating permits for premises and vehicles used to store or transport dangerous substances, under the Dangerous Substances Handling and Storage Act, 2017. The Office also processes applications for permits in relation to the importation of fuel and compressed gas and revenue is recognized once the permit has been issued.

KY Domain Fees – The Office has been delegated authority from the Government, in accordance with section 9(i) of the ICTA Act (2017) for the management and administration of the .ky internet domain. A domain name registration fee is charged upon initial registration of the domain and also at the time of renewal. Fees are charged to domain owners on an annual basis. Revenue is recognized once a domain name has been granted. The management of the .ky domain is contracted to a third party, who remits payment of the registration fees on a quarterly basis.

All application and licence fees are non-refundable.

(i) Operating lease

Lease payments are recognized as an expense on a straight-line basis over the lease term.

(j) Financial Instruments

(a) Classification

A financial asset is classified as any asset that is cash, a contractual right to receive cash or another financial asset, exchange financial instruments under conditions that are potentially favourable or an equity instrument of another enterprise. Financial assets are comprised of cash and cash equivalents and prepayments.

A financial liability is any liability that is a contractual obligation to deliver cash or another financial instrument or to exchange financial instruments with another enterprise under conditions that are potentially unfavourable. Financial liabilities are comprised of accounts payables and accrued expenses.

(b) Recognition

The Office recognises financial assets and financial liabilities on the date it becomes party to the contractual provisions of the instrument. From this date, any gains and losses arising from changes in fair value of the assets or liabilities are recognised in the statement of comprehensive income.

(c) *Measurement*

Financial instruments are measured initially at cost which is the fair value of the consideration given or received. Subsequent to initial recognition, all financial assets are recorded at historical cost, which is considered to approximate fair value due to the short-term or immediate nature of these instruments.

(d) Derecognition

A financial asset is derecognised when the Office realises the rights to the benefits specified in the contract or loses control over any right that comprise that asset. A financial liability is derecognised when it is extinguished, that is when the obligation is discharged, cancelled, or expired.

(k) Provisions and Contingencies

Provisions are recognized when an obligation (legal or constructive) is incurred as a result of a past event and where it is probable that an outflow of assets embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Contingent liabilities are not recognized but are disclosed in the financial statements unless the possibility of an outflow of resources embodying economic benefits is remote. Contingent assets are not recognized but are disclosed in the financial statements when an inflow of economic benefits is probable.

UTILITY REGULATION AND COMPETITION OFFICE

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	STATEMENT OF FINANCIAL POSITION	Notes	12-Month Budget 2024	12-Month Budget 2025
	Current Assets			
5,072,894	Cash and cash equivalents	1	4,357,025	4,474,879
-	Marketable securities and deposits		-	-
1,350,000	Trade receivables	2	1,541,934	1,571,216
-	Other receivables	2	-	-
-	Inventories	3	-	-
-	Investments	4	-	-
137,144	Prepayments	5	190,967	244,790
-	Loans	6	-	-
6,560,038	**Total Current Assets**		**6,089,926**	**6,290,885**
	Non-Current Assets			
-	Trade receivables	2	-	-
-	Other receivables	2	-	-
-	Inventories	3	-	-
-	Investments	4	-	-
-	Prepayments	5	-	-
-	Loans	6	-	-
-	Pension Plan Surplus	13	-	-
441,679	Property, plant and equipment	7	651,471	518,057
4,057	Intangible Assets	8	263,837	198,617
445,736	**Total Non-Current Assets**		**915,308**	**716,674**
7,005,774	**Total Assets**		**7,005,234**	**7,007,559**
	Current Liabilities			
182,233	Trade payables	9	182,233	182,233
66,386	Other payables and accruals	9	66,386	66,386
-	Dividends/Surplus Payable	9	-	-
-	Bank Overdraft	1	-	-
-	Unearned revenue	10	-	-
20,000	Employee entitlements	11	20,000	20,000
-	Current Portion of Borrowings	12	-	-
268,619	**Total Current Liabilities**		**268,619**	**268,619**
	Non-Current Liabilities			
-	Trade payables	9	-	-
-	Other payables and accruals	9	-	-
-	Dividends/Surplus Payable	9	-	-
-	Unearned revenue	10	-	-
-	Employee entitlements	11	-	-
161,000	Unfunded pension liability	13	161,000	161,000
406,000	Unfunded post retirement health care	14	406,000	406,000
-	Currency Issued		-	-
-	Long Term portion of Borrowings	12	-	-
567,000	**Total Non-Current Liabilities**		**567,000**	**567,000**
835,619	**Total Liabilities**		**835,619**	**835,619**
6,170,155	**Net Assets**		**6,169,615**	**6,171,940**
	NET WORTH			
2,420,891	Contributed capital		2,420,891	2,420,891
2,600,000	Other Reserves		2,600,000	2,600,000
664,000	Revaluation reserve		664,000	664,000
485,264	Accumulated surpluses/(deficits)		484,724	487,050
6,170,155	**Total Net Worth**		**6,169,615**	**6,171,941**

UTILITY REGULATION AND COMPETITION OFFICE

STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	STATEMENT OF FINANCIAL PERFORMANCE	Notes	12-Month Budget 2024	12-Month Budget 2025
	Revenue			
6,460,714	Sale of goods and services	15	6,550,625	6,900,625
-	Investment revenue	16	-	-
-	Donations	17	-	-
-	Other revenue		-	-
6,460,714	**Total Revenue**		**6,550,625**	**6,900,625**
	Expenses			
3,874,344	Personnel costs	18	4,252,827	4,780,710
1,646,951	Supplies and consumables	19	2,064,910	1,856,955
98,985	Depreciation and Amortisation	7	183,428	210,634
-	Impairment of Inventory,property, plant and equipment		-	-
-	Finance costs & overdraft interest	20	-	-
205,000	Litigation costs	21	50,000	50,000
-	Other (Gains)/losses	22	-	-
-	Other Operating expenses		-	-
5,825,280	**Total Expenses**		**6,551,165**	**6,898,299**
635,434	**Surplus or (Deficit) for the period**		**(540)**	**2,326**

UTILITY REGULATION AND COMPETITION OFFICE

STATEMENT OF CASH FLOWS

FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

12-Month Forecast 2023	CASH FLOW STATEMENT	Note	12-Month Budget 2024	12-Month Budget 2025
	CASH FLOWS FROM OPERATING ACTIVITIES			
	Receipts			
1,799,958	Sale of goods and services to Cabinet		1,813,816	1,780,000
-	Sale of goods and services to Ministries/Portfolios		-	-
-	Sale of goods and services to Statutory Agencies and Government Conpanies		-	-
3,849,822	Sale of goods and services - third party		4,453,644	5,055,866
-	Interest received		-	-
-	Donations / Grants		-	-
-	Other receipts		-	-
	Payments			
(3,874,344)	Personnel costs		(4,252,827)	(4,780,710)
-	Supplies and consumables - Ministries/Portfolios		-	-
-	Supplies and consumables - Statutory Agencies and Government Conpanies		-	-
(1,644,036)	Supplies and consumables - third party		(2,077,503)	(1,925,303)
-	Interest paid		-	-
-	Other payments		-	-
131,400	**Net cash flows from operating activities**	**23**	**(62,870)**	**129,854**
	CASH FLOWS FROM INVESTING ACTIVITIES			
(199,277)	Purchase of property, plant and equipment		(653,000)	(12,000)
-	Proceeds from sale of property, plant and equipment		-	-
-	Purchase of investments		-	-
-	Proceeds from sale of investments		-	-
(199,277)	**Net cash flows from investing activities**		**(653,000)**	**(12,000)**
	CASH FLOWS FROM FINANCING ACTIVITIES			
-	Equity Investment from Cabinet		-	-
-	Repayment of Surplus/Dividends or Capital withdrawal		-	-
-	Borrowings		-	-
-	Repayment of Borrowings		-	-
-	Currency Issues		-	-
-	**Net cash flows from financing activities**		**-**	**-**
(67,877)	**Net increase/(decrease) in cash and cash equivalents**		**(715,870)**	**117,854**
5,140,772	Cash and cash equivalents at beginning of period		5,072,895	4,357,025
5,072,895	**Cash and cash equivalents at end of period**		**4,357,025**	**4,474,878**

UTILITY REGULATION AND COMPETITION OFFICE

STATEMENT OF CHANGES IN NET WORTH
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2021 brought forward	2,420,891	1,627,000	57,000	295,838	4,400,729
Prior Year Adjustments					
Changes in accounting policy	-	-	-	-	-
Accounting Errors	-	-	-	-	-
Restated balance 31 December 2021	2,420,891	1,627,000	57,000	295,838	4,400,729
Changes in net worth for 2022					
Gain/(loss) on property revaluation	-	-	-	-	-
Gain/(loss) on revaluation of investments	-	573,000	607,000	(573,000)	607,000
Exchange differences on translating foreign operations	-	-	-	-	-
Equity Investment from Cabinet	-	-	-	-	-
Capital withdrawals by Cabinet	-	-	-	-	-
Dividends payable to Cabinet	-	-	-	-	-
Net revenue / expenses recognised directly in net worth	-	573,000	607,000	(573,000)	607,000
Surplus/(deficit)for the period 2022	-	-	-	526,992	526,992
Total recognised revenues and expenses for the period	-	573,000	607,000	(46,008)	1,133,992
Balance at 31 December 2022	2,420,891	2,200,000	664,000	249,830	5,534,721
Balance at 31 December 2022 brought forward	2,420,891	2,200,000	664,000	249,830	5,534,721
Prior Year Adjustments					
Changes in accounting policy	-	-	-	-	-
Accounting Errors	-	-	-	-	-
Restated balance 31 December 2022	2,420,891	2,200,000	664,000	249,830	5,534,721
Changes in net worth for 2023					
Gain/(loss) on property revaluation	-	-	-	-	-
Gain/(loss) on revaluation of investments	-	400,000	-	(400,000)	-
Exchange differences on translating foreign operations	-	-	-	-	-
Equity Investment from Cabinet	-	-	-	-	-
Capital withdrawals by Cabinet	-	-	-	-	-
Dividends payable to Cabinet	-	-	-	-	-
Net revenue / expenses recognised directly in net worth	-	400,000	-	(400,000)	-
Surplus/(deficit)for the period 2023	-	-	-	635,434	635,434
Total recognised revenues and expenses for the period	-	400,000	-	235,434	635,434
Balance at 31 December 2023 carried forward	2,420,891	2,600,000	664,000	485,264	6,170,155

UTILITY REGULATION AND COMPETITION OFFICE

STATEMENT OF CHANGES IN NET WORTH (CONTINUED)
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

	Contributed Capital	Other Reserves	Revaluation Reserve	Accumulated Surplus/ (deficits)	Total
Balance at 31 December 2023 brought forward	2,420,891	2,600,000	664,000	485,264	6,170,155
Prior Year Adjustments					
Changes in accounting policy	-	-	-	-	-
Accounting Errors	-	-	-	-	-
Restated balance 31 December 2023	2,420,891	2,600,000	664,000	485,264	6,170,155
Changes in net worth for 2024					
Gain/(loss) on property revaluation	-	-	-	-	-
Gain/(loss) on revaluation of investments	-	-	-	-	-
Exchange differences on translating foreign operations	-	-	-	-	-
Equity Investment from Cabinet	-	-	-	-	-
Capital withdrawals by Cabinet	-	-	-	-	-
Dividends payable to Cabinet	-	-	-	-	-
Net revenue / expenses recognised directly in net worth	-	-	-	-	-
Surplus/(deficit)for the period 2024	-	-	-	(540)	(540)
Total recognised revenues and expenses for the period	-	-	-	(540)	(540)
Balance at 31 December 2024 carried forward	2,420,891	2,600,000	664,000	484,724	6,169,615
Balance at 31 December 2024 brought forward	2,420,891	2,600,000	664,000	484,724	6,169,615
Prior Year Adjustments					
Changes in accounting policy	-	-	-	-	-
Accounting Errors	-	-	-	-	-
Restated balance 31 December 2024	2,420,891	2,600,000	664,000	484,724	6,169,615
Changes in net worth for 2025					
Gain/(loss) on property revaluation	-	-	-	-	-
Gain/(loss) on revaluation of investments	-	-	-	-	-
Exchange differences on translating foreign operations	-	-	-	-	-
Equity Investment from Cabinet	-	-	-	-	-
Capital withdrawals by Cabinet	-	-	-	-	-
Dividends payable to Cabinet	-	-	-	-	-
Net revenue / expenses recognised directly in net worth	-	-	-	-	-
Surplus/(deficit)for the period 2025	-	-	-	2,326	2,326
Total recognised revenues and expenses for the period	-	-	-	2,326	2,326
Balance at 31 December 2025	2,420,891	2,600,000	664,000	487,050	6,171,941

UTILITY REGULATION AND COMPETITION OFFICE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

NOTE 1: CASH AND CASH EQUIVALENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
500	Cash on hand	500	500
-	Cash in transit	-	-
1,896,169	CI$ Account	1,136,950	1,229,804
556,650	US$ Account	600,000	625,000
-	Bank Overdraft	-	-
-	Payroll Current Account	-	-
-	Bank Accounts held at other financial institutions	-	-
2,619,575	Short-Term Fixed Deposits	2,619,575	2,619,575
5,072,894	**TOTAL**	**4,357,025**	**4,474,879**

NOTE 2: TRADE AND OTHER RECEIVABLES

12-Month Forecast 2023	Trade Recivables	12-Month Budget 2024	12-Month Budget 2025
439,439	Sale of goods and services to Cabinet	445,000	445,000
-	Sale of goods and services to Ministries/Portfolios	-	-
-	Sale of goods and services to Statutory Agencies and Government Conpanies	-	-
985,561	Sale of goods and services - third party	1,166,934	1,171,216
	Other		
(75,000)	**Less: provision for doubtful debts**	(70,000)	(45,000)
1,350,000	**Total trade receivables**	**1,541,934**	**1,571,216**

12-Month Forecast 2023	Trade Recivables	12-Month Budget 2024	12-Month Budget 2025
	Current		
1,314,674	Past due 1-30 days	1,501,586	1,530,102
608	Past due 31-60 days	694	707
11,939	Past due 61-90 days	13,637	13,896
22,779	Past due 90 and above	26,017	26,511
	Non-Current		
-	Past due 1 year and above	-	-
1,350,000	**Total**	**1,541,934**	**1,571,216**

NOTE 2: TRADE AND OTHER RECEIVABLES (CONTINUED)

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
(54,648)	Balance at begining oF period	(75,000)	(70,000)
(45,352)	Additional provisions made during the year	-	-
25,000	Receivables written off during the period	5,000	25,000
(75,000)	**Balance at 31st December**	**(70,000)**	**(45,000)**

NOTE 5: PREPAYMENT

12-Month Forecast 2023	Prepayments	12-Month Budget 2024	12-Month Budget 2025
	Current Prepayments		
137,144		190,967	244,790
137,144	**Prepayments - Current**	**190,967**	**244,790**
	Non-Current Prepayments		
-	**Prepayments -Non-Current**	**-**	**-**
137,144	**Total Prepayments**	**190,967**	**244,790**

UTILITY REGULATION AND COMPETITION OFFICE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

NOTE 7: PROPERTY, PLANT AND EQUIPMENT

COST OF PROPERTY, PLANT AND EQUIPMENT

	Plant and equipment	*Leasehold Improvements*	*Computer Hardware*	*Office Equipment*	*Motor Vehicles*	*Total*
Balance as at 1 January 2022	80,602	13,887	268,155	44,303	236,648	643,595
Additions	52,790	-	48,414	63,746	35,801	200,751
Disposals and Derecognisation	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Balance as at 31 December 2022	133,392	13,887	316,569	108,049	272,449	844,346

	Plant and equipment	*Leasehold Improvements*	*Computer Hardware*	*Office Equipment*	*Motor Vehicles*	*Total*
Balance as at 1 January 2023	133,392	13,887	316,569	108,049	272,449	844,346
Additions	60,000	-	110,220	29,057	-	199,277
Disposals and Derecognisation	-	-	(174,375)	-	-	(174,375)
Revaluation	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Balance as at 31 December 2023	193,392	13,887	252,414	137,106	272,449	869,248

	Plant and equipment	*Leasehold Improvements*	*Computer Hardware*	*Office Equipment*	*Motor Vehicles*	*Total*
Balance as at 1 January 2024	193,392	13,887	252,414	137,106	272,449	869,248
Additions	-	-	123,000	200,000	30,000	353,000
Disposals and Derecognisation	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Balance as at 31 December 2024	193,392	13,887	375,414	337,106	302,449	1,222,248

	Plant and equipment	*Leasehold Improvements*	*Computer Hardware*	*Office Equipment*	*Motor Vehicles*	*Total*
Balance as at 1 January 2025	193,392	13,887	375,414	337,106	302,449	1,222,248
Additions	-	-	12,000	-	-	12,000
Disposals and Derecognisation	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
Balance as at 31 December 2025	193,392	13,887	387,414	337,106	302,449	1,234,248

UTILITY REGULATION AND COMPETITION OFFICE

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

NOTE 7: PROPERTY, PLANT AND EQUIPMENT

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Plant and equipment	*Leasehold Improvements*	*Computer Hardware*	*Office Equipment*	*Motor Vehicles*	*Total*
Balance as at 1 January 2022	22,792	289	214,520	31,141	160,420	429,162
Transfers	-	-	-	-	-	-
Impairment Reserve 2022 (closing balance)	-	-	-	-	-	-
Depreciation Expense 2022	10,906	2,777	32,078	6,140	24,108	76,009
Eliminate on Disposal or Derecognisation 2022	-	-	-	-	-	-
Balance as at 31 December 2022	33,698	3,066	246,598	37,281	184,528	505,171

	Plant and equipment	*Leasehold Improvements*	*Computer Hardware*	*Office Equipment*	*Motor Vehicles*	*Total*
Balance as at 1 January 2023	33,698	3,066	246,598	37,281	184,528	505,171
Transfers	-	-	-	-	-	-
Impairment Reserve 2023 (closing balance)	-	-	-	-	-	-
Depreciation Expense 2023	20,909	2,777	44,560	3,797	24,730	96,773
Eliminate on Disposal or Derecognisation 2023	-	-	(174,375)	-	-	(174,375)
Balance as at 31 December 2023	54,607	5,843	116,783	41,078	209,258	427,569

	Plant and equipment	*Leasehold Improvements*	*Computer Hardware*	*Office Equipment*	*Motor Vehicles*	*Total*
Balance as at 1 January 2024	54,607	5,843	116,783	41,078	209,258	427,569
Transfers	-	-	-	-	-	-
Impairment change 2024	-	-	-	-	-	-
Depreciation Expense 2024	25,440	2,777	58,374	39,671	16,946	143,208
Eliminate on Disposal or Derecognisation 2024	-	-	-	-	-	-
Balance as at 31 December 2024	80,047	8,620	175,157	80,749	226,204	570,777

	Plant and equipment	*Leasehold Improvements*	*Computer Hardware*	*Office Equipment*	*Motor Vehicles*	*Total*
Balance as at 1 January 2025	80,047	8,620	175,157	80,749	226,204	570,777
Transfers	-	-	-	-	-	-
Impairment change 2025	-	-	-	-	-	-
Depreciation Expense 2025	25,440	2,777	60,580	39,671	16,946	145,414
Eliminate on Disposal or Derecognisation 2025	-	-	-	-	-	-
Balance as at 31 December 2025	105,487	11,397	235,737	120,420	243,150	716,191

Net Book value 31 December 2022	99,694	10,821	69,971	70,768	87,921	339,175
Net Book value 31 December 2023	138,785	8,044	135,631	96,028	63,191	441,679
Net Book value 31 December 2024	113,345	5,267	200,257	256,357	76,245	651,471
Net Book value 31 December 2025	87,905	2,490	151,677	216,686	59,299	518,057

NOTE 8: INTANGIBLE ASSETS

COST OF INTANGIBLE ASSETS

	Computer Software	*Total*
Balance as at 1 January 2022	14,426	14,426
Additions	-	-
Disposals and Derecognisation		-
Revaluation		-
Transfers		-
Balance as at 31 December 2022	14,426	14,426

	Computer Software	*Total*
Balance as at 1 January 2023	14,426	14,426
Additions		-
Disposals and Derecognisation		-
Revaluation		-
Transfers		-
Balance as at 31 December 2023	14,426	14,426

	Computer Software	*Total*
Balance as at 1 January 2024	14,426	14,426
Additions	300,000	300,000
Disposals and Derecognisation		-
Revaluation		-
Transfers		-
Balance as at 31 December 2024	314,426	314,426

	Computer Software	*Total*
Balance as at 1 January 2025	314,426	314,426
Additions		-
Disposals and Derecognisation		-
Revaluation		-
Transfers		-
Balance as at 31 December 2025	314,426	314,426

NOTE 8: INTANGIBLE ASSETS

ACCUMULATED DEPRECIATION AND IMPAIRMENT LOSSES

	Computer Software	*Total*
Balance as at 1 January 2022	7,788	7,788
Transfers		-
Impairment Reserve 2022 (closing balance)		-
Depreciation Expense 2022	369	369
Eliminate on Disposal or Derecognisation		-
Balance as at 31 December 2022	8,157	8,157

	Computer Software	*Total*
Balance as at 1 January 2023	8,157	8,157
Transfers		-
Impairment Reserve 2023 (closing balance)		-
Depreciation Expense 2023	2,212	2,212
Eliminate on Disposal or Derecognisation		-
Balance as at 31 December 2023	10,369	10,369

	Computer Software	*Total*
Balance as at 1 January 2024	10,369	10,369
Transfers		-
Impairment change 2024		-
Depreciation Expense 2024	40,220	40,220
Eliminate on Disposal or Derecognisation		-
Balance as at 31 December 2024	50,589	50,589

	Computer Software	*Total*
Balance as at 1 January 2025	50,589	50,589
Transfers		-
Impairment change 2025		-
Depreciation Expense 2025	65,220	65,220
Eliminate on Disposal or Derecognisation		-
Balance as at 31 December 2025	115,809	115,809

Net Book value 31 December 2022	6,269	6,269
Net Book value 31 December 2023	4,057	4,057
Net Book value 31 December 2024	263,837	263,837
Net Book value 31 December 2025	198,617	198,617

UTILITY REGULATION AND COMPETITION OFFICE

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

NOTE 9: TRADE PAYABLES, OTHER PAYABLES AND ACCRUALS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
	Current Trade payables other payables and accruals		
182,233	Creditors Third party	182,233	182,233
-	Creditors Ministries/Portfolios	-	-
-	Creditors other Statutory Agencies and Government Conpanies	-	-
-	Payroll Deductions	-	-
-	Operating Lease	-	-
60,000	Accrued Expenses	60,000	60,000
6,386	Other payables	6,386	6,386
-	Dividends/Surplus Payable	-	-
248,619	**Trade payables other payables and accruals - Current**	**248,619**	**248,619**
	Non-Current Trade payables other payables and accruals		
-	Creditors Third party	-	-
-	Creditors Ministries/Portfolios	-	-
-	Creditors other Statutory Agencies and Government Conpanies	-	-
-	Payroll Deductions	-	-
-	Operating Lease	-	-
-	Accrued Expenses	-	-
-	Other payables	-	-
-	Dividends/Surplus Payable	-	-
-	**Trade payables other payables and accruals - Non-Current**	**-**	**-**
248,619	**Total trade payables other payables and accruals**	**248,619**	**248,619**

NOTE 11: EMPLOYEE ENTITLEMENTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
	Current employee entitlements		
20,000	Annual Leave/Comp-time	20,000	20,000
-	Retirement and long service leave	-	-
-	Accrued salaries	-	-
-	Travel	-	-
-	Other	-	-
20,000	**Total current portion**	**20,000**	**20,000**
	Non-current employee entitlements		
-	Retirement and long service leave	-	-
-	Other	-	-
-	**Total non-current portion**	**-**	**-**
20,000	**Total employee entitlements**	**20,000**	**20,000**

UTILITY REGULATION AND COMPETITION OFFICE
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDING 31 DECEMBER 2024 AND 31 DECEMBER 2025

NOTE 13: UNFUNDED PENSION LIABILITY

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
504,000	Value of pension fund allocated asstes	504,000	504,000
(665,000)	Past service liability	(665,000)	(665,000)
(161,000)	**Fund (deficiency)/Surplus**	**(161,000)**	**(161,000)**

NOTE 14: UNFUNDED POST-RETIREMENT HEALTH CARE

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
(406,000)		(406,000)	(406,000)
(406,000)	**Total Unfunded Health Care Liability**	**(406,000)**	**(406,000)**

NOTE 15A: SALE AND GOODS OF SERVICES

12-Month Forecast 2023	Revenue type	12-Month Budget 2024	12-Month Budget 2025
4,252,377	Fees and Charges	4,694,825	5,044,825
-	General Sales	-	-
-	Rentals	-	-
450,630	Other Goods & Services Revenue	75,800	75,800
1,757,707	Sale of goods and services to Cabinet	1,780,000	1,780,000
-	Sale of goods and services to Other Ministries and Portfolios	-	-
6,460,714	**Total sales of goods and services**	**6,550,625**	**6,900,625**

12-Month Forecast 2023	*Fees and Charges*	12-Month Budget 2024	12-Month Budget 2025
3,555,000	Regulatory Fees	3,665,000	4,015,000
407,377	Licensing Fees	683,600	683,600
200,000	ky domain fees	235,000	235,000
90,000	Permit Fees	111,225	111,225
4,252,377	**Total Fees & Charges**	**4,694,825**	**5,044,825**

NOTE 15A: SALE AND GOODS OF SERVICES (CONTINUED)

12-Month Forecast 2023	Other Goods & Services Revenue	12-Month Budget 2024	12-Month Budget 2025
450,630	Other Income	75,800	75,800
450,630	**Total Other Goods & Services Revenue**	**75,800**	**75,800**
	Sales of Outputs to Cabinet		
1,757,707	Sales of Outputs to Cabinet	1,780,000	1,780,000
-	Other Outputs	-	-
1,757,707	**Total Sales of Outputs to Cabinet**	**1,780,000**	**1,780,000**
	Other Interdepartmental Revenue		
-	Revenue from Ministries/Portfolios	-	-
-	Revenue from Statutory Authorities and Government Companies	-	-
-	**Total Other Interdepartmental Revenue**	**-**	**-**
6,460,714	**Total Goods and Services**	**6,550,625**	**6,900,625**

NOTE 18: PERSONNEL COSTS

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
2,848,780	Salaries, wages and allowances	3,079,328	3,494,953
121,839	Health care CINICO	136,460	152,835
447,048	Health care other	525,817	563,205
363,102	Pension	386,172	437,792
20,000	Leave	20,000	20,000
73,575	Other personnel related costs	105,050	111,925
3,874,344	**Total Personnel Costs**	**4,252,827**	**4,780,710**

NOTE 19: SUPPLIES AND CONSUMABLES

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
7,300	Supplies and Materials	11,800	11,800
987,399	Purchase of services	1,313,046	1,090,853
240,310	Lease of Property and Equipment	256,208	267,427
92,940	Utilities	90,720	92,820
25,725	General Insurance	28,900	29,900
60,000	Interdepartmental expenses	60,000	60,000
53,500	Travel and Subsistence	55,793	58,500
134,425	Recruitment and Training	156,500	153,712
45,352	Other	91,943	91,943
1,646,951	**Total Supplies & consumables**	**2,064,910**	**1,856,955**

NOTE 21: LITIGATION COST

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
205,000	Legal Fees	50,000	50,000
-	Description	-	-
205,000	**Total Litigation cost**	**50,000**	**50,000**

NOTE 23: RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO SURPLUS/ (DEFICIT)

12-Month Forecast 2023	Description	12-Month Budget 2024	12-Month Budget 2025
635,434	**Surplus/(deficit) from ordinary activities**	(540)	2,326
	Non-cash movements		
98,985	Depreciation & Amortisation	183,428	210,634
-	Impairment	-	-
-	(Gain)/losses on sale of property plant and equipment	-	-
-	(Gain) / loss on derecognition and revaluation of assets	-	-
-	Other Non-cash movement	-	-
	Changes in current assets and liabilities:		
(349,000)	(Increase)/decrease in other current assets - Cabinet	-	-
-	(Increase)/decrease in other current assets - Statutory Agencies and Government Companies	-	-
-	(Increase)/decrease in other current assets - Ministries Portfolios	-	-
(157,981)	(Increase)/decrease in other current assets - Other	(245,758)	(83,106)
-	(Increase/(decrease) in current liabilities - Statutory Agencies and Government Companies	-	-
-	(Increase/(decrease) in current liabilities - Ministries Portfolios	-	-
(96,038)	(Increase/(decrease) in current liabilities - Other	-	-
131,400	**Net cash flows from operating activities**	**(62,870)**	**129,854**