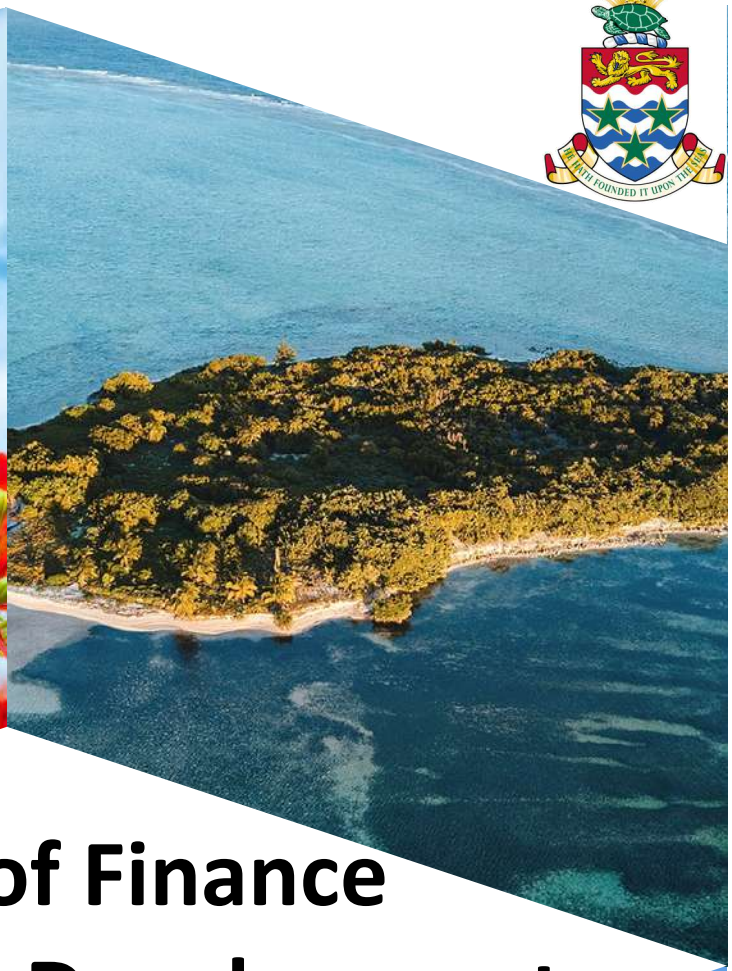
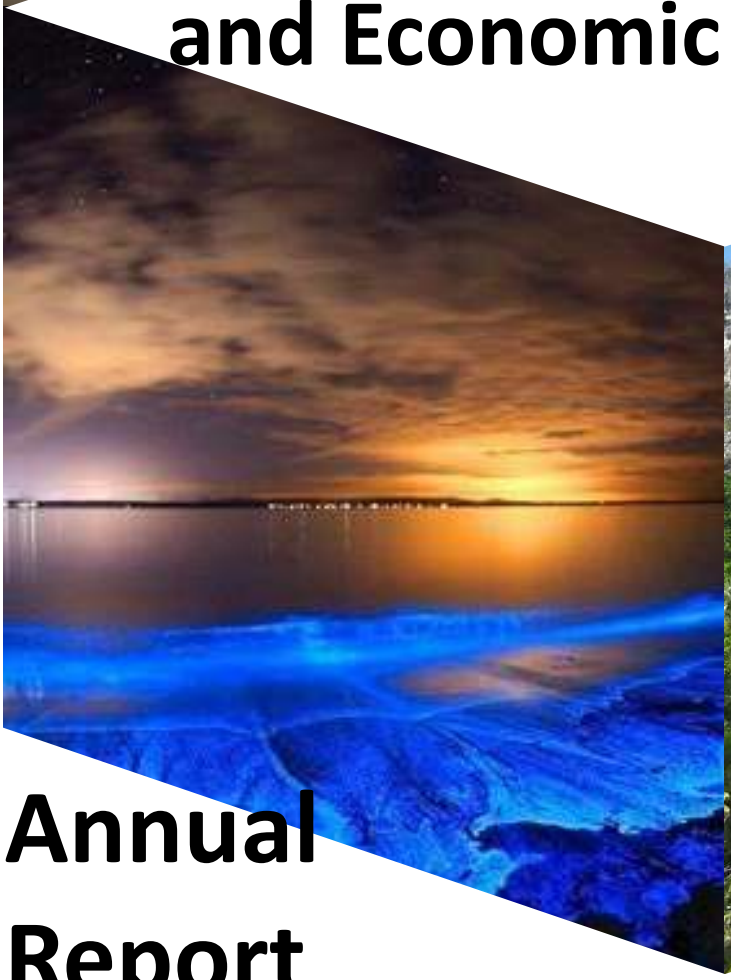
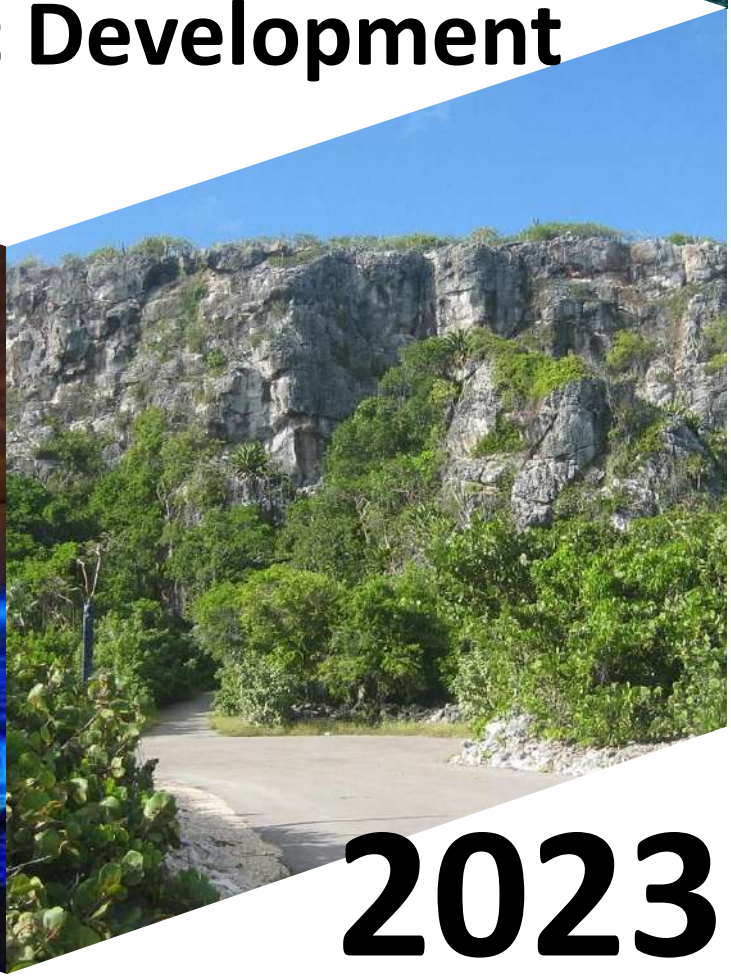
Cayman Islands Government



Ministry of Finance and Economic Development





Annual Report 2023

Ministry of Finance and Economic Development

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Purpose

The Public Management and Finance Act requires an entity (Ministry, Portfolio or Office) to prepare and Table an Annual Report in the Parliament. Annual Reports should include details of an entity's activities during the year; a statement reporting all executive financial transactions that the entity administered on behalf of Cabinet; and financial statements that compare the entity's actual performance with the performance specified in budget documents.

This Annual Report, which is prepared by the Ministry of Finance & Economic Development (the "Ministry"), seeks to provide a clear, understandable, and comprehensive review of the Ministry's activities, achievements, and performance during the 12-month period from 1 January 2023 to 31 December 2023. The financial statements, which are included in this Annual Report, and which comply with International Public Sector Accounting Standards, detail the performance of the Ministry during the financial period noted above and provide explanations for variances between actual and budgeted performance.

Message from the Honourable Minister

It is with great pride and enthusiasm that I present this Annual Report for the Ministry of Finance and Economic Development for the 2023 financial year.

As we reflect on the past year, the Ministry remained steadfast in its commitment to sound financial management and strategic economic planning. The 2023 financial year brought its share of unexpected events and challenges, but the Ministry adapted and continued to diligently serve its stakeholders and citizens with dedication.

Highlights of this year's Annual Report include:

Financial Resilience: the Ministry maintained fiscal discipline and ensured that it remained within its appropriated budget, demonstrating its prudent financial management and ensuring the efficient use of public resources;

Innovation and Creativity: in encouraging and promoting its employees to be innovative and creative, the Cayman Islands Postal Services began the testing of the unique Caymankind "cool box" shipping packages – which aims to enable the shipment of perishables to family and friends, worldwide, at a reasonable flat rate;

Education and Skill Development: with a greater emphasis on career development, the Ministry focused on providing and guiding staff with professional assistance and support aimed at increasing effectiveness and performance as well as encouraging employees to obtain the necessary skills, knowledge, and abilities to improve their opportunities for career advancement; and

Teamwork and Collaboration – creating an environment where employees want to work and thrive; over the past year, the Ministry fostered a culture of inclusivity, respect and diversity, where employees were recognized and rewarded for their achievements and valuable contributions.

Looking ahead, the Ministry remains focused on its vision of driving excellence through timely, informed and accountable decision making. There may be challenges that lay ahead, but the Ministry is prepared to face them with the same dedication, integrity, and innovation that defines it.

The Ministry invites you to peruse this Annual Report to gain a comprehensive understanding of the Ministry's achievements, challenges, and activities over the past year.

I would like to take this opportunity to express my deepest appreciation to the Ministry's dedicated team, whose unwavering commitment has been instrumental in achieving not only the goals of the Ministry, but also those of the Government. I look forward to the opportunities that lie ahead and I'm confident that, together with our stakeholders and partners, the Ministry will continue to lay the foundation for a prosperous future.

Honourable Juliana O'Connor-Connolly, JP, MP
Premier and Minister for Finance and Economic Development

29 February 2024

Message from the Financial Secretary & Chief Officer

It is my privilege to present to you the Annual Report of the Ministry of Finance & Economic Development for the 2023 financial year. As we reflect on our achievements, challenges, and opportunities, I have a great sense of pride and gratitude for the dedication and hard work of our team.

Despite the challenges we faced over the past year, our Ministry has remained steadfast in its commitment to fiscal responsibility, transparency, and good governance. Through strategic planning, prudent financial management, and innovative initiatives, we have continued to fulfill our mandate of promoting economic stability, fostering growth, and ensuring the efficient use of public resources.

Throughout the year, the Ministry made tangible progress in strengthening the Government's results environment and culture and becoming a workplace of choice. The Ministry is proud of the achievement of our vision of being an innovative Ministry that drives excellence through timely, informed and accountable decision making.

The Ministry is proud of the Cayman Islands Postal Services achieving the Universal Postal Union's security certification at the silver level (gold level being the highest and bronze the entry level) and the Quality of Service award from the Universal Postal Union for outstanding international mail delivery performance during 2020–2021. For enhanced synergy, on 1 January 2024, the Postal Services was transferred to the Ministry of Border Control, Labour and Culture and I would like to take this opportunity to wish the management and staff the very best and hope that the move brings new opportunities for growth and success.

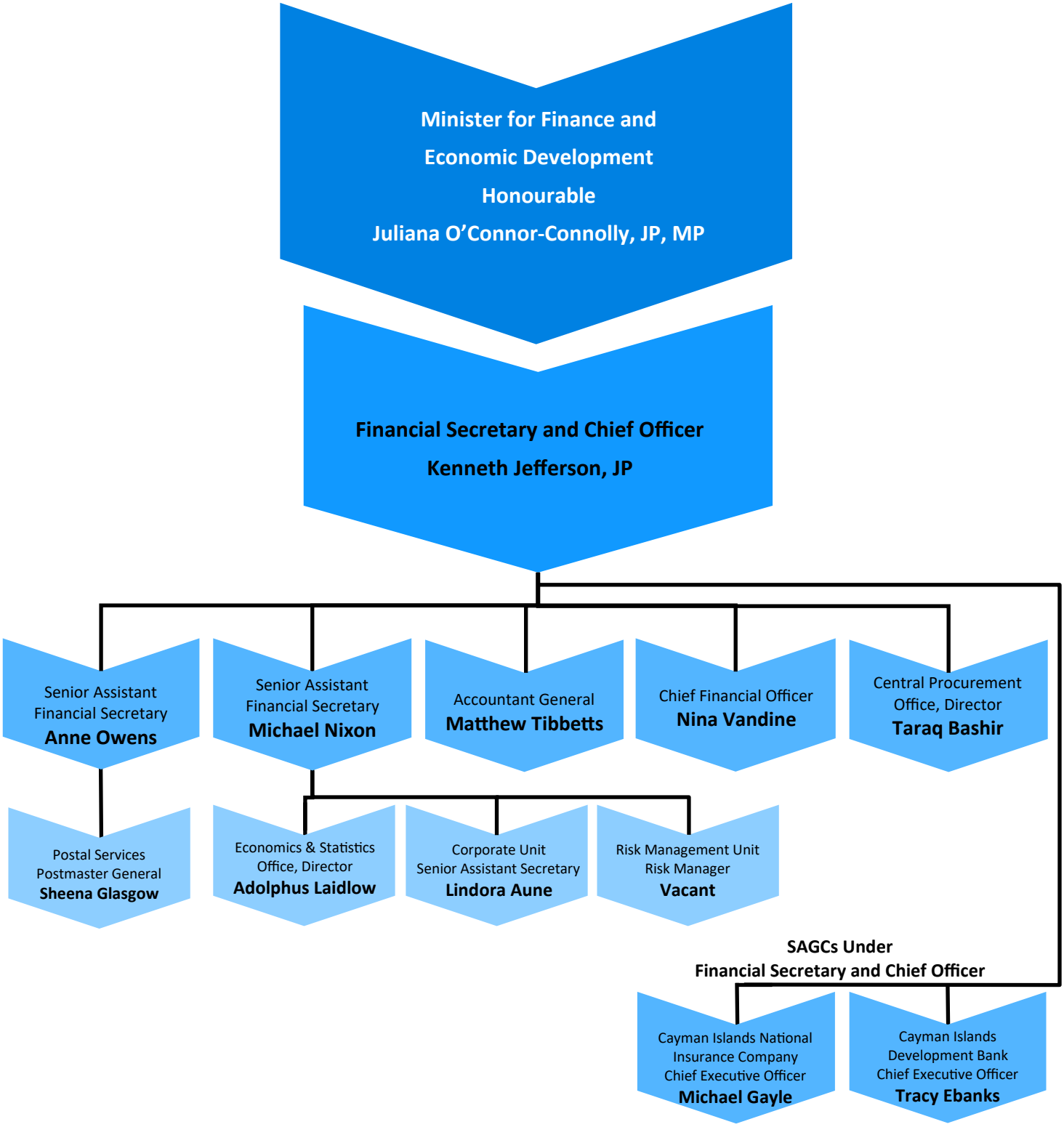
Looking ahead, the Ministry recognizes that there are still many challenges to address and opportunities to seize. As we navigate the evolving economic landscape and strive to meet the needs of our citizens and stakeholders, we remain committed to continuing to improve the performance of the public sector as we undertake the momentous project of modernizing the Government's budgeting and reporting framework. With the support of our dedicated team and the collaboration of our stakeholders, I am confident that we will continue to achieve success and make meaningful contributions to the prosperity of our Islands.

I would like to express my sincere appreciation to our team members for their hard work, dedication, and unwavering support. Together, we will build a brighter future for all.

Kenneth Jefferson, JP
Financial Secretary & Chief Officer

29 February 2024

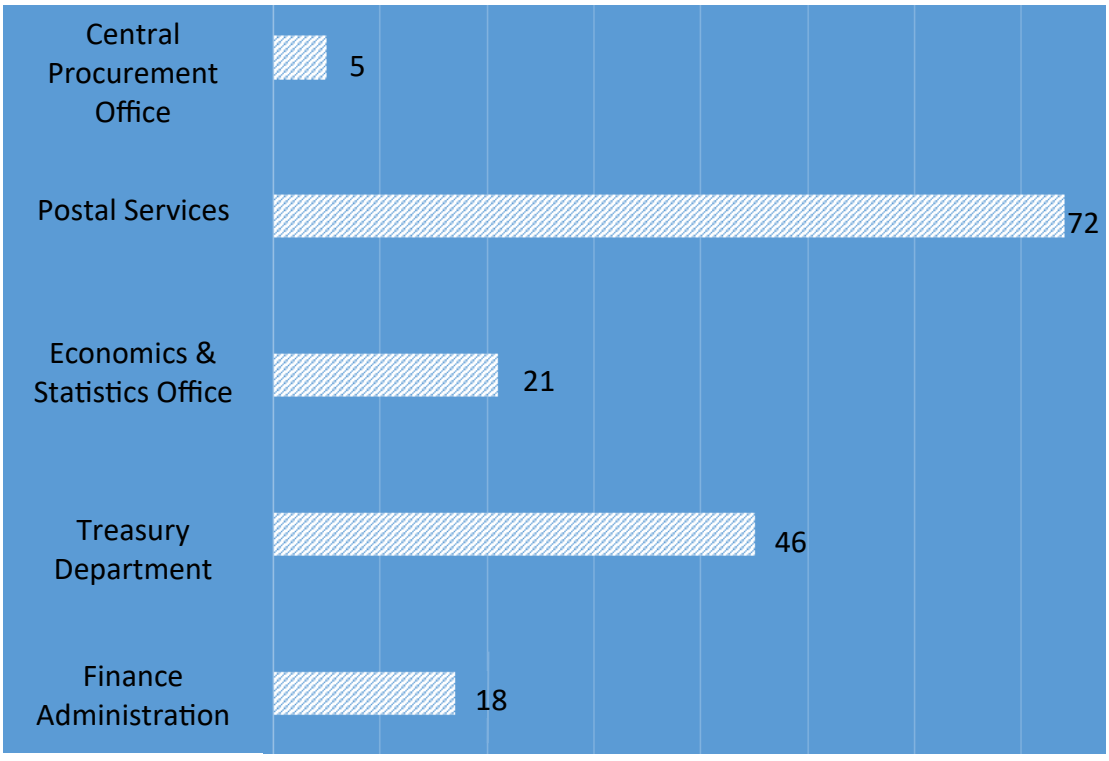
Organisational Chart



Details on Our Staff

Age of Staff	
Age Band (Years)	Total
16–20	**2**
21–25	**8**
26–30	**16**
31–35	**15**
36–40	**11**
41–45	**24**
46–50	**19**
51–55	**25**
56 and over	**42**

Nationalities	
Nationalities	Total
Caymanian	**141**
American	**1**
British	**2**
Zimbabwean	**1**
Canadian	**2**
Guyanese	**1**
Jamaican	**12**
Kittitian and Nevisian	**1**
Saint Vincentian	**1**



Number of Staff Employed as at 31 December 2023

162

Gender Diversity

Female	**112**
Male	**50**

Our Mission, Vision and Values

Our revised mission statement and four values statements represent what we consider as the essential attitudes and approaches we must bring to our daily delivery of that mission, and the individual and collective contributions we will be making towards our shared vision for the future.

OUR MISSION

"To foster sustainable economic growth and international competitiveness through effective and accountable use of public finances that enhance quality of life in the Cayman Islands."

OUR VISION

"An innovative Ministry that drives excellence through timely, informed and accountable decision making."

OUR VALUES

Transparency and accountability: We take responsibility for our actions and are transparent and accountable when dealing with others;
Integrity: We conduct our work ethically and truthfully, in a manner that creates confidence and trust in those we work with and report to;
Teamwork and collaboration: We achieve common goals through successful working relationships with those who may have diverse ideas, strengths and cultural backgrounds; and
Respect: We treat everyone with respect, fairness and dignity and value the ideas and opinions of those with whom we work.

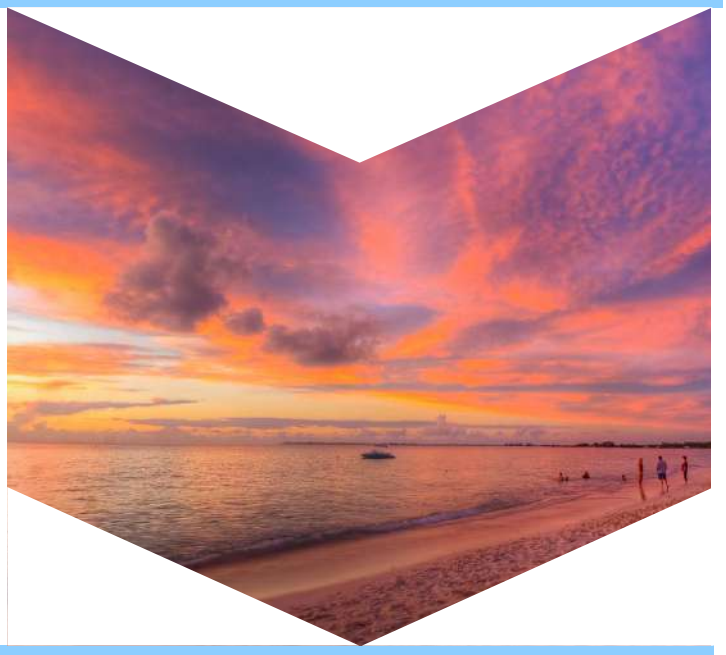
Key Stakeholders

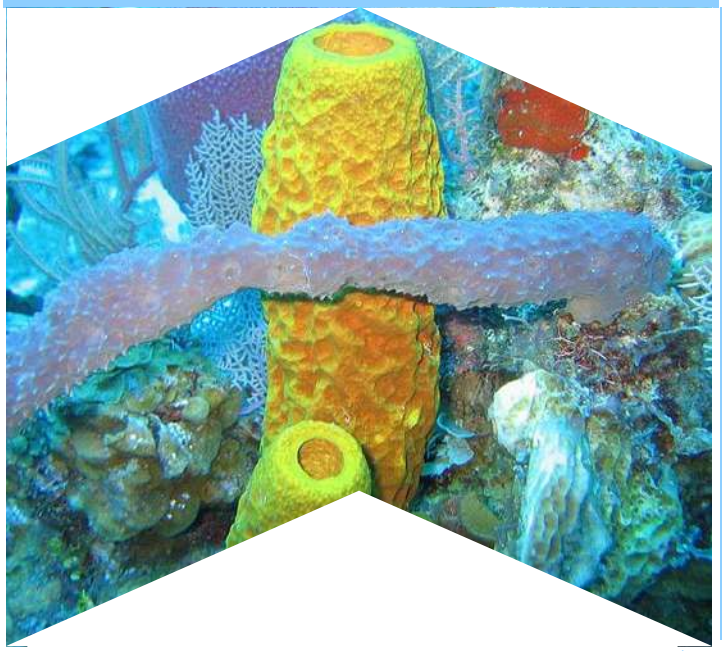
OTHER GOVERNMENT ENTITIES

The Cabinet, the Parliament, Ministries, Portfolios and Offices ("MPO"s), Statutory Authorities and Government Companies ("SAGC"s) that are users of the Ministry's outputs or producers of information that utilise information by the Ministry; SAGCs reporting through the Ministry: Cayman Islands National Insurance Company ("CINICO") and the Cayman Islands Development Bank ("CIDB"); and producers of statistical information in the public sector including members of the National Statistical Coordination Committee.

THE LOCAL COMMUNITY

Businesses, including banks, philatelists and those who are vendors/suppliers to the Government; Non-government organisations, such as the Cayman Islands Seafarers Association; the general public; respondents, advocates and providers of feedback/recommendations on the Ministry's enabled products and services; and public-private sector committees whose specific data and information needs are addressed through Ministry programming.



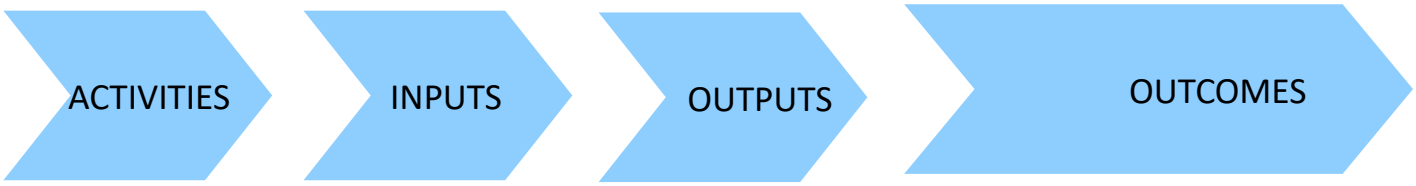


INTERNATIONAL ENTITIES

International and regional organisations as providers of technical assistance especially related to the implementation of international or regional standards and as users of the Ministry's enabled statistics and reports especially in the areas of global and regional financial and economic surveillance.

Delivery Model

The “delivery model” represents the activities and outputs that we deliver to fulfill our mandate and mission, the inputs that we use to produce these outputs and the impacts that we make with these outputs. These delivery model components are defined as follows:



Activities describe collections of actions and services that we deliver under our mandate.

Inputs represent the resources and outputs from other parties that are consumed by our activities.

Outputs are the products or services generated by our activities.

DIRECT OUTCOMES are the first level of outcomes or impacts that we influence – those over which we have the most direct influence with our inputs.

INTERMEDIATE OUTCOMES comprise the second level of outcomes – those over which the Ministry has less influence with our inputs and where the influence may be shared with our stakeholders.

ULTIMATE OUTCOMES are the highest-level outcomes to which we contribute with our outputs and are subject to many influences beyond those of the

Delivery Model – Outcomes

Government's Broad Strategic Outcomes

- A strong economy to help families and businesses
- Stable, effective and accountable government
- Stronger communities and support for the most vulnerable

Direct Outcomes

- Public sector officials are provided with analysis, information and advice on the fiscal and economic implications associated with sectoral and economic policy
- Public sector officials are provided with evidence-based analysis, research and advice on matters that impact the Caymanian economy
- Public sector officials are provided with information, knowledge and tools to put in place sound management practices
- The public sector, the private sector and persons living in the Cayman Islands have communications, logistics and materials to enable them to conduct their individual, business and governmental affairs

Intermediate Outcomes

- Public sector officials make informed decisions on the fiscal and economic implications associated with sectoral and economic policy
- Public sector officials make informed decisions on matters that impact the Government's economic and fiscal agenda
- Government organizations implement sound financial and non-financial management practices
- The public sector and Cayman Islands residents are able to contribute to the quality of life in their communities and to business and governmental results

Ultimate Outcomes

- A strong economic, social, fiscal, and financial policy framework
- The public finances of the Cayman Islands are sound, sustainable and inclusive
- Well-managed and efficient government/public sector operations
- A transparent, accountable, and responsible public sector
- A strong local supply base for works, goods, and services

Delivery Model – Functions & Outputs

Finance Administration

INPUT
> Information
> Data (various sources)
> Human resources

OUTPUT
> Information and advice
> Fiscal policies, guidance and direction
> Abatements, waivers, company exemptions, concession
> Government loans
> Risk management framework
> MPO financial statements
> Advice to Cabinet

Treasury Department

INPUT
> Financial resources
> Infrastructure
> Specialized business software
> Stakeholder input, MPO
> SAGC financial statements

OUTPUT
> Revenue deposits for government
> Support of the Integrated Resource
> Information System
> Cash management reports
> Revenue forecasts and financial reports
> Government budget
> Government accounting policy
> Payroll/payments
> Loans to individuals and employees
> Trust accounts

Central Procurement Office

INPUT
> Requests for information and advice

OUTPUT
> Education and training opportunities
> Procurement legislation, regulations, policies, procedures, guidance
> Procurement standards, tools and templates
> Procurement decisions
> Government-wide contracts

Economics & Statistics Office

INPUT
> IT support
> Policies, legislation and regulations
> International treaties
> International statistical standards and methodologies

OUTPUT
> Survey instruments, statistical principles, classifications and methodologies
> Economic forecasts and reports
> Economic research studies
> Statistical reports, publications and support
> Statistics and data
> Policies and technical advice on economic and statistical matters, data collection and dissemination, survey design and methodologies

Cayman Islands Postal Services

INPUT
> Information
> Stamps
> Financial Resources
> Human Resources

OUTPUT
> Mail deliveries and support
> Retail sales
> Revenue deposits for Government and other entities
> Philatelic program

Achievement of the Objectives of the Ministry of Finance and Economic Development's 2021 to 2025 Strategic Plan

A diverse set of Stakeholders that rely on information that is produced by the Ministry. The Cabinet, Members of the Parliament, local and international businesses and the general public rely on budgets, financial reports, economic forecasts, statistical reports, and other fiscal policies and guidance that are delivered by the Ministry.

This vital information is used to make key and informed fiscal and economic decisions – geared towards building a stronger economy and community that supports families, businesses and the most vulnerable.

The Ministry's 2021 to 2025 Strategic Plan (the "Plan") provides stakeholders with the assurance that the Ministry aims to align its resources with the priorities of stakeholders in order to pursue shared goals and attain meaningful results.

The following table provides a status update on the progress of the Plan's objectives and initiatives.

Strategic Objective 1: Take on Leadership for the Crafting of a Government-Wide Economic Development Strategy			
Initiative	**Status of Completion**	**Actions Taken to Date / Actions to be Taken**	**Date of Planned Implementation**
Re-examine, define and re-design the Ministry's economic development role	In Progress	An updated and re-designed development plan will ensure that the Cayman Islands continues to target and facilitate sustainable growth initiatives. Given Cayman's limited natural resources and relatively small size, it is essential to maintain a targeted growth and development strategy that is focused on sustainability. A comprehensive economic plan will guide policymakers to ensure that future initiatives are robust and benefit all Caymanians. The Economic and Statistics Office ("ESO") has explored approaches to re-design and produce an updated economic development plan. Based on initial exploration, the Office is currently drafting terms of reference to engage a consultant to spearhead the project under the guidance and assistance of the ESO. Throughout 2024, a full stakeholder consultation should take place with a draft economic development plan completed by the end of 2024. To fulfil the strategic objective, the Economic Unit added the formulation of an economic development plan to its work plan for 2023. The first milestone in this objective was to deliver a draft term of reference for procuring a consultation in the first half of the year. On the 21st of April 2023, the ESO organised a virtual meeting with the Caribbean Development Bank ("CDB") to explore how the Bank could assist in developing a suitable term of reference and, by extension, a complete Economic Development Plan. The CDB agreed that technical assistance with the formulation of the development plan was within their remit and highlighted some countries (Jamaica, Belize, Dominica, Antigua, etc.) that have completed development/medium-term economic plans recently. Additional research was done to acquire and review the economic development plan formulated for Jamaica, and follow-up informal discussions with the CDB revealed the possibility that the Bank could provide a grant to assist with formulating the development plan. Subsequent to the request for engagement with the CDB, the Cabinet indicated a desire to formulate a Future Trends Report as a development priority, and the ESO was requested to participate in selecting a consultant for the report. Given the potential overlap between a Future Trends report and the	31 December 2024

Strategic Objective 1: Take on Leadership for the Crafting of a Government-Wide Economic Development Strategy			
Initiative	**Status of Completion**	**Actions Taken to Date / Actions to be Taken**	**Date of Planned Implementation**
		Economic Development Plan, the ESO is awaiting guidance from the Ministry on how to proceed and if the CDB will be engaged for assistance with the Economic Development Plan. In addition, ESO submitted the information to the Ministry for further discussion and is awaiting directions on the matter before proceeding further.	
Work with our public and private sector stakeholders and Cabinet to craft an integrated strategy for the development of the economy of the Cayman Islands	In Progress	Stakeholder partnership is important in building and strengthening capacities using local resources. The private sector plays a key role in economic development and their contribution to national income and job creation, tax revenues, and the flow of capital impacts decision-making processes. Therefore, working with public and private sector stakeholders is important in crafting an effective integrated strategy for the development of the economy. Consultation with stakeholders can leverage opportunities and mitigate unforeseen challenges. The Director of ESO and/or his designate currently sits on the core boards and committees that impact and influence the Islands' economic direction. These include inter alia; the Energy Policy Council, The Minimum Wage Advisory Committee, the Board of Directors of the Cayman Islands Development Bank, and the Inter-Ministerial Committee on Housing. Being an integral part of these committees allows the ESO to guide initiatives that will impact the economy and enable Cabinet to use data and comprehensive analysis for decision making. The ESO will continue to be available to participate in and provide statistics and analysis to guide new development initiatives by both the public and private sectors: > Energy Policy Council: the work of this Committee is ongoing; > Minimum Wage Advisory Committee: the final report was submitted to the Cabinet; > Cayman Islands Development Bank: continue to participate in the development process; and > Inter-Ministerial Committee on Housing: the findings of this Committee have been presented to Cabinet.	31 December 2025

Strategic Objective 1: Take on Leadership for the Crafting of a Government-Wide Economic Development Strategy			
Initiative	**Status of Completion**	**Actions Taken to Date / Actions to be Taken**	**Date of Planned Implementation**
Develop a more strategic and structured approach to Government procurement as well as reviewing and improving procurement processes	Completed	As part of the Government's framework for fiscal responsibility, the Ministry established the Central Procurement Office to ensure that procurement processes are open, transparent and competitive and that the Government achieves value for money. The majority of our responsibilities, as laid out in the Procurement Act, are ongoing, perpetual functions that require updating annually to meet the needs of the Cayman Islands Government. The Central Procurement Office is continuously monitoring, improving and updating the procurement processes including: a. making necessary amendments to the Procurement Act and the Procurement Regulations to ensure the improvement of procurement processes. The latest amendments to the legislation included the Procurement (Amendment) Regulations, 2021 and the Procurement (Amendment) Bill, 2021, which sought to: i. update the definition of an approved business case; ii. update the processes for the appraisal and approval of all projects including the requirement for a business case; iii. provide further clarification on the direct award process; iv. provide the exception for when a public notice of opportunity must be published; v. update the methods used when conducting a competitive procurement process; vi. update the conditions for when a pre-qualification process is permissible; vii. clarify the bid opening process for projects with a value of over two hundred and fifty thousand dollars; viii. update the required procurement documentation; ix. provide a timeframe for unsuccessful bidders to request debriefing information; x. provide a timeframe for when complaints, regarding the administration of the procurement process, can be filed by a bidder;	31 December 2022

Strategic Objective 1: Take on Leadership for the Crafting of a Government-Wide Economic Development Strategy			
Initiative	**Status of Completion**	**Actions Taken to Date / Actions to be Taken**	**Date of Planned Implementation**
		xi. clarify the contract award information that is exempt from publication; and xii. clarify the requirement for formal industry consultation and local impact assessments. b. Continuing development and updating of the website for the Central Procurement Office, where key procurement information is located and can be centrally accessed; c. publishing Government Procurement Plans which provide potential bidders with a list of the procurement projects that the Government intends to undertake during each budget period; d. establishing the "Navigating the Process" training sessions, which provide Public Entities with training on the overall procurement process, the development of tender documents, procurement principles and ethics, Bonfire (the e-procurement system) and on the development of business cases. Business cases are an integral part of the procurement process as they provide a number of procurement options and assesses the viability and feasibility of each option; e. issuing the "Contract Variation Policy", which accompanies the Contract Management Toolkit and which ensures that Public Entities have the necessary resources to effectively execute and manage contractual obligations; f. providing oversight on the establishment of Entity Procurement Committees within Pubic Entities ("EPC"). The EPCs form part of the procurement governance framework and provide the assurance that procurement processes comply with procurement legislation, policies and procedures and that value for money is achieved;	

Strategic Objective 1: Take on Leadership for the Crafting of a Government-Wide Economic Development Strategy			
Initiative	**Status of Completion**	**Actions Taken to Date / Actions to be Taken**	**Date of Planned Implementation**
		g. providing procurement guidance and assistance to the Public Procurement Committee ("PPC"). The PPC is responsible for procurement recommendations ensuring fairness, impartiality and compliance with procurement legislation, policies and procedures; h. establishing the "Emergency Procurement Procedure", where qualified emergency procurements are exempt from statutory requirements, while ensuring accountability, transparency and value for money.	
Help build capacity across the public sector to support a collaborative and impactful economic development strategy	In Progress	Public sector institutions are at the forefront of governments' responses to a myriad of challenges; therefore, it is important to have a capable public sector that is proactive, innovative and diligent in managing public affairs. Building capacity across the public sector will improve strategic planning and policy-making; resource mobilization and management; delivery of public goods and services; and enforcement of laws and regulations. The ESO provides data and occasional review guidance to Finance officers in various departments when formulating their revenue forecasts. The ESO also offered advice on business cases developed for the new submarine cable to the Cayman Islands and a data research company for Invest Cayman. In recent years there have been increased approaches for information and guidance on quantitatively technical projects, allowing the ESO to share its expertise and boost capacity within the civil service. The ESO continues to improve internal capacity through regional and international training participation. This will ensure the availability of internal capacity to participate in and provide statistics and analysis to guide new development initiatives by both the public and private sector.	31 December 2024

Strategic Objective 2: Improve Public and Private Sector Decision-Making. Collaboration and Resilience			
Initiative	**Status of Completion**	**Actions Taken to Date / Actions to be Taken**	**Date of Planned Implementation**
Develop statistical information that is tailored to the unique needs of various stakeholder groups	In Progress	This initiative highlights the importance of statistics in the decision-making process by aiding the establishment of numerical benchmarks and monitoring and evaluating the progress of policy or program. This is essential in ensuring that policies meet initial aims and identify areas that require improvement. One such example is the recently launched Ecosystem Accounts which provide a quantifiable measure of the dollar value of the contributions of environmental assets of the Cayman Islands. 1. The development of the first (2020) Ecosystem Accounts for the Cayman Islands by Economics for the Environment ("EFTEC") and the Joint Nature Conservation Committee ("JNCC"), in collaboration with the Department of Environment ("DOE"), is expected to contribute to the measurement of the Cayman Islands' environmental assets. This project is funded by the United Kingdom Government through the Darwin Initiative, completing the 2021 Ecosystems Accounts ("EA") by the ESO. 2. The completion of the population and housing census in 2021 and the publication of the results in 2022 spurred a series of other data-driven initiatives geared at improving the provision of goods and services across the private and public sectors. 3. Research is ongoing on producing gross national happiness indicators and human development index ("HDI"). 4. The EA initiative will be ongoing as follows: > Quarter 4 2023-Quarter 1 2024: Update of the 2021 EA and compilation of the 2022 EA for the Cayman Islands. > Quarter 4 2024-Quarter 1 2025: Update of the 2022 Ecosystems Accounts and compilation of the 2023 Ecosystems Accounts for the Cayman Islands	31 December 2025

Strategic Objective 2: Improve Public and Private Sector Decision-Making. Collaboration and Resilience			
Initiative	**Status of Completion**	**Actions Taken to Date / Actions to be Taken**	**Date of Planned Implementation**
		5. The National Capital Accounts ("NCA") for the Cayman Islands currently cover the following natural assets: fisheries, agriculture, carbon sequestration, coastal protection, tourism, and amenity values of mangroves. The ESO updates the NCA annually, and the final tables are then passed on to the DOE. The DOE provides updates to the asset register of natural assets. NCA data for Cayman is currently available for 2020 to 2022. The initial 2020 estimates were developed by the consultancy firm Economics for the Environment ("EFTEC"), with the 2021 and 2022 data being compiled by the ESO in conjunction with the DOE. There has been some knowledge transfer with training being provided by EFTEC to the ESO & DOE on the structure & development of the NCA, which has allowed for the annual updates of the accounts to be done by the ESO. Some benefits of the NCA include: > Measuring & monitoring improvements in the environment; > Quantifying the dependency of other sectors of the economy on the natural environment; > Accounting for environmental costs in investment decisions; > Provide data for environmental impact assessments; > Assess the need for environmental protection if necessary; > Provide evidence base for physical planning that might impact natural assets. > Help to assess the total cost or benefit of actions that affect the environment.	

Strategic Objective 2: Improve Public and Private Sector Decision-Making. Collaboration and Resilience			
Initiative	**Status of Completion**	**Actions Taken to Date / Actions to be Taken**	**Date of Planned Implementation**
Strengthen statistical capacity and data literacy in public and private sector organizations and within the Caymanian population	In Progress	Ongoing review of the various statistical compilation programs to ensure alignment with international best practices: > Implementation of the most current international recommendations regarding compilation based on available data. > Participate in Technical Assistance missions facilitated by multilateral agencies responsible for international guidance on the System of National Accounts ("SNA") and other statistical compilations. > Review of the statistical compilation program of international experts and incorporating recommendations. > Technical Assistance mission on the SNA by the Caribbean Regional Technical Assistance Centre ("CARTAC"), the regional technical assistance centre of the International Monetary Fund ("IMF"), between February 20 - March 3, 2023.	31 December 2024
Develop a framework and work with stakeholders to improve data collection and data integrity and promote a data-driven culture	In Progress	The Framework will assist: > To improve stakeholder's understanding of the reasons for the data collection, how the data is used, and how the various datasets resulting from the data collection can be utilized. > To better articulate confidentiality and protection of the data collected. > To improve stakeholder buy-in for business and household surveys. > To improve the response rates to business households surveys. Introducing a dedicated software to streamline the processing and dissemination of trade statistics which are used for policy and decision-making by stakeholders.	31 December 2025

Strategic Objective 2: Improve Public and Private Sector Decision-Making. Collaboration and Resilience			
Initiative	**Status of Completion**	**Actions Taken to Date / Actions to be Taken**	**Date of Planned Implementation**
		> The implementation of a Trade Database (Eurotrace) to strengthen trade data management/processing given that: ✓ Trade data statistics are key economic variables used for the compilation of important economic indicators such as Balance of Payments and Gross Domestic Product ("GDP") estimates. ✓ The delivery of quality and timely trade data statistics is paramount for the ESO and by extension the Ministry. ✓ It also builds institutional knowledge within the Cayman Islands Government (both ESO and possibly Customs) in the timely processing of trade statistics. Actions completed to date: > Ongoing dialogue with stakeholders regarding the need for the data. > Streamline of the data collection process to improve efficiency. > Incorporate emailing of business surveys to reduce hand-delivery. This is completed; the ESO currently use 75% of email surveys for businesses, with the remaining 25% mailed and hand-delivered. Efforts are being made to reduce the number of mailed surveys using reliable email addresses. However, the ESO expects to continue with some mailed business surveys as some businesses request hard copies while others do not have reliable email addresses. > Provision of specific datasets with indications of how the data could be of value to stakeholders. > Developed new datasets based on stakeholders' request. > Ad hoc meetings with selected private entities to provide guidance on the business survey, the	

Strategic Objective 2: Improve Public and Private Sector Decision-Making. Collaboration and Resilience			
Initiative	**Status of Completion**	**Actions Taken to Date / Actions to be Taken**	**Date of Planned Implementation**
		data being collected, and the use of the data. > Training of staff in data dissemination of trade statistics using the COMEXT tool > Developed a manual of procedures to document the consultancy for use by all staff > Installation of specialised trade statistics software > Training on the use of the database applications. > Installation of the Eurotrace software in May 2023. Training in using the Eurotrace software was completed for ESO staff, including the IT statistician who would maintain the database and provide any troubleshooting assistance. Members of the ESO with direct responsibility for compiling trade statistics completed training to use and customise the software to fit the needs of the Cayman Islands. Four staff members were trained using a standalone application, COMTEXT, which allows data users to produce their own trade data indicators and tables. The benefits of using Eurotrace have been wide-ranging. The processes involved in collating and aggregating high volumes of trade data are now streamlined to produce reports for economic analyses in a timely manner. The processing time for trade data from various sources has improved from 3 weeks to 4 days. The database component of the Eurotrace software houses a time series of all trade data sources in one application, simplifying the creation of customised requests and reports for stakeholders. One other key benefit of Eurotrace is the improvement in the quality of the trade data by incorporating validation rules and error checks that resulted in fewer revisions due to human error. Actions still to be taken: > Develop a framework and work with	

Strategic Objective 2: Improve Public and Private Sector Decision-Making. Collaboration and Resilience			
Initiative	**Status of Completion**	**Actions Taken to Date / Actions to be Taken**	**Date of Planned Implementation**
		stakeholders to improve data collection and data integrity and promote a data-driven culture > Work towards producing export and import price indices > Improve the relationship with Customs and Border Control to increase the quantity measures of imported and exported commodities. This data will be used to produce	
Review and enhance the government-wide risk management framework and plan	Completed	In 2021, the Ministry of Finance completed the full implementation of the government-wide risk management framework and plan, which included the development of a Risk Management Framework document and a Risk Register Tool along with providing training sessions, training videos, user manual and reference guides on the Framework and Tool. The Risk Register Tool is an essential management tool for monitoring risk management processes across the Government. Chief Officers and other senior management are now able to record the details of all risks that have been identified, along with their severity, and monitor the actions and steps that have been taken to mitigate those risks. The risk management resources and access to the Tool are available to all Civil Servants and are centrally located on the Hub at: http://thehub.gov.ky/task/frameworks-for-risk-governance/risk-management-framework/. There are ongoing one-on-one hand-holding training sessions available to all Risk Units and Managers to guide and assist with the establishment and management of individual Risk Registers.	31 December 2022

Strategic Objective 3: Strengthen Government's Managing for Results Environment and Culture			
Initiative	**Status of**	**Actions Taken to Date / Actions to be Taken**	**Date of Planned**
Develop a managing for results policy together with the supporting implementation guidance	In Progress	In 2022, the Ministry commenced the project to Modernize Government's Budgeting and Reporting Framework, which addresses the initiatives of the Strategic Plan's Objective and which comprises of evolving the budgeting and reporting framework so that: a. the focus is on the achievement of outcomes, where outcomes are clearly defined and monitored, and performance indicators and outputs are manageable and clearly linked to outcomes; b. the budget documents are concise, clear and easy to understand; and c. technology is used to enable a streamlined and efficient budget preparation process. It is envisaged that this project will comprise of two (2) phases that will take place between 5 September 2022 and 31 December 2025: **Phase 1:** this phase of the project involved the preparation of a business case that assessed the gaps within the existing budgeting and reporting framework and which recommended a preferred outcome-based budgeting and reporting framework. This Phase of the project commenced on 5 September 2022 with the business case delivered on 25 January 2023. The business case recommended and supported the implementation of an outcome-based budgeting framework, inclusive of a budget system to support the budget preparation and reporting process.	31 December 2025
Modernize the business practices, decision-making processes and tools used to support results-based management and accountability	In Progress		
Implement a strategy for building capacity and evolving the Government managing for results culture	In Progress		
Develop and implement a government-wide results-based management and accountability framework for assessing financial and non-financial performance	In Progress		
Review and enhance the reporting processes and tools for budgeting, revenue forecasting, stress testing and planning	In Progress		

Strategic Objective 3: Strengthen Government's Managing for Results Environment and Culture			
Initiative	**Status of Completion**	**Actions Taken to Date / Actions to be Taken**	**Date of Planned Implementation**
		Phase 2: this phase of the project will involve the implementation of the recommendation of the business case: an outcome-based budgeting framework, inclusive of a budget system to support the budget preparation and reporting process. It is anticipated that Phase 2 of the project will take place between 1 April 2024 and 31 December 2025. Deliverables of this Phase include: > the development and documentation of a leading fit for purpose outcome-based budgeting and reporting framework with the capability to expand to reporting on actuals for financial statement reporting; > the implementation of a budget system, which includes: ◊ a detailed information gathering requirement including human and technology requirements; ◊ technology vendor assessment and selection support; ◊ technology implementation, integration and configuration support including testing; and ◊ assist with procurement process for any recommended system; > fully re-designed budget documents; > assessment of legislation and draft amendments; > provision of change management activities; and > provision of project management services.	

Strategic Objective 4: Become a Workplace of Choice for Civil Servants with the Government			
Initiative	**Status of Completion**	**Actions Taken to Date / Actions to be Taken**	**Date of Planned Implementation**
Champion new approaches, tools and materials that will foster a workplace culture of mutual trust, respect and dignity for everyone	In Progress	The Ministry is dedicated to fostering a positive workplace culture that prioritizes mutual trust, respect, and dignity for both employer and employees. Fostering this type of culture in the workplace is very useful for company growth and employee motivation. Other areas that will improve include; teamwork, raising moral, increasing productivity and efficiency, and enhancing job satisfaction along with collaboration and work performance. To foster a workplace of mutual trust, respect, and dignity, the Ministry plans to: 1. **Develop a feedback-based culture**: good communication is essential when developing a trust-based culture in your workplace, which goes both ways. Not only is it important to establish a feedback system that allows leaders to communicate with employees, but there also needs to be a well-established process for employees to give feedback to leaders. **Action to be taken:** > Create an online-based survey that will remain active throughout the year that allows all employees to provide frequent based feedback anonymously. The information will be compiled by Human Resources and presented to Leadership quarterly to review and implement changes where possible. 2. **Give back with recognition and rewards**: recognizing positive workplace behavior rewards employees who go above and beyond while encouraging others to follow their example. **Actions taken to date:** > Increased staff social events by introducing office potlucks, interactive games, and holiday festive-themed events with prizes to show our appreciation to staff. Additionally, implemented a monthly birthday celebration for all Ministry	31 July 2023 (Achieved) 31 January 2023 (Achieved)

Strategic Objective 4: Become a Workplace of Choice for Civil Servants with the Government			
Initiative	**Status of Completion**	**Actions Taken to Date / Actions to be Taken**	**Date of Planned Implementation**
		staff and in April 2023, recognized professional administrative staff on Professional Administrative Day. > Challenge managers to nominate employee(s) each month to be considered as the Chief Officers Choice, Employee of the Month.	30 April 2023 (Achieved)
		Action to be taken: > Implement a praise or rewards system specific to the Ministry by creating a praise board in the office to acknowledge employee success publicly. This rewards system will not only allow leaders to give praise but for employees to praise their peers as well. Incentives will be given quarterly to employees who are seen to receive and give the most praise. This approach will promote frequent recognition in real-time to showcase how much we value and trust our team, thus building a strong workplace culture.	31 August 2023 (Achieved)
		> Recognize employee anniversary milestones – such as 10, 20 years etc.	31 December 2024
		3. **Promote diversity and inclusion**: An inclusive workplace culture values and celebrates the unique experiences, worldviews, identities, and expressions of all its employees. When team members from diverse backgrounds all feel respected in their identities, it can help to put more trust in leaders.	
		Action to be taken: > Ensure equal opportunity in hiring practices by following HR best practices and the HR procedure manual.	31 December 2024
		> Educate employees on Anti-Bullying and Harassment and Discrimination policies, and ensure all matters are dealt within the policies to emphasize discrimination is not unacceptable. Arrange for a speaker to come in-house for a lunch and learn session to discuss key issues relating to diversity and inclusion. Review the completion status of the mandatory Anti-Bullying, Harassment, and Discrimination training for all Ministry staff and ensure completion for any outstanding employees.	31 December 2024

Strategic Objective 4: Become a Workplace of Choice for Civil Servants with the Government			
Initiative	**Status of Completion**	**Actions Taken to Date / Actions to be Taken**	**Date of Planned Implementation**
Embed a culture of constant improvement, innovation, and proactivity within the Ministry	In Progress	Establishing a culture of improvement, innovation, and proactivity empowers employees to work and think innovatively; improves employee satisfaction and team productivity; encourages diversity; and supports organizational growth. By fostering this culture within the Ministry we are showing our commitment to ongoing lifelong learning and greater mobility for our employees. The Ministry intends to achieve this initiative by: 1. **Establishing new policies and procedures** and updating any existing policies to ensure we are up-to-date with trends and following best practices. **Actions taken to date:** > Flexible Working Policy – when you trust your employees to make decisions for themselves, you show trust and empower them to take initiative. > Create a Professional Learning and Development policy for employees to be aware of the Ministry's offerings to support continuous professional development. Having a policy in place will improve education to promote lifelong learning and greater mobility as well as strengthen good governance for a more effective Ministry and the wide Cayman Islands Government. **Actions to be taken:** > Create a Ministry Handbook that will cover all policies, procedures, office rules, and performance management to ensure consistency in approaches. 2. **Communicate with employees regularly**: improving the way we communicate with our employees will allow employees to feel included and feel like they have a say in their progression. **Actions taken to date:** > Implement quarterly manager meetings to discuss key initiatives and future planning for the Ministry. The first meeting was held on 3 August 2023.	31 January 2023 (Achieved) 31 May 2023 (Achieved) 31 December 2024 31 July 2023 (Achieved)

Strategic Objective 4: Become a Workplace of Choice for Civil Servants with the Government			
Initiative	**Status of Completion**	**Actions Taken to Date / Actions to be Taken**	**Date of Planned Implementation**
Develop a coordinated learning and development plan for the Ministry to build capacity and guide career development and advancement	In Progress	By developing a learning and development plan we are improving the productivity and efficiency within the workplace. Employees want to know that they are being supported by their managers to achieve goals and expectations. It is important for managers to be invested in their employee's progression consistently throughout the year and not just annually. This will especially be beneficial to employees who feel they have hit the glass ceiling, but want to enhance their professional skills. It also shows that we have opportunities in place that allow continuous development. The Ministry intends to achieve this initiative by: 1. **Creating a Personal Development Plan** template for managers. **Action to be taken**: > Create a template for managers to use in conversations with the employee. The template will consist of the full range of development opportunities and not over-rely on classroom training alone. Opportunities can consist of secondments, coaching, mentoring, job-shadowing, online learning, and self-directed learning in addition to the wide range of training available through the Civil Service College. 2. **Promote internal training**: by connecting with the internal communications team to promote upcoming training courses through various in-house platforms. **Actions to be taken:** > Act as a brand ambassador by promoting training through the Cayman Islands Civil Service College and CIG LinkedIn Learning. HR to circulate key courses, seminars, workshops, events, webinars, and online eLearning programs for employees to be aware. Assist employees with creating LinkedIn accounts for those who do not yet have accounts. Coordinate lunch and learn sessions where possible.	31 July 2023 (Achieved) 31 December 2024

Strategic Objective 4: Become a Workplace of Choice for Civil Servants with the Government			
Initiative	**Status of Completion**	**Actions Taken to Date / Actions to be Taken**	**Date of Planned Implementation**
Strengthen leadership, decision-making and communication skills in the management levels of the Ministry	In Progress	We discussed above how the Ministry intends to communicate regularly and more effectively with our employees by hosting monthly staff meetings as employees will feel valued when we are seen as being inclusive and informative. Another approach to strengthening our leadership decision-making skills is to ensure managers are equipped with the training they need to be an effective manager. The Ministry intends to achieve this initiative by: 1. **Succession planning**: takes into account existing employees' skillsets and strengths to ensure important positions within the Ministry aren't left vacant and minimizes gaps in leadership positions. Succession planning focuses on employee development to make sure our workforce can reach its fullest potential. Fostering this approach will also promote a workplace culture that plans in advance and is seen as transparent with our employees. **Actions to be taken**: > Create a succession plan for the Ministry that is monitored and updated annually that will Identify critical positions within the Ministry and develop action plans for employees to assume high impact positions. 2. **Promote Leadership and Management Training** to ensure that all managers are highly competent and qualified leaders. **Actions to be taken:** > Encourage managers to take part in Leadership and Management Training by coordinating for a representative of the Civil Service College to present to managers to know more about the training session. > Source other Leadership and Management courses externally that will be tailored to first-time managers and senior management leaders.	31 December 2024 31 December 2024 31 December 2024

What We Do and What We Achieved in 2023

Overall, the Ministry is required to comply with the following governing Legislation:

- Public Management and Finance Act (2020 Revision);
- Financial Regulations (2018 Revision);
- Statistics Act (2016 Revision);
- The Freedom of Information Act (2021 Revision);
- The Development Bank Act (2004 Revision);
- The Postal Act (1997 Revision);
- The Postal Regulations (2019 Revision);
- The Procurement Act, 2016;
- The Procurement Regulations, 2018;
- The Development and Planning Act (2021 Revision);
- The Companies Act (2022 Revision);
- The Stamp Duty Act (2019 Revision);
- The Land Holding Companies Share Transfer Tax Act (2022 Revision); and
- The Customs and Border Control Act (2022 Revision).

During the 2023 Financial Year, the Ministry achieved the following:

Provided Pieces of Policy Advice

Agencies under the Ministry provided 407 pieces of policy advice in 2023. This is inclusive of preparation of Cabinet Papers and Cabinet Notes for the consideration, notation and/or approval of Caucus and the Cabinet, and providing comments on Cabinet Papers written by other Ministries/Portfolios/Offices which contained recommendations with financial or economic implications for the Government.

Processed Applications for Personal and Settlement Loans

The Ministry processed 182 applications for civil servant personal and settlement loans.

Processed and Managed the Health Insurance Benefit for Seafarers and Veterans

The Ministry processed and managed the health insurance benefit for 1,008 Seafarers and Veterans (inclusive of dependents).

Replied to Freedom of Information (FOI) Request

Agencies under the Ministry responded to 8 FOI requests under the FOI Act.

Attended Meetings of Committees and Boards

Staff from the Ministry are Ex-Officio members of the following Boards of Statutory Authorities and Government Companies and Committees and attended a collective total of 199 meetings in 2023:

PUBLIC ENTITY	NAME & TITLE
Auditors Oversight Authority	Kenneth Jefferson Financial Secretary & Chief Officer
Cayman Airways Limited	Kenneth Jefferson Financial Secretary & Chief Officer
Cayman Islands Monetary Authority – Currency Board duties only	Randy Myles Funds and Cash Flow Manager Evelyn McTaggart Deputy Funds and Cash Flow Manager
Cayman Islands National Insurance Company Ltd	Anne Owens Senior Assistant Financial Secretary
Cayman Islands Stock Exchange	Kenneth Jefferson Financial Secretary & Chief Officer
Cayman Turtle Conservation and Education Centre Limited	Michael Nixon Senior Assistant Financial Secretary
Public Procurement Committee	Lee Ramoon Director of Revenue Unit
Health Services Authority	Karen Rivers Budget and Planning Manager
National Drug Council	Kristin Ebanks Senior EPS Reporting Accountant
National Housing Development Trust	Nathania Pearson Assistant Financial Secretary for Asset Management & Regulatory, Treasury Department
Port Authority of the Cayman Islands	Michael Nixon Senior Assistant Financial Secretary
Public Service Pensions Board	Kenneth Jefferson Financial Secretary & Chief Officer
Public Transport Appeals Tribunal	Lee Ramoon Director of Revenue Unit
The Water Authority of the Cayman Islands	Anne Owens Senior Assistant Financial Secretary

Finance Administration

The Finance Administration ("FIN") section of the Ministry is responsible for:

- Providing policy advice, governance and administrative services on all financial, budgeting and reporting matters of the Government;
- Processing applications for fees and customs duty waivers, stamp duty abatements and assessments, Government loans to civil servants;
- Providing administrative support to and monitoring the performance of Offices/Departments under the Ministry;
- Monitoring the Risk Management Unit which develops, implements and coordinates comprehensive property and liability insurance programmes along with safety and loss control activities to minimize the negative financial impact of natural hazards, accidents and other unexpected events to the Government; and
- Providing oversight of the Cayman Islands National Insurance Company, and the Cayman Islands Development Bank.

Processed Waivers of Stamp and Import Duties

Finance Administration processed 571 approvals for waivers and refunds of stamp duty, import duty and planning fees resulting in approximately CI$5.56 million in revenue foregone by the Cayman Islands Government in the 2023 Financial Year. Further details are shown in the table below:

Category	Number of Approvals	Amount Waived/ Refunded CI$
Stamp duty waivers for first-time Caymanian property buyers	172	2,994,457
Cayman Brac stamp duty waivers	50	252,734
Waiver of stamp duty under the discretion of the Minister of Finance and Economic Development in the capacity as the Commissioner of Stamp Duty	61	1,480,192
Refund of stamp duty under the discretion of the Minister of Finance and Economic Development in the capacity as the Commissioner of Stamp Duty	7	70,828
Waiver/refund of import duty	279	756,266
Waiver of planning fees	2	3,455
Totals:	**571**	**5,557,932**

Treasury Department

The Treasury Department ("TSY") is responsible for:

> Preparing and consolidating forecast and annual financial statements for Central Government and the Entire Public Sector as required by the Public Management and Finance Act (2020 Revision), using International Public Sector Accounting Standards;

> Designing and providing quality assurance and management of the budget and reporting processes for the Entire Public Sector – this includes coordinating and preparing the biennial budget timeline, strategic policy statement, plan and estimates, budget statements, ownership and purchase agreements and revenue forecasts. Providing financial management services to Ministries/Portfolios/Offices and the Cabinet;

> Overseeing the management and forecasting of Central Government cash flows; and

> Managing, negotiating, and evaluating Central Government borrowings.

During the 2023 financial year, the Treasury Department achieved the following:

The Treasury Department:

> Managed 132 Bank Accounts; and

> Core Government's debt balance has reduced by CI$52.3 million and currently stands at CI$453.1 million, over 31 December 2022 balance of CI$506.4 million.

Investment Revenue

In 2023, the Government generated CI$28.2 million in incremental revenue from its investment portfolio consisting of bank deposits and US Treasuries.

Keisha Leslie, Ministry of Finance & Economic Development Chief Officer's Choice – October 2022

Jane Ebanks, Bank Reconciliation Manager in the Treasury Department, received the Chief Officer's Award for the month of February 2023. The award was in recognition of Ms. Ebanks' outstanding contribution and dedication to the Cayman Islands Government

Central Procurement Office

The Central Procurement Office ("CPO") is responsible for:

- Developing, implementing and carrying out periodic reviews and recommendations for adjustment of policies and procedures for procurement to be used by all entities including requirements for business case preparation. Ensures that the Procurement Act, Regulations, policies and procedures are promoted, publicised and easily accessible to public servants, suppliers and the general public;
- Establishing and maintaining a common, accessible, electronic platform, called Bonfire, for use by all entities for the purpose of advertising and reporting results of all public procurement opportunities required;
- Providing the Cayman Islands' Entire Public Sector with procurement expertise, training and guidance;
- Enhancing procurement capacity and capability with standards, tools and templates in order to achieve value for money across all Ministries, Portfolios, Offices and Statutory Authorities and Government Companies;
- Advising and supporting the Public Procurement Committee on all procurements with spends of over $250,000;
- Overseeing the procurement spend across the entire public sector which accounted for over $500 million during 2023 by supporting 41 entities, their Procurement Committees, Chief Officers and Chief Executive Officers as well as their teams engaged in the procurement process; and
- Providing procurement leadership to 1,100 Public Servants registered on Bonfire.

During the 2023 Financial Year, the Central Procurement Office achieved the following:

- Conducted 27 Procurement Training sessions
- Established 1 Government Wide Contract.

Type of Contract	Status	Est. Value
Framework for Computers & Accessories	Completed	$4,000,000
TOTAL VALUE		**$4,000,000**

Economics and Statistics Office

The Economics and Statistics Office ("ESO") is responsible for:

- The ESO monitors the local economy and provides macroeconomic forecasts, conduct economic policy research and economic impact studies, and advises the Government on a range of macroeconomic issues to sustain economic growth in the Islands.
- Conducts and analyses social and economic surveys and compiles and publishes comprehensive statistical data on the Cayman Islands.
- Provides other Government agencies with technical advice on data collection and dissemination, and survey design and methodology.

During the 2023 Financial Year, the ESO achieved the following:

The Cayman Islands' Household Budget Survey 2023.
The Household Budget Survey ("HBS") is fundamental for updating the consumer price index ("CPI"), used mainly to inform the public and private sectors' need for cost of living adjustments ("CoLA") or salary review, pension income review and electricity charges review.

Additionally, the statistics also form the basis for arriving at macro-economic indicators such as GDP growth, GDP per capita and the unemployment rate. Further, the primary data helps Government to calculate the total economic impact of government spending or private sector investment in the economy. This, in turn, helps with the evaluation of fiscal policies or projects, including the construction of a new waste processing unit or a new hotel project.

During 2023, HBS enumeration was conducted from February to December, surveying approximately 200 households per month.

Economic Monitoring.
In compliance with the economic monitoring requirements of the Public Management and Finance Act ("PMFA"), the ESO completed surveys that provided the raw data for estimating the following: Gross Domestic Product (the System of National Accounts Surveys 2022); consumer price index inflation rate (Consumer Price Index Quarterly Surveys Q1 2023 to Q4 2023); and the current account of the balance of payments (the Balance of Payments Survey 2022). These surveys also provide the data for updating the economic forecasts for the Islands.

Updating of Economic Forecasts.
Continuous improvement to economic forecasting models required in the preparation of the Strategic Policy Statement Economic Overview. The forecasts comprised of (a) gross domestic product; (b) consumer price index inflation rate; (c) employment levels and unemployment rates; and (d) the current account of the balance of payments.

Cayman Islands Postal Service

The Cayman Islands Postal Service ("CIPS") is the Government department designated as the postal operator responsible for fulfilling the Government's obligations arising from adherence to the Universal Postal Union Convention in the Cayman Islands. As the designated postal operator, the Postal Service is charged with ensuring that postal services are accessible to all residents and visitors in the territory and operates a network of 16 post offices across all three Islands. It is also part of a network of over 700,000 postal outlets worldwide.

The Cayman Islands is a member of the Universal Postal Union through Great Britain and also a member of the Caribbean Postal Union and the Express Mail Service ("EMS") and Telematics Cooperatives in its own right.

Core postal services are domestic and international in scope and encompass ordinary letter mail including mail with certified posting, registered mail, prepaid postage (franking meters and online meters), parcels, re-direction of mail, safe mail as well as the postal industry's courier service – EMS. A special e-Commerce Service "CaymanKind Global" is a flat rate service for standard and EMS packages as long as the contents fit, and do not exceed the maximum weight of 22 pounds.

CIPS participates in the Global Monitoring System ("GMS") which is a Universal Postal Union test system to measure delivery quality from posting to delivery. GMS uses a network of panelists to send and receive test letters. The test letters contain a small label which has a tiny antenna that transmits a unique identification number as a radio signal.

This radio frequency identification ("RFID") system allows test letters to move through the postal network disguised as ordinary letters and the data is captured by the special receiving antennas at the door of processing centers. This gives the post office data on how fast mail is moving, and where process improvements need to be made. CIPS joined GMS in 2012 and began testing in late 2013.

Key Events

January

- The business case for the project for the Modernization of Government's Budgeting and Reporting Framework was finalized. The preferred option, as set out in the business case, recommends undertaking initiatives for: (1) the development of a leading fit for purpose outcome-based budgeting and reporting framework (2) the implementation of a budget system (3) a full re-design of the budget reports (4) amending relevant legislation; and (5) ongoing change management activities.
- Celebration of recognition of Keisha Leslie as Chief Officer's Choice for October 2022
- CIPS reception at Government House - in honour of the CIPS achieving the Universal Postal Union's s58/s59 security certification at silver level (gold level being the highest and bronze the entry level).
- CPO presented an Evaluation Methods Work Session
- CPO conducted training for the Department of Tourism
- CPO implemented the Bonfire Support Management Memorandum of Understanding.

February

- The Ministry submitted its 2022 Annual Report to the Office of the Auditor General
- The Ministry submitted the commemorative stamp issues of HM Queen Elizabeth II In Memoriam and the Accession of HM King Charles III for Cabinet's approval
- The Ministry increased staff social events by introducing office pot lucks, interactive games, and holiday festive themed events with prizes to show its appreciation to staff. Additionally, a monthly birthday celebration for all Ministry staff was implemented.
- CPO conducted two training sessions on Legal Advice (in Partnership with Solicitor General's Office)
- CIPS conducted a GMS Edge Project Set Up Meeting
- CIPS conducted training on the Swift system
- CIPS Deputy Post Mistress General ("PMG") attended EMS Cooperative Board Meeting
- ESO started the Household Budget Survey 2023. This survey will be conducted over a year period with a total sample size of 2,400 households

March

- The Ministry received an unqualified ("clean") opinion on its 2022 financial statements
- ESO published the Human Development Index Report 2021

  https://www.eso.ky/caymans-human-development-index-remained-relatively-stable-between-2010-and-2021.html
- ESO published the Consumer Price Index (Oct-Dec 2022) Inflation Report

  https://www.eso.ky/UserFiles/page_docums/files/uploads/the_cayman_islands_consumer_price_index_-37.pdf
- ESO published the Labour Force Survey Fall 2022 Report

  https://www.eso.ky/UserFiles/page_docums/files/uploads/the_cayman_islands_labour_force_survey_r-13.pdf
- ESO provided the Statistical Publication and Dissemination Calendar 2023

  https://www.eso.ky/statisticalpublicationcalendars.html#2
- ESO Completed a CARTAC Technical Mission to the Cayman Islands. The purpose was a peer review of the GDP compilation process and methodology, in addition, a presentation of the Tourism Satellite Account ("TSA") for the Cayman Islands was conducted with the Department of Tourism. This is expected to kickstart the process of developing a TSA in the medium term for the Cayman Islands.
- ESO participated in initially developing the first Real Estate Index for the Cayman Islands. This is a joint initiative between Lands and Survey Department, the Cayman Islands Monetary Authority ("CIMA") and the Economics and Statistics Office. This technical assistance mission was conducted by the IMF.
- CPO conducted an Internal Customer Service Survey
- CPO conducted advanced training on the Bonfire
- In partnership with the Solicitor General's Office, the CPO conducted the training on legal advice
- In partnership with the Department of Communications, the CPO conducted training on the Procurement of Services
- The Deputy Governors from the Caribbean OT's and Bermuda (G6) met to discuss areas of mutual interest, one of which was procurement. A representative from the CPO attended this meeting with the DG and presented on the past, present and future of public procurement in the Cayman Islands. CPO facilitated closure—Internal Audit Service Management Point 3–Bonfire User Access Form Implemented
- FIN, TSY and CPO celebrated team members' birthdays for the month of March
- CIPS provided a presentation to Universal Postal Union ("UPU") Security Group on experience of small post obtaining s58/s59 certification.
- CIPS successfully sent ice in the mail to Cayman Brac in its 1st test of the Caymankind Cool Box.

April

- The 2024–2026 Strategic Policy Statement ("SPS") was Tabled and approved in Parliament. The SPS, which provides an outlook of three financial years, outlines the Government's policy priorities and establishes the foundation for the development of the 2024 and 2025 Budgets, is located at: https://www.gov.ky/news/press-release-details/strategic-policy-statement-2024-2026-presented-to-parliament
- The Ministry submitted the 75th Anniversary of the Girls Brigade stamp issue for Cabinet's approval.
- The Ministry submitted the Christmas 2023 stamp issue for Cabinet's approval.
- The Ministry recognised professional administrative staff on Professional Administrative Day.
- Jane Ebanks, Bank Reconciliation Manager in the Treasury Department, received the Chief Officer's Award for the month of February 2023. The award was in recognition of Ms. Ebanks' outstanding contribution and dedication to the Cayman Islands Government.
- FIN, TSY and CPO celebrated team members' birthdays for the month of April
- CPO conducted training on Policy Familiarization
- CPO conducted training on Navigating the Process
- CPO conducted training on Bonfire Basics
- CIPS was awarded the UPU Quality of Service award for outstanding international mail delivery performance during 2020-2021.
- CIPS was selected (small post) to participate in the UPU's GMS Edge pilot project for EMS – the postal industry's courier product) along with Thailand Post (medium post) and the United States Postal Service (large post). Key benefit of this UPU-funded pilot project will be the automation of manually processed outbound EMS items. As there is no prohibition against it, the CIPS plans to later expand the use of this equipment, technology and automation to all CIPS outbound mail. Through installation and use of the GMS Edge equipment and its RFID passive technology in the Customs airport facility, the CIPS is likely to become the first country worldwide to monitor ground handlers and their mail handling performance; an unexpected, but exciting opportunity from participating in this pilot project.
- CIPS Deputy PMG, Operations attended the EMS Cooperative General Assembly and chaired the report session on a long-contentious data-sharing matter during the EMS General Assembly on 29 April 2023. First such chairing at the UPU level for any postal official from the Caribbean or Overseas Territory.
- CIPS Deputy PMG, Operations virtually attended the Postal Operators Council meetings.
- CIPS testing of the Caymankind Cool Box continued outside the Cayman Islands. Successful test to the UK; less successful test to the US because of transportation and processing delays within the USA.

May

- The Ministry Gazetted the Cayman Islands Government's Unaudited Quarterly Financial Report for the Three-Month Period Ended 31 March 2023
  https://gazettes.gov.ky/portal/pls/portal/docs/1/13264559.PDF
  https://gazettes.gov.ky/portal/pls/portal/docs/1/13264560.PDF
- The Ministry implemented the Professional Learning & Development Policy, which is a guide on the provision of professional assistance and support to employees in order to increase the effectiveness of their performance in their current positions, as well as to encourage employees to obtain skills, knowledge, and abilities, which may improve their opportunities for career advancement within the Ministry
- FIN, TSY and CPO celebrated team members' birthdays for the month of May
- TSY Submitted the 2022 Entire Public Sector Financials Statements to Audit Office
- CPO conducted training on the Law & Regulation Overview
- CPO launched the updated Tender Documents
- CPO conducted training to the National Housing Development Trust Board
- CPO launched the framework on Computer Procurement
- CPO conducted training on Tender Document Development
- CIPS issued the HM Queen Elizabeth II In Memoriam stamp

June

- During the First Sitting of the Fourth Meeting of the 2022-2023 Session of Parliament, Finance Committee convened to approve:
  - the 1st Supplementary Plan and Estimates for the Financial Year ended 31 December 2022, which outlines the changes the Government made to its policy actions during the 2022 financial year and, the additional appropriations requested to fund those actions; and
  - an additional $11.0 million in supplementary funding for the 2023 financial year - via Section 12 of the Public Management and Finance Act.
- ESO published the Consumer Price Index (Jan-Mar 2023) Inflation Report

  https://www.eso.ky/UserFiles/page_docums/files/uploads/the_cayman_islands_consumer_price_index_-38.pdf
- ESO completed consultancy for the installation and training of staff on EUROTRACE software. We joined most Caribbean countries to use this software to better manage trade data processing, storage and retrieval.
- CIPS issued the HM King Charles III Ascension stamp
- CIPS country project manager and deputy project manager both attended the Universal Postal Union's regional project Operational Efficiency for e-Commerce Development ("ORE") workshop 3 for Caribbean countries in Barbados
- CPO conducted advanced training on Bonfire
- CPO conducted training for new employees in the Ministry of Education
- CPO conducted a special training session for the Ministry of Tourism
- CPO conducted a special training session for the Workforce Opportunities and Residency Cayman
- FIN, TSY and CPO celebrated team members' birthdays for the month of June
- TSY held its team retreat on Trust, Communication and Wellness

July

- FIN, TSY and CPO celebrated team members' birthdays for the month of July
- CPO conducted training on Navigating the Process
- Radio Cayman Business Buzz Interview on Public Procurement with the CPO team
- CPO conducted training on Procurement Principles & Ethics
- The Internal Audit Service recommended that the CPO formalize our internal Bonfire access authorization process, which was being done via email at the time. In order to close out this recommendation, the CPO designed a "Bonfire User Access Form" that required approval from an EPC member or CO in order for access to be granted to employees to facilitate their procurements.

August

- CPO conducted training on Business Case Review with the Ministry of Financial Services and Commerce
- CPO conducted training on Policy Familiarization
- The Ministry Gazetted the Cayman Islands Government's Quarterly Financial Report for the Six-Month Period Ended 30 June 2023
- The Ministry Gazetted the Financial (Amendment) Regulations, 2023
- Electronic Advance Data, Customs Declaration System and Postal Security Workshops held in Miami, Florida for Latin America and the Caribbean regions. CIPS was represented by the Acting Postmaster General and Mails Manager (Security & Operational Continuity).

September

- During the Fifth Sitting of the First Meeting of the 2023-2024 Session of Parliament, Finance Committee convened to approve an additional $68.0 million in supplementary funding for the 2023 financial year – via Section 12 of the Public Management and Finance Act.
- CPO conducted a special session training for Office of the Auditor General on procurement legislation and regulations
- CPO conducted training on Bonfire Basics
- CPO issued Award and Regret Letters for the Computers and Accessory Framework
- CPO conducted training on Tender Document Development
- TSY assisted with the Cayman Islands Institute of Professional Accountants ("CIIPA") International Public Sector Accounting Standards 2023 Update
- FIN, TSY and CPO celebrated Team Members' birthdays for the months of August and September
- CIPS attended 25th Caribbean Postal Union Conference and Council of Ministers held in Jamaica. Cayman Islands were represented by incoming Minister for posts as of 2024, Hon. Dwayne Seymour, Minister for Border Control and Labour, MP and the Acting Postmaster General.

October

- FIN, TSY and CPO celebrated team members' birthdays for the month of October
- CPO signed and launched the Contract of Central Procurement Office's Framework for Computers and Accessories
- CPO conducted training on the Procurement IQ Market Research Tool
- CPO conducted training on Bonfire User Basics
- CPO provided Third Party Risk Management Guidance - Information Session for Senior Leadership Team - Joint Meeting with Strategic Reforms Implementation Unit, Cabinet Office & CPO
- CPO conducted training on the Overview of the Procurement Act and Regulations
- ESO published the Cayman Islands Labour Force Survey Report Spring 2023

  https://www.eso.ky/UserFiles/page_docums/files/uploads/the_cayman_islands_labour_force_survey_r-17.pdf
- ESO published the Cayman Islands Compendium of Statistics 2022

  https://www.eso.ky/UserFiles/right_page_docums/files/uploads/the_cayman_islands_compendium_of_statist-19.pdf
- ESO published the Cayman Islands Consumer Price Index April-June 2023

  https://www.eso.ky/UserFiles/page_docums/files/uploads/the_cayman_islands_consumer_price_index_-39.pdf
- CIPS issued the Christmas 2023 stamp
- CIPS attended the Universal Postal Union's 4th Extraordinary Congress in Riyadh, Saudi Arabia. The Acting Postmaster General represented the Cayman Islands and was the only British Overseas Territories representative in attendance.

November

- The Ministry gazetted the Cayman Islands Government's Quarterly Financial Report for the Nine-Month Period Ended 30 September 2023

  https://www.gov.ky/content/published/api/v1.1/assets/CONT039DB329CFE24B689256D885723DE741/native?cb=_cache_6a18&download=true&channelToken=c915417e96ad49e2bcda2e4d22158c40#:~:text=The%20unaudited%20financial%20results%20of,account%20balances%20of%20%24582.1%20million.

- CPO conducted the training: CPO Policy Familiarization Training
- CPO conducted the training: Third Party Risk Management (in partnership with Strategic Reform Implementation Unit)
- CPO conducted the training: Advanced Bonfire Features
- ESO published the Cayman Islands Trade Statistics Bulletin January-March 2023

  https://www.eso.ky/UserFiles/page_docums/files/uploads/the_cayman_islands_quarterly_trade_stati-32.pdf

- ESO published the Cayman Islands Third Quarter Economic Report 2022

  https://www.eso.ky/UserFiles/page_docums/files/uploads/cayman_islands_third_quarter_economic_re-6.pdf

- ESO published the Cayman Islands Semi-Annual Economic Report 2022
  https://www.eso.ky/UserFiles/page_docums/files/uploads/cayman_islands_semi-annual_economic_repo-5.pdf
- ESO published the Cayman Islands Annual Economic Report 2022
  https://www.eso.ky/UserFiles/page_docums/files/uploads/the_cayman_islands_annual_economic_repor-10.pdf
- ESO published the Cayman Islands Annual Foreign Trade Report 2022
  https://www.eso.ky/UserFiles/page_docums/files/uploads/the_cayman_islands_annual_foreign_trade_-14.pdf
- ESO published the Cayman Islands Quarterly Trade Report January-March 2023
  https://www.eso.ky/UserFiles/page_docums/files/uploads/the_cayman_islands_quarterly_trade_stati-32.pdf
- CIPS installed and operationally tested equipment for the Universal Postal Union's GMS Edge pilot project for Express Mail Service. The CIPS was selected (small post) to participate in the pilot project along with Thailand Post (medium post) and the United States Postal Service (large post). With the installation of the equipment at the Airport Post Office, the CIPS became the first of the three pilot countries for installation and operation of the equipment.

December

- CPO conducted training on Navigating the Process
- FIN, TSY and CPO celebrated team members' birthdays for the months of November and December
- The Honourable Premier and Minister for Finance Tabled the 2024–2025 Budget in Parliament and delivered the Budget Policy Statement entitled "Nurturing Our Future: A United Sustainable Path to Recovery, Hope and Prosperity" and the Budget Address entitled "Laying the Foundation for Our People's Wellbeing". The Budget Policy Statement and the Budget Address, along with the 2024-2025 Budget Documents (Plan and Estimates, Budget Statements, Ownership Agreements and Purchase Agreements) are located at: https://www.gov.ky/finance/publications.

CIPS Reception at Government House in honour of CIPS achieving Universal Postal Union's s58/s59 security certification.
L-R: Deputy Governor, Hon Franz Manderson; Sheena Glasgow, Postmaster General; His Excellency The Governor, Martyn Roper; Chief Officer, Wesley Howell, Ministry of Border Control and Labour

CIPS Reception at Government House in honour of CIPS achieving Universal Postal Union's s58/s59 security certification.
L-R: Lloyd McField, Assistant Postmaster General; Melissa Martinez-Ebanks, Deputy Postmaster General, Henry McField, Mails Manager (Security); His Excellency The Governor, Martyn Roper and Mrs. Roper

CIPS Mails Manager, Security (centre) receiving the CIPS's s58/s59 Certificate from UPU Director General (right) and Postal Security Group Chairman (left)

UPU Director General and Postal Security Group Chairman (centre) with representatives of the 3 posts that received s58/s59 certification (Algeria, Cape Verde and Cayman Islands

2023 Treasury Team Retreat "Survival on the Moon" Group Session

CIIPA International Public Sector Accounting Standards 2023 Update

Central Procurement Office on "Business Buzz"

Statement of Executive Financial Transactions

Statement of Executive Financial Transactions for the year ended December 31, 2023						
Executive Revenue	**Actual $'000**	**Budget $'000**	**Revised Budget $'000**	**Actual vs. Budget Variance $'000**	**Variance %**	**Note for Variances 5% and Over**
Cruise Ship Departure Tax	7,643	7,771	7,771	(128)	**-2%**	
Environment Protection Fund Fees	5,163	4,825	4,825	338	**7%**	1
Debit Transaction Fees	4,484	4,035	4,035	449	**11%**	2
Land Holding Companies Share Transfer Charge	4,996	300	300	4,696	**1565%**	3
Other Stamp Duty	2,113	2,300	2,300	(187)	**-8%**	4
Insurance Stamp Duty	3,053	1,418	1,418	1,635	**115%**	5
Proceeds of Liquidated Entities	5,385	5,023	5,023	362	**7%**	6
Total Executive Revenue	**$ 32,837**	**$ 25,672**	**$ 25,672**	**$ 7,165**		

Executive Expenses	**Actual $'000**	**Budget $'000**	**Revised Budget $'000**	**Actual vs. Budget Variance $'000**	**Variance %**	**Note for Variances 5% and Over**
FED 1 - Policy Advice and Ministerial Services	3,052	5,091	4,906	(2,039)	**-40%**	13
FED 4 - Preparation and Publication of Statistical Reports	2,344	2,967	3,834	(623)	**-21%**	14
FED 5 - Financial Reporting and Management Services	5,974	9,132	10,688	(3,158)	**-35%**	15
FED 10- National Mail Service	4,313	3,983	4,144	330	**8%**	16
CIN 1- Health Insurance for Seamen and Veterans for Primary and Secondary Health Care	14,388	15,079	14,437	(691)	**-5%**	7
OE 9- Caribbean Economic Community (CARICOM) Fees	175	170	178	5	**3%**	
OE 10- Caribbean Regional Technical Assistance Centre (CARTAC) Contribution	84	85	97	(1)	**-1%**	
OE 27- Past Service Pension Liability Payment	18,187	17,153	18,187	1,034	**6%**	8
OE 54 - Caribbean Catastrophe Risk Insurance Facility - Annual Premium	956	925	967	31	**3%**	
OE 57 - Executive Bank Charges	1	65	69	(64)	**-99%**	9
OE 110 - General Insurance	8,801	6,500	8,860	2,301	**35%**	10
OE 121 - Additional Normal Costs for Pension Plans	3,840	4,979	4,315	(1,139)	**-23%**	11
DVB 4 - Administration of Lending Activities	526	526	526	-	**0%**	
EI 4 - Cayman Islands Development Bank	4,500	4,500	4,500	-	**0%**	
EI 70 - Ministry of Finance and Economic Development	44	313	829	(269)	**-86%**	
Total Executive Expenses	**$ 67,185**	**$ 71,468**	**$ 76,537**	**$ (4,283)**		

Output Delivered	Actual YTD	Budget YTD	Annual Budget	Actual vs. Budget Variance	Variance %	Note for Variances 5% and Over
FED1 - Policy Advice and Ministerial Support Services	**$3,052**	**$5,091**	**$5,091**	**$(2,039)**		
Pieces of policy advice	407	224		183	**82%**	**17**
Number of committee and board meetings attended	199	112		87	**78%**	**18**
Number of applications assessed and processed	753	1,000		(247)	**-25%**	**19**
Number of Economic updates and forecasts	76	10		66	**660%**	**20**
Number of insurance policies managed	20	20		-	**0%**	
Number of Hours spent providing central procurement services	7,727	10,080		(2,353)	**-23%**	**21**
FED 4 - Preparation and Publication of Statistical and Economic Reports	**$2,344**	**$2,967**	**$2,967**	**$(623)**	**-21%**	
Number of reports, updates and requests for information	135	117		18	**15%**	**22**
Number of reports economic monitoring tables/reports for regional and international agencies	10	27		(17)	**-63%**	**23**
FED 5 - Financial Reporting and Management Services	**$5,974**	**$9,132**	**$9,132**	**$(3,158)**	**-35%**	
Number of public debts, Loans-Made, referred debts, investments, reserve funds, trust assets and bank accounts managed	1,242	1,077		165	**15%**	**24**
Number of Financial statements, forecasts, strategic policy statements, budgets and government financial reports reviewed and/or produced	27	27		-	**0%**	
Provision of Oracle e-business licenses, management and support of accounting system	431	431		-	**0%**	
Number of transactions processed inclusive of receipts, payment runs and payroll runs	3,902	4,032		(130)	**-3%**	
Number of bank reconciliations, cash and revenue forecasts	1,578	1,520		58	**4%**	
FED 10 - National Mail Service	**$4,313**	**$3,983**	**$3,983**	**$330**	**8%**	
Hours of public access to postal counter services	27,319	28,000		(681)	**-2%**	
Number of post office boxes available for rent	13,877	13,480		397	**3%**	
Number of stamp issues produced	4	4		-	**0%**	
Number of transactions processed	23,007	40,000		(16,993)	**-42%**	**25**
Weight of mail dispatched internationally (kg)	22,606	47,500		(24,894)	**-52%**	**26**

Note	Explanations for Variances 5% and Over
1	Environmental Protection Fund Fees was over budget by $338 thousand more than the projected fee level to an increase in flights due to the reopening of borders.
2	Debit Transaction Fees was over budget by $449 thousand due to an increase in bank activity.
3	Land Holding Companies Share Transfer Charge was over budget by $4.7 million, this revenue stream relates to transfer of equity shares of companies that own land in the Cayman Islands. It is very difficult to predict the revenue stream from one year to the next with any level of certainty as there are drastic shifts in share transfer activity from one year to the next.
4	Other Stamp Duty was $187 thousand less than bugdet due to a decline in activity.
5	Property Insurance Stamp Duty was over budget by $1.6 mil thousand due to an active real estate market for the period.
6	Proceeds of Liquidated Entities was over budget by $362 thousand as a result of accounts that were budgeted for in 2022 but transferred in 2023.
7	CIN 1- Health Insurance for Seamen and Veterans for Primary and Secondary Health Care was $691 thousand less than budget due a reduction in members.
8	OE 27- Past Service Pension Liability Payment was over budget by $1 million as the amount used for the budget is an estimate with the actual being more than budget on a year to year basis.
9	OE 57 - Executive Bank Charges was under budget by $64 thousand as there were fewer transacations than anticipated.
10	OE 110 – General Insurance – was over budget by $2.3 million due to an increase in premium rates and addition of new property namely the new John Gray High School.
11	OE 121 – Additional Normal Costs for Pension Plans - expenditure was under budget by $1.1 million, as the budget was a rough estimate at the time.
12	EI 70 – Ministry of Finance and Economic Development - was under budget by $269 thousand due to the decision to defer the purchase of a new budget software.
13	FED 1 - Policy Advice and Ministerial Services - was under budget by $2 million mainly due to a placeholder of $2 million during the budgeting process as well as some various vacancies that were not filled.
14	FED 4 – Preparation and Publication of Statistical Reports – was under budget by $623 thousand due to the vacancies not filled as well a survey that was cancelled.
15	FED 5 - Financial Reporting and Management Services - was under budget by $3.2 million mainly due to a placeholder of $2 mil during the budgeting process as well as the deferral of the purchase of a new budget system.

Note	Explanations for Variances 5% and Over
16	FED 10 - National Mail Service - was over budget by $330 thousand due a decrease in third party revenue. Additionally there was a honorarium issued in December 2023 and a Inventory write off exercise which were not budgeted for.
17	The number of cabinet papers, cabinet notes, speeches, speaking notes, pieces of advice/papers, briefings, policy papers, reports and responses to parliamentary questions was more than budgeted.
18	The number of meetings/committees was more than budget.
19	The number of applications assessed and processed was below budget.
20	The number of economic updates and forecasts were more than budgeted due to an increase in economic update requests from Ministries and Ministers of the Government.
21	The number of hours spent providing central procurement services was below budget to a less requests for services, as a well as the vacant post of Deputy Director.
22	The number of reports , updates and requests for information was above budget due to an increase in requests from Ministries.
23	The number of reports economic monitoring tables/reports for regional and international agencies were less than budgeted due to more in person visits from regional agencies versus sending in reports.
24	The number of public debts, Loans-Made, referred debts, investments, reserve funds, trust assets and bank accounts managed were more than budget.
25	The number of transactions processed is less than budget due to the continued decrease in international mail as a result of the COVID-19 pandemic, which made people adopt other channels of receiving letters and bills e.g. online platforms.
26	The weight of mail dispatched internationally is less than budget due to the continued decrease in international mail as a result of the COVID-19 pandemic.

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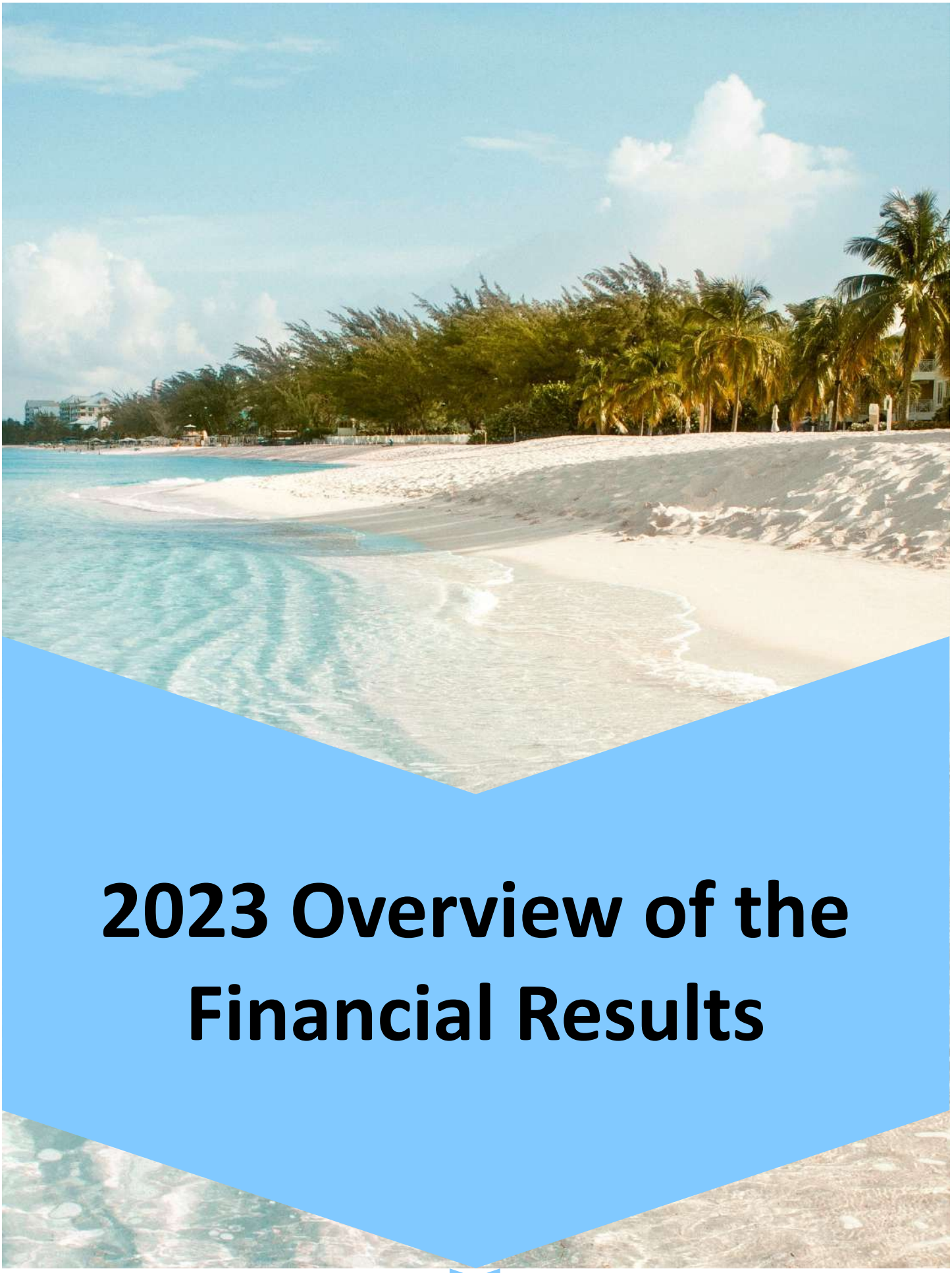

2023 Overview of the Financial Results

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2023 Overview of the Financial Results

Financial Performance Measures ($000's)	2023 Budget	2023 Actual
Revenue from Cabinet	21,173	15,684
Revenue from Ministries, Portfolios, Revenue from Ministries, Portfolios, Statutory Authorities, Government Companies	101	78
Revenue from Others	2,528	2,269
Total Revenue	23,802	18,031
Total Expenses	23,802	18,031
Operating Surplus/ (Deficit)	-	-
Net-Worth ($000's)	**18,041**	**19,686**
Cash Performance ($000's)	2023 Budget	2023 Actual
Cash Flows from Operating Activities	299	641
Cash Flows from Investing Activities	(313)	(67)
Cash Flows from Financing Activities	313	44
Change in Cash Balances	**299**	**618**
Financial Performance Ratios	2023 Budget	2023 Actual
Current Assets: Current Liabilities	8.1	7.4
Total Assets: Total Liabilities	10.4	10.0
Human Capital Measures	2023 Budget	2023 Actual
Total full-Time Equivalent Staff Employed	183	160
Physical Capital Measures	2023 Budget	2023 Actual
Value of Total Assets	19,961	21,864
Asset replacements: Total Assets	2 %	-
Book value of Assets: Cost of those assets	58 %	71%
Depreciation: Cash Flow on Asset Purchases	138 %	680%
Changes to Asset Management Policies	None	None

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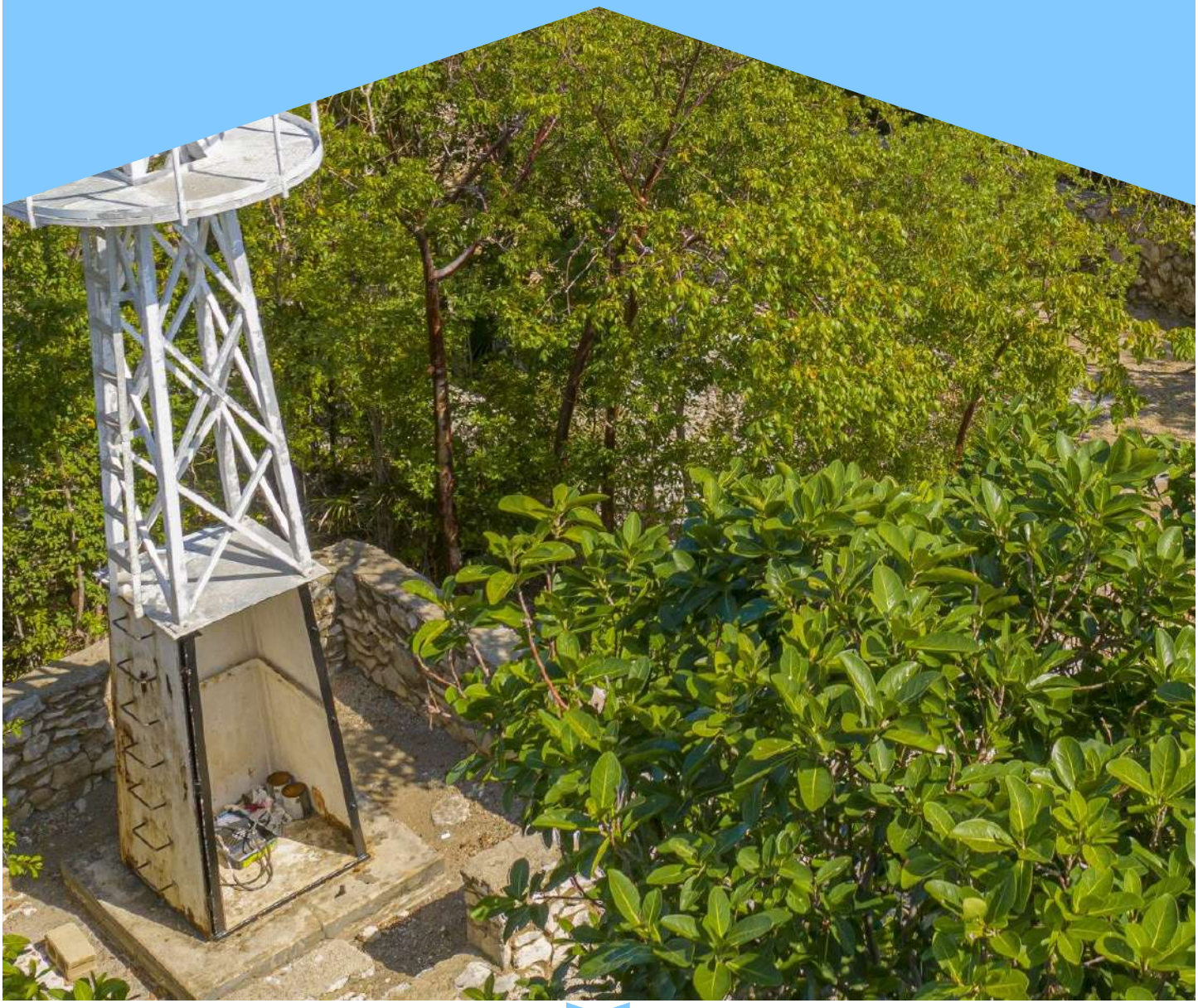
APPENDIX A
Audited Financial Statements
For the year ended 31 December 2023



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CAYMAN ISLANDS
GOVERNMENT

Ministry of Finance & Economic Development

Audited Financial Statements

For the year ended 31 December 2023

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Notes to the Financial Statements ____ **A 10**

MINISTRY OF FINANCE & ECONOMIC DEVELOPMENT
STATEMENT OF RESPONSIBILITY FOR FINANCIAL STATEMENTS
31 DECEMBER 2023

These financial statements are prepared by the Ministry of Finance & Economic Development (the "Ministry") in accordance with the provisions of the Public Management and Finance Act (2020 Revision), (the "Act").

We accept responsibility for the accuracy and integrity of the financial information in these financial statements and their compliance with the Public Management and Finance Act (2020 Revision).

As Financial Secretary & Chief Officer, I am responsible for establishing, and have established and maintained, a system of internal controls designed to provide reasonable assurance that the transactions recorded in the financial statements are authorised by the Act, and properly record the financial transactions of the Ministry.

As Financial Secretary & Chief Officer, and Chief Financial Officer, we are responsible for the preparation of the financial statements, representations and judgements made in these statements.

The financial statements fairly present the financial position, financial performance, changes in net worth and cash flows of the Ministry for the financial year ended 31 December 2023.

To the best of our knowledge, these financial statements:

a) completely and reliably reflect the financial transactions of the [entity name] for the year ended 31 December 2023;
b) fairly reflect the financial position as at 31 December 2023 and financial performance for the financial year ended 31 December 2023; and
c) comply with International Public Sector Accounting Standards (IPSAS) as set out by International Public Sector Accounting Standards Board under the responsibility of the International Federation of Accountants. Where guidance is not available under IPSAS, the financial statements comply with International Accounting Standards issued by the International Accounting Standards Board or accounting practice that is generally accepted in the United Kingdom as appropriate for reporting in the public sector.

The Office of the Auditor General conducts an independent audit and expresses an opinion on the accompanying financial statements. The Office of the Auditor General has been provided access to all the information necessary to conduct an audit in accordance with International Standards on Auditing.

Kenneth Jefferson
Financial Secretary & Chief Officer
Ministry of Finance & Economic Development

Nina Vandine
Chief Financial Officer
Ministry of Finance & Economic Development

29 February 2024

Office of the Auditor General
CAYMAN ISLANDS

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AUDITOR GENERAL'S REPORT

To the Members of the Parliament and the Financial Secretary and Chief Officer of the Ministry of Finance and Economic Development

Opinion

I have audited the financial statements of the Ministry of Finance and Economic Development (the "Ministry"), which comprise the statement of financial position as at 31 December 2023 and the statement of financial performance, statement of changes in net worth and cash flows statement for the year ended 31 December 2023, and notes to the financial statements, including a summary of significant accounting policies as set out on pages 10 to 31.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Ministry as at 31 December 2023 and its financial performance and its cash flows for the year ended 31 December 2023 in accordance with International Public Sector Accounting Standards.

Basis for Opinion

I conducted my audit in accordance with International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Ministry in accordance with the International Standards Board for Accountants' *Code of Ethics for Professional Accountants (IESBA Code)*, together with the ethical requirements that are relevant to my audit of the financial statements in the Cayman Islands, and I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of the financial statements in accordance with International Public Sector Accounting Standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Ministry's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Ministry or to cease operations, or has no realistic alternative but to do so. Those charged with governance are responsible for overseeing the Ministry's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

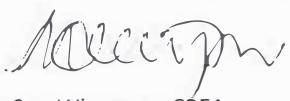
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Ministry's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Ministry's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Ministry to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I have undertaken the audit in accordance with the provisions of section 60(1)(a) of the Public Management and Finance Act (2020 revision). I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Sue Winspear, CPFA
Auditor General

14 March 2024
Cayman Islands

MINISTRY OF FINANCE & ECONOMIC DEVELOPMENT
STATEMENT OF FINANCIAL POSITION
AS AT 31 December 2023

Prior Year Actual December 31, 2022 $'000s		Note	Current Year Actual $'000s	Original Budget $'000s	Final Budget $'000s	Variance (Orig vs Actual) $'000s
	Current Assets					
12,425	Cash and cash equivalents	**2**	13,043	13,234	13,234	191
2,776	Trade receivables	**3**	1,993	1,571	1,571	(422)
568	Other receivables	**3**	681	382	382	(299)
272	Inventories	**4**	194	204	204	10
161	Prepayments	**5**	159	147	147	(12)
16,202	**Total Current Assets**		**16,070**	**15,538**	**15,538**	**(532)**
	Non-Current Assets					
5,677	Property, plant and equipment	**6**	5,342	3,362	3,362	(1,980)
527	Intangible assets	**7**	452	1,060	1,060	608
6,204	**Total Non-Current Assets**		**5,794**	**4,422**	**4,422**	**(1,372)**
22,406	**Total Assets**		**21,864**	**19,960**	**19,960**	**(1,904)**
	Current Liabilities					
455	Trade payables	**8**	92	161	161	69
1,244	Other payables and accruals	**8**	1,029	945	945	(84)
585	Unearned revenue	**9**	590	499	499	(91)
480	Employee entitlements	**10**	467	314	314	(153)
2,764	**Total Current Liabilities**		**2,178**	**1,919**	**1,919**	**(258)**
2,764	**Total Liabilities**		**2,178**	**1,919**	**1,919**	**(258)**
19,642	**Net Assets**		**19,686**	**18,041**	**18,041**	**(1,646)**
	NET WORTH					
17,738	Contributed capital		17,782	18,572	18,572	790
2,325	Revaluation reserve		2,325	-	-	(2,325)
(421)	Accumulated surpluses/(deficits)		(421)	(531)	(531)	(110)
19,642	**Total Net Worth**		**19,686**	**18,041**	**18,041**	**(1,645)**

The accounting policies and notes starting on page 10 form an integral part of these financial statements.

MINISTRY OF FINANCE & ECONOMIC DEVELOPMENT
STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 31 December 2023

Prior Year Actual December 31, 2022 $'000s		Note	Current Year Actual $'000s	Original Budget $'000s	Final Budget $'000s	Variance (Orig vs Actual) $'000s
	Revenue					
16,565	Sale of goods and services	**11**	17,884	23,802	22,860	5,918
25	Investment revenue	**12**	147	-	-	(147)
16,590	**Total Revenue**		**18,031**	**23,802**	**22,860**	**5,771**
	Expenses					
12,933	Personnel costs	**13**	14,228	18,835	15,183	4,607
3,136	Supplies and consumables	**14**	3,193	4,474	7,097	1,281
401	Depreciation	**6**	404	293	293	(111)
75	Amortization of Intangible Assets	**7**	75	138	125	63
-	Impairment of inventory	**4**	92	-	100	(92)
(12)	(Gains)/Losses on foreign exchange	**15**	(9)	-	-	9
(4)	(Gains)/losses on disposal/revaluation of property, plant and equipment	**15**	(3)	-	-	3
-	(Gains)/Losses from derecognition of assets	**15**	1	-	-	(1)
61	Other expenses		50	62	62	12
16,590	**Total Expenses**		**18,031**	**23,802**	**22,860**	**5,771**
-	**Surplus for the Year**		**-**	**-**	**-**	**-**

MINISTRY OF FINANCE & ECONOMIC DEVELOPMENT

STATEMENT OF CHANGES IN NET WORTH

FOR THE YEAR ENDED 31 December 2023

	Contributed Capital	Revaluation Reserve	Accumulated Surplus/(deficits)	Total Net worth	Original Budget	Final Budget	Variance (Orig vs Actual)
	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s	$'000s
Balance as at December 31 2021	17,648	2,325	(505)	19,468	17,122	17,122	(2,346)
Prior Year Adjustments	-	-	84	84	-	-	(84)
Restated balance	17,648	2,325	(421)	19,552	17,122	17,122	(2,430)
Changes in Net Worth for 2021							
Equity Investment from Cabinet	90	-	-	90	606	90	516
Net revenue / expenses recognised directly in net worth	90	-	-	90	606	90	516
Surplus/(deficit) for the Year 2022	-	-	-	-	-	-	-
	90	-	-	90	606	90	516
Balance at 31 December 2022 carried forward	17,738	2,325	(421)	19,642	17,728	17,212	(1,914)

	Contributed Capital	Revaluation Reserve	Accumulated Surplus/(deficits)	Total Net worth	Original Budget	Final Budget	Variance (Orig vs Actual)
Balance at 31 December 2022 brought forward	17,738	2,325	(421)	19,642	17,728	17,212	(1,914)
Changes in Net Worth for 2023							
Restated balance	17,738	2,325	(421)	19,642	17,728	17,212	(1,914)
Changes in net worth for 2023							
Equity Investment from Cabinet	44	-	-	44	313	829	269
Net revenue / expenses recognised directly in net worth	44	-	-	44	313	829	269
Surplus/(deficit) for the Year 2023	-	-	-	-	-	-	-
	44	-	-	44	313	829	269
Balance at 31 December 2023	17,782	2,325	(421)	19,686	18,041	18,041	(1,645)

The accounting policies and notes starting on page 10 form an integral part of these financial statements.

MINISTRY OF FINANCE & ECONOMIC DEVELOPMENT
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 December 2023

Prior Year Actual December 31, 2022 $'000s		Current Year Actual $'000s	Original Budget $'000s	Final Budget $'000s	Variance (Orig vs Actual) $'000s
	CASH FLOWS FROM OPERATING ACTIVITIES				
	Receipts				
14,804	Outputs to Cabinet	16,464	17,227	17,227	763
2,452	Sale of goods and services	2,119	2,664	2,664	545
17	Interest received	124	-	-	(124)
-	Other receipts	-	2	2	2
	Payments				
(12,940)	Personnel costs	(14,242)	(15,020)	(15,020)	(778)
(2,899)	Supplies and consumables	(3,782)	(4,512)	(4,512)	(730)
(50)	Other payments	(42)	(62)	(62)	(20)
1,384	**Net cash flows from operating activities**	**641**	**299**	**299**	**(342)**
	CASH FLOWS FROM INVESTING ACTIVITIES				
(148)	Purchase of property, plant and equipment	(70)	(313)	(829)	(243)
4	Proceeds from sale of property, plant and equipment	3	-	-	(3)
(144)	**Net cash flows from investing activities**	**(67)**	**(313)**	**(829)**	**(246)**
	CASH FLOWS FROM FINANCING ACTIVITIES				
90	Equity Investment from Cabinet	44	313	829	269
(3)	Repayment of Surplus to Cabinet	-	-	-	-
87	**Net cash flows from financing activities**	**44**	**313**	**829**	**269**
1,327	**Net increase/(decrease) in cash and cash equivalents**	618	299	299	(319)
11,098	Cash and cash equivalents at beginning of Year	12,425	12,935	12,935	510
12,425	**Cash and cash equivalents at end of Year**	**13,043**	**13,234**	**13,234**	**191**

The accounting policies and notes starting on page 10 form an integral part of these financial statements.

Description and Principal Activities

The Ministry of Finance & Economic Development (the "Ministry") is a Government entity as defined by section 2 of the Public Management and Finance Act (2020 Revision) (the "Act").

Its principal activities and operations include all activities carried out in terms of the Outputs purchased by the Minister of Finance & Economic Development as defined in the Plan and Estimates for the Government of the Cayman Islands (the "Government") for the year ended 31 December 2023. The purpose of the Ministry is to develop, implement and maintain macro-economic and budgetary policies, maintain measures to manage the finances of the Government and exercise supervision and control in all matters relating to the financial affairs of the Government. The Ministry consists of several departments, including Economics and Statistics Office, Finance Administration, Risk Management, Treasury, Central Procurement Office and Postal Service.

Note 1: Significant Accounting Policies

These financial statements are 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. Where additional guidance is required, International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board, are used.

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

Basis of Preparation

The financial statements are presented in Cayman Islands Dollars (CI$s) and are prepared on the accrual basis of accounting, unless otherwise stated. The statements are rounded to the nearest thousand. Any discrepancies between totals and sums of components are due to rounding and has no material impact on the fair presentation of the financial statements. The measurement base applied to these financial statements is the historical cost basis, unless otherwise stated.

New and revised accounting standards issued and applicable

IPSAS 41, Financial Instruments (effective for period beginning on or after January 1, 2023) establishes new requirements for classifying, recognizing and measuring financial instruments to replace those in IPSAS 29, Financial Instruments: Recognition and Measurement. During the financial year it was assessed that IPSAS 41, Financial Instruments doesn't have any significant impact on the Ministry's financial statements.

IPSAS 42, Social Benefits (effective for period beginning on or after January 1, 2023) defines social benefits and determines when expenses and liabilities for social benefits are recognized and how they are measured. During the financial year it was assessed that IPSAS 42, Social Benefits doesn't have any significant impact on the Ministry's financial statements.

New and revised accounting standards issued that are not yet effective for the financial year beginning 1 January 2023 and not early adopted.

Certain new accounting standards have been published that are not mandatory for the 31 December 2023 reporting year and have not been early adopted by the Ministry. The Ministry's assessments of the impact of these new standards are set out below.

IPSAS 43, Leases (effective for periods beginning on or after January 1, 2025) introduces a right-of- use model that will replace the risks and rewards incidental to ownership model in IPSAS 13 Leases. For lessors, IPSAS 43 substantially carries forward the risks and rewards incidental to ownership model in IPSAS 13. The impact will be assessed fully, closer to the effective date of adoption.

IPSAS 44, Non-Current Assets Held for Sale and Discontinued Operations (effective for periods beginning on or after January 1, 2025,) specifies the accounting for assets held for sale and the presentation and disclosure of discontinued operations. The impact will be assessed fully, closer to the effective date of adoption.

IPSAS 45, Property, Plant, And Equipment (effective for periods beginning on or after January 1, 2025) replaces IPSAS 17, Property, Plant, and Equipment by adding current operational value as a measurement basis in the updated current value model for assets within its scope, identifying the characteristics of heritage and infrastructure assets, and adding new guidance on how these important types of public sector assets should be recognized and measured.

IPSAS 46, Measurement (effective for periods beginning on or after January 1, 2025) provides new guidance in a single standard addressing how commonly used measurement bases should be applied in practice.

IPSAS 47, Revenue (effective for periods beginning on or after January 1, 2026) replaces IPSAS 9, Revenue from Exchange Transactions, IPSAS 11, Construction Contracts, and IPSAS 23, Revenue from Non-Exchange Transactions and is a single source for revenue accounting guidance in the public sector, which presents two accounting models based on the existence of a binding arrangement.

IPSAS 48, Transfer Expenses (effective for periods beginning on or after January 1, 2026) provides accounting requirements for transfer expenses, and presents two accounting models based on the existence of a binding arrangement. It is anticipated that IPSAS 48 will not have an impact on the Ministry's financial statements, but this will be assessed more fully closer to the effective date of adoption.

IPSAS 49, Retirement Benefit Plans (issued in November 2023 and effective for periods beginning on or after January 1, 2026) provides a principle-based approach to accounting for retirement benefit plans offering a completed view of their financial activities, assets, and obligations and establishes comprehensive accounting and reporting requirements for the financial statements of retirement benefit plans. It is anticipated that IPSAS 49 will not have an impact on the Ministry's financial statements.

Changes in Accounting Policies

When presentation or classifications of items in the financial statements are amended or accounting policies are changed, corresponding figures are restated to ensure consistency with the current period unless it is impracticable to do so.

Budget Amounts

The original budget amounts for the year ended 31 December 2023 are as presented in the 2022 and 2023 Budget Statement and the amounts are rolled up into the Plan and Estimates document which was approved by the Parliament (formerly the Legislative Assembly), in December 2021. Any additional changes to the original budget are reflected in the final budget. As required by the Act, budgets are presented on the same basis as the annual financial statements.

Judgments and Estimates

The preparation of financial statements in conformity with IPSAS requires judgments, estimates, and assumptions to effect the application of policies and reported amounts of assets and liabilities, revenue and expenses. 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 may 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.

Changes in Accounting Estimates

There have been no changes in accounting estimates as defined by IPSAS 3.

Revenue
Revenue is recognised in the accounting period in which it is earned. Revenue received but not yet earned at the end of the reporting period is recognised as a liability (unearned revenue).

The Ministry derives its revenue through the provision of services to Cabinet, other agencies in Government and third parties. Revenue is recognised at fair value of services provided.

Expenses
Expenses are recognised in the accounting period in which they are incurred.

Operating Leases
Operating lease payments are recognised as an expense on a straight-line basis over the lease term, where this is representative of the pattern of benefits to be derived from the leased property. Lease payments under operating leases, net of lease incentives received, are recognised as expenses on a straight-line basis over the lease term. Lease incentives received are recognised evenly over the term of the lease as a reduction in rental expense.

Cash and Cash Equivalents
Cash and cash equivalents include cash on hand, cash in-transit, cash at bank, deposits on call and short term highly liquid investments with maturity of no more than three months from the date of acquisition, which are readily convertible to known amounts of cash and are subject to insignificant risk of changes in value.

Inventory
Inventory held for distribution, or consumption in the provision of services, that are not issued on a commercial basis are measured at the lower of cost and net realizable value. Where inventories are acquired at no cost, or for nominal consideration, the amount reported is the current replacement cost at the date of acquisition.

The amount reported for inventory held for distribution reflects management's estimates for obsolescence or other impairments.

Inventories held for sale or use in the production of goods and services on a commercial basis are valued at the lower of cost and net realizable value, where the net realizable value is the estimated selling price of the inventories, less the cost of sale or disposal.

Prepayments
The portion of recognised expenditure paid in advance of receiving goods and services is recognised as a prepayment.

Property, Plant and Equipment
Property, Plant and Equipment are stated at historical cost upon initial recognition less accumulated depreciation. Where an asset is acquired for nil or nominal consideration, the asset is recognized initially at fair value, where fair value can be reliably determined, and as revenue in the Statement of Financial Performance in the year in which the asset is acquired.

Buildings and Structures reported in the Statement of Financial Position as of the year end are stated at their revalued amounts, being the fair value at the date of revaluation, less any subsequent accumulated depreciation and impairment loss. Revaluations are performed with sufficient regularity such that the carrying amounts do not differ materially for those that would be determined using fair values at the end of each reporting year.

Any revaluation increase arising on the revaluation of such assets is recognized in the Statement of Changes in Net Worth (equity), except to the extent that it reverses a revaluation decrease for the same class of asset previously in surplus or deficit in the Statement of Financial Performance, in which case, the increase is credited to the surplus or deficit to the extent of the decrease previously expensed. A decrease in the carrying amount arising on the revaluation of such assets is recognized in surplus or deficit to the extent that it exceeds the balance, if any, held in the revaluation reserve relating to previous revaluation of that class of asset.

Assets under Construction
Assets under construction or development are carried at cost, less any recognized impairment loss. Such assets are classified to the appropriate categories of property, plant and equipment when completed and ready for intended use. Depreciation of these assets (on the same basis as the asset category) commences when the assets are ready for their intended use.

Furniture and Equipment
Furniture and Equipment are stated at cost less accumulated depreciation and accumulated impairment losses.

Depreciation
Depreciation is expensed on a straight-line basis at rates calculated to allocate the cost or valuation of an item of property, plant and equipment (other than land and assets under construction); less any estimated residual value, over its estimated useful life. Leasehold improvements are depreciated either over the unexpired period of the lease or the estimated useful lives of the improvements, whichever is shorter.

Asset Type	***Estimated Useful life (in Years)***
Buildings and structures	40 - 60
Leasehold improvement	Unexpired period of lease or useful life
Furniture, fittings and office equipment	3 - 20
Computer hardware	3 - 10
Computer software	3 - 10
Other plant and equipment	5 - 25
Motor vehicles	4 - 12

Intangible Assets
Acquired computer software licenses lasting over a year are capitalized on the basis of the costs incurred to acquire and bring to use the specific software.

The carrying value of an intangible asset with a finite life is amortized on a straight line basis over its estimated useful life. Amortization begins when the asset is available for use and ceases at the date that the asset is derecognized. The estimated useful life and amortization method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis. Intangible assets with indefinite useful lives that are acquired separately (if any) are carried at cost less accumulated impairment losses. Amortization charge for each year is recognized in the Statement of Financial Performance.

Derecognition of Assets
An item of property, plant and equipment and intangible asset is derecognized upon disposal or when no future economic benefits are expected to rise from the continued use of the asset.

Gains and losses on disposals of property, plant and equipment are determined by comparing the sale proceeds with the carrying amount of the asset. Gains and losses on disposals during the year are included in the Statement of Financial Performance.

Employee Benefits
Employee entitlements to salaries and wages, annual leave, long service leave, retiring leave and other similar benefits are recognised in the Statement of Financial Performance when they are earned by employees. Employee entitlements to be settled within one year following the year end, are reported as current liabilities at the amount expected to be paid.

Pension contributions for employees of the Ministry are paid to the Public Service Pension Fund (the "Fund") and administered by the Public Service Pension Board (the "Board"). Contributions of 12% - employer 6% and employee 6% are made to the Fund by the Ministry.

Prior to 1 January 2000, the Board only operated a defined benefit scheme. With effect from 1 January 2000, the Board continued to operate a defined benefit scheme for existing employees and introduced a defined contribution scheme for all new employees. Obligations for contribution to defined contribution retirement plans are recognised in the Statement of Financial Performance as they are earned by employees. Obligations for defined benefit retirement plans are reported in the Consolidated Financial Statements for the Entire Public Sector of the Government.

Financial Instruments
The Ministry is party to financial instruments as part of its normal operations. These financial instruments include cash and cash equivalents, trade and other receivables and trade payables and other payables and accruals, all of which are recognised in the Statement of Financial Position.

When there is objective evidence that a financial asset or group of financial assets is impaired, the losses are recognised as an expense in the Statement of Financial Performance.

Classification
A financial asset is any asset that is cash, a contractual right to receive cash or another financial asset, exchange financial instruments under conditions that are potentially favourable. Financial assets comprise of cash and cash equivalents and trade and other receivables.

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 comprise of trade payable and other payables and accruals.

Recognition
The Ministry 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 and liabilities are recognised in the Statement of Financial Performance.

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.

Financial liabilities are subsequently measured at amortised cost, being the amount at which the liability was initially recognised less any payment plus any accrued interest of the difference between that initial amount and the maturity amount.

De-recognition
A financial asset is de-recognised when the Ministry 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 expires.

Contingent Liabilities and Assets (including Guarantees)
Contingent liabilities and assets are reported at the point the contingency becomes evident. Contingent liabilities are disclosed when there is a possible obligation or present obligations that may, but probably will not, require an outflow of resources.

Foreign Currency
Foreign currency transactions are recorded in Cayman Islands Dollars using the exchange rate in effect at the date of the transaction. Foreign currency gains or losses resulting from settlement of such transactions are recognised in the Statement of Financial Performance.

At the end of the reporting year the following exchange rates are to be used to translate foreign currency balances:

a) Foreign currency monetary items are to be reported in Cayman Islands Dollars using the closing rate;
b) Non-monetary items which are carried in terms of historical cost denominated in a foreign currency are reported in Cayman Islands Dollars using the exchange rate at the date of the transaction; and
c) Non-monetary items that are carried at fair value denominated in a foreign currency are reported using the exchange rates that existed when the fair values were determined.

Surplus Repayable
Pursuant to Section 39 (3) (f) of the Public Management and Finance Act 2020 (Revision) any net surplus is transferred to surplus repayable, and, ultimately, repaid to the Cabinet.

Note 2: Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, bank accounts in the name of the Ministry and are maintained at Royal Bank of Canada, and short term on call deposits invested with the Government's Treasury. As at 31 December 2022 and 31 December 2023, the Ministry's unrestricted cash balances were, as presented below. No restricted cash balances were held at 31 December 2023.

Prior Year Actual December 31, 2022	Description	Foreign Currency	Exchange Rate	Actual Current Year	Original Budget	Final Budget	Variance (Orig vs Actual)
19	Cash on hand			20	17	17	(3)
33	Cash in transit			32	37	37	5
7,968	CI$ Operational current account			8,539	7,369	7,369	(1,170)
482	US$ Operational current account	314	0.84	263	190	190	(73)
39	Payroll current account			196	1,735	1,735	1,539
14	Bank Accounts held at other financial institutions			-	33	33	33
3,870	Treasury internal deposits			3,993	3,853	3,853	(140)
12,425	**TOTAL**			**13,043**	**13,234**	**13,234**	**191**

Note 3: Trade Receivables and Other Receivables

At year end, all overdue receivables are assessed and appropriate provisions made. The provisions for doubtful debts are calculated based on expected losses for the Ministry and a review of specific debtors. Expected losses are determined based on the Ministry's bad debt policy after an analysis of losses in previous years.

Prior Year Actual December 31, 2022	Trade Receivables	Actual Current Year	Original Budget	Final Budget	Variance (Orig vs Actual)
91	Sale of goods and services	89	88	88	(1)
2,685	Outputs to Cabinet	1,904	1,484	1,484	(420)
-	Less: provision for doubtful debts	-	(1)	(1)	(1)
2,776	**Total trade receivables**	1,993	1,571	1,571	(422)

Prior Year Actual December 31, 2022	Other Receivables	Actual Current Year	Original Budget	Final Budget	Variance (Org vs Actual)
1	Dishonoured cheques	1	1	1	-
12	Interest receivable	34	3	3	(31)
583	Other receivable	694	378	378	(316)
(28)	Less: provision for doubtful debts	(48)	-	-	48
568	**Total other receivables**	681	382	382	(299)

Prior Year Actual December 31, 2022	Receivables	Trade Receivable	Other Receivable	Actual Current Year	Original Budget	Final Budget	Variance (Orig vs Actual)
3,085	Past due 1-30 days	1,985	333	2,318	1,914	1,914	(404)
4	Past due 31-60 days	6	4	10	-	-	(10)
3	Past due 61-90 days	-	6	6	-	-	(6)
1	Past due 90 and above	-	1	1	39	39	38
	Non-Current						
251	Past due 1 year and above	2	338	340	-	-	(340)
3,344	Total	1,993	682	2,675	1,953	1,953	(722)

Changes in the provision of doubtful debts:

Prior Year Actual December 31, 2022	Description	Actual Current Year	Original Budget	Final Budget	Variance (Orig vs Actual)
(57)	Balance at 1 Jan	(28)	-	-	28
-	Additional provisions made during the year	(20)	-	-	20
29	Receivables written off during the year	-	-	-	-
(28)	Balance at 31 December	(48)	-	-	48

The Cayman Islands Government calculates the provision for impairment by assessing expected credit losses, taking into account historical credit loss data, prevailing economic circumstances, and a rational and substantiated forecast of forthcoming developments. This provision undergoes regular review at each reporting date and is modified to mirror alterations in credit risk.

Breakdown of Receivables	**2022**	**2023**
Trade Receivables	3,371	2,722
Less allowance for credit losses	(28)	(48)
Net Trade Receivables	**3,344**	**2,674**

Receivables Days Past Due	**Current 1- 30 days**	**31 - 90 Days**	**More than 90 days**	**Total**
Expected Credit Loss Rate	-	-	2%	2%
Gross Carrying Amount	2,318	16	388	2,722
Lifetime ECL	2,318	16	388	2,722

The expected credit loss rates for receivables at 31 December 2022 and 31 December 2023 are based on the payment profile of revenue on credit over the previous 2 years at the measurement date and the corresponding historical credit losses experienced for that period. The historical loss rates are adjusted for current and forward-looking macroeconomic factors that might affect the recoverability of receivables. Given the short period of credit risk exposure, the impact of macroeconomic factors is not considered significant.

There have been no changes during the reporting in the estimation techniques or significant assumptions used in measuring the loss allowance.

The movement in the allowance for credit losses is as follows:

	2022	2023
Allowance for credit losses as at 1 January 2021 calculated under IPSAS 29	57	28
Revision in loss allowance made during the year	-	20
Receivables written off during the year	(30)	-
Balance at 31 December	**28**	**48**

Note 4: Inventories

Prior Year Actual December 31, 2022	Description	Current Period Actual	Original Budget	Final Budget	Variance (Orig vs Actual)
272	Inventory held for use in the provision of goods and services	286	204	204	(82)
-	Impairment of Inventory	(92)	-	-	92
272	**Total Inventories**	194	204	204	10

Note 5: Prepayments

Prior Year Actual December 31, 2022	Description	Actual Current Year	Original Budget	Final Budget	Variance (Orig vs Actual)
	Current				
161	Accrued prepayments	159	147	147	(12)
161	**Total Prepayments**	159	147	147	(12)

Note 6: Property, plant and equipment

Cost or Opening Valuation	*Plant and equipment*	*Buildings and Leasehold*	*Furniture and Office Equipment*	*Computer Hardware*	*Motor Vehicles*	*Assets under construction or development*	*Total*	*Original Budget*	*Final Budget*	*Variance (Orig vs Actual)*
Balance as at 1 Jan 2022	207	5,988	360	301	275	-	7,131	5,840	5,840	(1,291)
Additions	33	-	-	18	97	-	148	181	90	33
Revaluations	-	-	-	-	-	-	-	-	-	-
Disposals	-	-	-	(9)	-	-	(9)	-	-	9
Balance as at 31 December 2022	240	5,988	360	310	372	-	7,270	6,021	5,930	(1,249)

	Plant and equipment	*Buildings and Leasehold*	*Furniture and Office Equipment*	*Computer Hardware*	*Motor Vehicles*	*Assets under construction or development*	*Total*	*Original Budget*	*Final Budget*	*Variance (Orig vs Actual)*
Balance as at 1 Jan 2023	240	5,988	360	310	372	-	7,270	6,021	5,930	(1,249)
Additions	12	-	17	22	-	20	71	63	154	(8)
Revaluations	-	-	-	-	-	-	-	-	-	-
Disposals	-	-	(4)	(5)	(46)	-	(55)	-	-	55
Balance at 31 December 2023	252	5,988	373	327	326	20	7,286	6,084	6,084	(1,202)

Accumulated Depreciation and Impairment Losses	*Plant and equipment*	*Buildings and Leasehold*	*Furniture and Office Equipment*	*Computer Hardware*	*Motor Vehicles*	*Assets under construction or development*	*Total*	*Original Budget*	*Final Budget*	*Variance (Orig vs Actual)*
Balance as at 1 Jan 2022	161	297	340	173	231	-	1,202	2,148	2,148	946
Depreciation Expense	20	297	8	51	25	-	401	281	281	(120)
Eliminate on Disposal	-	-	-	(9)	-	-	(9)	-	-	9
Balance as at 31 December 2022	181	594	348	215	256	-	1,594	2,429	2,429	835

	Plant and equipment	*Buildings and Leasehold*	*Furniture and Office Equipment*	*Computer Hardware*	*Motor Vehicles*	*Assets under construction or development*	*Total*	*Original Budget*	*Final Budget*	*Variance (Orig vs Actual)*
Balance as at 1 Jan 2023	181	594	348	215	256	-	1,594	2,429	2,429	835
Depreciation Expense	18	297	7	51	31	-	404	293	293	(111)
Eliminate on Disposal/Revaluation	-	-	(4)	(4)	(46)	-	(54)	-	-	54
Balance at 31 December 2023	199	891	351	262	241	-	1,944	2,722	2,722	778
Net Book value 31 December 2022	59	5,394	12	95	116	-	5,677	3,592	3,501	(2,084)
Net Book value 31 December 2023	53	5,097	22	65	85	20	5,342	3,362	3,362	(1,980)

Properties (buildings and structures) were revalued as at 1 January 2021 and are stated at revalued amounts less accumulated depreciation. This resulted in a revaluation reserve of $2.3 million and an increase in depreciation for the year. During the financial year assets with no salvage value in different classes were derecognized due to being obsolete, the assets had a net book value of zero and thus no loss was incurred from the derecognition.

Note 7: Intangible Assets

	Computer Software	*Assets under development*	*Total*	*Original Budget*	*Final Budget*	*Variance (Orig vs Actual)*
Cost or Opening Valuation						
Balance as at 1 Jan 2022	851	-	851	867	867	16
Additions	-	-	-	425	425	425
Balance as at 31 December 2022	851	-	851	1,292	1,292	441

	Computer Software	*Assets under development*	*Total*	*Original Budget*	*Final Budget*	*Variance (Orig vs Actual)*
Balance as at 1 Jan 2023	851	-	851	1,292	1,292	441
Additions	-	-	-	250	238	250
Balance at 31 December 2023	851	-	851	1,542	1,530	691

Accumulated Amortization and Impairment Losses	*Computer Software*	*Assets under development*	*Total*	*Original Budget*	*Final Budget*	*Variance (Orig vs Actual)*
Balance as at 1 Jan 2022	249	-	249	266	266	17
Depreciation Expense	75	-	75	78	78	3
Balance as at 31 December 2022	324	-	324	344	344	20

	Computer Software	*Assets under development*	*Total*	*Original Budget*	*Final Budget*	*Variance (Orig vs Actual)*
Balance as at 1 Jan 2023	324	-	324	344	344	20
Depreciation Expense	75	-	75	138	125	63
Balance at 31 December 2023	399	-	399	482	469	83
Net Book value 31 December 2022	527	-	527	948	948	421
Net Book value 31 December 2023	452	-	452	1,060	1,060	608

Note 8: Trade Payables, Other Payables and Accruals

Prior Year Actual December 31, 2022	Description	Current	Non-current	Actual Current Year	Original Budget	Final Budget	Variance (Orig vs Actual)
-	Creditors	24	-	24	2	2	(22)
455	Creditors Ministries/Portfolios	68	-	68	159	159	91
487	Accrued Expenses	281	-	281	287	287	6
754	Accrued Expenses Ministries/Portfolios	741	-	741	658	658	(83)
1	Accrued Expenses other government agencies	4	-	4	-	-	(4)
2	Other payables	3	-	3	-	-	(3)
1,699	**Total trade payables, other payables & accruals**	1,121	-	1,121	1,106	1,106	(15)

Note 9: Unearned Revenue

Prior Year Actual December 31, 2022	Details	Actual Current Year	Original Budget	Final Budget	Variance (Orig vs Actual)
	Current Portion				
585	Other unearned revenue	590	499	499	(91)
585	**Total unearned reveune**	590	499	499	(91)

Unearned revenue is money received for services not yet delivered and recognised as a liability.

Note 10: Employee Entitlements

Prior Year Actual December 31, 2022	Description	Actual Current Year	Original Budget	Revised Budget	Variance (Orig vs Actual)
	Current employee entitlements are represented by:				
11	Comp Time	45	9	9	(36)
358	Annual Leave	319	207	207	(112)
16	Accrued salaries	1	-	-	(1)
96	Pension	101	98	98	(3)
(1)	Other salary related entitlements	1	-	-	(1)
480	**Total employee entitlements**	467	314	314	(153)

The annual leave entitlements and compensated absence (Comp time) are calculated on current salary paid to those employees eligible for this benefit.

Note 11: Sale of Goods and Services

Prior Year Actual December 31, 2022	Revenue type	Actual Current Year	Original Budget	Final Budget	Variance (Orig vs Actual)
14,302	Outputs to Cabinet	15,684	21,173	20,231	5,489
82	Outputs to other government agencies	78	101	101	23
1,103	General sales	1,052	1,486	1,486	434
1,078	Other	1,070	1,042	1,042	(28)
16,565	**Total sales of goods and services**	17,884	23,802	22,860	5,918

Outputs to Cabinet comprises goods delivered to, and services performed on behalf of, the Government.

Outputs to other Government agencies comprises trade between the Ministry and other government bodies.

Fees & charges, general sales (postage) & others (Post Office box rental, miscellaneous) include administrative fees and user charges levied on the public for the delivery of Government services. Certain respective rates and fee structures are Gazetted and governed by the relevant revenue Acts and Regulations.

Note 12: Investment Revenue

Prior Year Actual December 31, 2022	Source	Actual Current Year	Original Budget	Final Budget	Variance (Orig vs Actual)
25	Interest on deposits held with Cabinet	146	-	-	(146)
-	Interest on cash balances	1	-	-	(1)
25	**Total Investment Revenues**	147	-	-	(147)

Note 13: Personnel Costs

Prior Year Actual December 31, 2022	Description	Actual Current Year	Original Budget	Final Budget	Variance (Orig vs Actual)
10,057	Salaries, wages and allowances	11,043	15,217	11,420	4,174
2,333	Health care	2,596	2,960	3,102	364
544	Pension	584	636	636	52
(22)	Leave	(5)	10	10	15
21	Other personnel related costs	10	12	12	2
12,933	**Total Personnel Costs**	14,228	18,835	15,180	4,607

Note 14: Supplies and Consumables

Prior Year Actual December 31, 2022	Description	Actual Current Year	Original Budget	Final Budget	Variance (Orig vs Actual)
145	Supplies and materials	173	205	227	32
2,097	Purchase of services	2,076	3,201	5,789	1,125
138	Lease of property and equipment	140	131	144	(9)
263	Utilities	263	295	295	32
399	Interdepartmental expenses	398	408	418	10
17	Travel and subsistence	37	43	43	6
54	Recruitment and training	55	190	180	135
23	Other	51	1	1	(50)
3,136	**Total supplies & consumables**	3,193	4,474	7,097	1,281

Note 15: Gains/(Losses)

Prior Year Actual December 31, 2022	Description	Actual Current Year	Original Budget	Final Budget	Variance (Orig vs Actual)
(4)	Net (gain) / loss on disposal of property, plant and equipment	(3)	-	-	3
-	Gain/loss on derecognition of asset/liabilities	1	-	-	(1)
(12)	Net (gain)/loss on foreign exchange transactions	(9)	-	-	9
(16)	**Total Gain/ (Losses)**	(11)	-	-	11

Note 16: Contingent Liabilities and Assets

The Ministry has no contingent assets as at 31 December 2023. While the Ministry has one potential legal dispute pending, this will be reviewed on a continuous basis to establish if a provision is necessary. The contingent liability of $32 thousand is not included in the current provisions. Any other contingent liabilities relating to the Ministry as at 31 December 2023 are reported in the consolidated accounts for the Government.

Note 17: Explanation of Major Variances Against Budget

Description	Operating Expenditure	Capital Expenditure
2023 Original Budget	23,801	313
Section 11(5)	(3,401)	
Section 9(5) C/F to 2023 by Output		
FED 1 - Policy Advice and Ministerial Services	920	
FED 4 - Preparation and Publication of Statistical Reports	392	
FED 5 - Financial Reporting and Management Services	1,066	
FED 10 - National Mail Service	82	
Subtotal	2,460	
EI 70 - Ministry of Finance and Economic Development		516
Final Budget	**22,860**	**829**

There were changes between the original and final budget, which were the carry forward of the unused budget from 2022 of $2.46 million as well as a decrease in the expenditure by $3.401 million after Cabinet approved the reduction in the budgeted amount of expenditure for 2023. The changes were approved by Cabinet under Section 11(5) of the Public Management and Finance Act (2020 Revision); and is to be included in the Supplementary Appropriation Bill to be introduced to the Parliament by 31 March 2024, as required by Section 11(6)(b) of the Act.

Explanations for major variances for the Ministry's performance against the original budget are as follows:

Statement of Financial Performance

Sale of Goods and Services Revenue
Revenue was below budget by $5.9 million mainly due to a $3.9 million placeholder of funds during the budgeting process to cover any additional expenditure across the government and at 31 December 2023 these funds were not utilized. The residual variance is due to a decline in Postal revenue as people have adopted other channels of receiving mail e.g. online platforms, as well as lower expenditures for departments resulting in lower Cabinet revenue. The Ministry only bills for Cabinet revenue as the expenditures occur.

Personnel Costs
Personnel costs were lower than the original budget by $4.6 million as per the above-mentioned, the placeholder was designated in personnel costs. Various vacancies and the timing of these as well budgets from 2022 brought forward to 2023 and not utilized also contributed to the variance.

Supplies and Consumables
Supplies and Consumables costs were lower than original budget by $1.3 million. Expenditures such as fees related to acquiring a new budget software and implementation of the Ministry's strategic plan did not commence as planned resulting in budget savings.

Depreciation and Amortization
Depreciation was higher than budget by $111 thousand due to a revaluation of building and structures done in 2021. Amortization is lower than budget by $63 thousand due to deferment of the purchase of the new budget software.

Statement of Financial Position

Cash and Cash Equivalents
The actual year end cash balance was lower than budget by $191 thousand due higher receivables.

Trade Receivables
The actual year-end trade receivables balance was higher than the budget by $422 thousand as a result of increased Cabinet revenue receivable for the month of December 2023 compared to the budget. The increase in expenditure in December is due to an honorarium given and impairment of inventory.

Other Receivables
The actual year-end balance of other receivables was higher than the original budget by $299 thousand due to postal terminal dues receivable being higher than anticipated.

Property, Plant and Equipment
The actual year end property, plant and equipment ("PPE") were higher than the original budget by a net amount of $2 million resulting from the revaluation of the Postal Services Buildings in 2021.

Intangible Assets
The actual year end intangible assets were lower than the original budget by $608 thousand as a result of deferring the purchase of budget software.

Trade Payables, Other Payables and Accruals
The actual year end payables and accrual balances were higher than the original budget by $15 thousand due to timing of payments over the holidays. The Ministry also held revenue collected on behalf of other government entities as at year end.

Employee Entitlements
The actual year end employee entitlements were higher than the original budget by $153 thousand due to valuation of leave and pension at salary grades after COLA adjustment in 2022 not provided for during the budget.

Unearned Revenue
The actual year end unearned revenue was higher than the original budget by $91 thousand due to the variable nature of when customers make payments throughout the year and therefore becomes a timing issue.

Statement of Changes in Net Worth

The equity investment from Cabinet was lower than budget by $269 thousand due to the decision to defer the purchase of budget software for use by the Ministry and other small capital items.

Cash Flow Statement

Cash from Operating Activities
Cash from operating activities was over budget by $342 thousand primarily due to savings in personnel costs and supplies and consumables.

Cash from Investing Activities
Cash from investing activities was lower than budget by $246 thousand due to the decision to defer all the capital projects for 2023 namely, the upgrade of a post office as well as budget software purchases.

Cash from Financing Activities
The cash inflow from financing was under budget by $269 thousand, as a result of not drawing on the equity injection due to deferral of capital expenditures.

Note 18: Related Party and Key Management Personnel Disclosures

Related Party Disclosure

The Ministry is an entity of the Government from which it derives a major source of its revenue. The Ministry and its key management personnel transact with other Government entities on a regular basis. These transactions were provided free of cost during the year ended 31 December 2023 and are consistent with normal operating relationships between entities and are undertaken on terms and conditions that are normal for such transactions.

Key Management Personnel

Key management personnel are also considered to be related parties and received the following remuneration.

Prior Year Actual December 31, 2022	Description	Actual Current Year	Number of posts
1,256	Salaries & other short-term employee benefits	1,341	**8**
133	Other long-term benefits	139	
1,389	Total	1,480	

No loans were granted to key management personnel or to their close relatives.

Note 19: Commitments

Prior Year Actual December 31, 2022	Type	One year or less	One to five Years	Over five Years	Total
	Capital Commitments				
-	Other commitments (list separately if material)	-	-	-	-
-	**Total Capital Commitments**	-	-	-	-
	Operating Commitments				
-	Other non-cancellable leases	43	41	-	84
527	Non-cancellable contracts for the supply of goods and services	524	114	-	638
527	**Total Operating Commitments**	566	155	-	722
527	**Total Commitments**	566	155	-	722

Operating Commitments
The main component of the Ministry's operating commitment relates to contractual arrangements for ongoing security, software updates and technical support services relating to Computer Software.

Note 20: Events Occurring After Reporting Date

Management has evaluated any subsequent events existing in the Ministry of Finance and Economic Development's Financial Statements after the 27th of February 2024, the date the financial statements were available to be issued. Based on this evaluation, it has been determined that no material subsequent events have occurred which require disclosure in, or adjustment, to the financial statements. Effective the 1 January 2024 the Cayman Islands Postal Services (POS) will be placed under the Ministry of Border Control, Labour and Culture.

Note 21: Financial Instrument Risks

The Ministry is party to financial instrument arrangements as part of its everyday operations. These financial instruments include cash and bank balances, accounts receivable, Cabinet receivables and creditors and other payables. The fair value of financial instruments is equivalent to the carrying amount disclosed in the Statement of Financial Position.

Credit Risk
In the normal course of its business the Ministry is subject to credit risk from debtors other than the Cabinet. The Ministry does not have significant concentrations of credit risk for its other financial instruments.

Currency and Interest Rate Risk
The Ministry has no significant exposure to currency exchange loss risk nor interest rate risk.

Liquidity Risk
In meeting its liquidity requirements, the Ministry closely monitors its forecast cash requirements with expected cash draw-downs from Cabinet and receipts from third parties and maintains a target level of available cash to meet liquidity requirements.

Note 22: Segment Reporting

Prior Year Actual December 31, 2022		Current Year Actuals						
	Revenue	**FIN ADMIN**	**RSK**	**ESO**	**TSY**	**POS**	**CPO**	**TOTAL**
14,302	Outputs from Cabinet	2,111	86	2,414	6,196	4,313	565	15,684
2,263	Sale of goods and services	-	-	-	95	2,105	-	2,200
25	Investment Revenue	147	-	-	-	-	-	147
16,590	**Total Revenue**	2,258	86	2,414	6,291	6,418	565	18,031
	Expenses							
12,934	Personnel Costs	2,151	85	1,758	5,072	4,666	496	14,228
3,656	Other expenses	107	1	656	1,219	1,752	69	3,803
16,590	**Total Expenses**	2,258	86	2,414	6,291	6,418	565	18,030
-	**Net Surplus/ (Deficit)**	-	-	-	-	-	-	-
	Assets							
16,202	Current Assets	14,963	-	-	190	901	16	16,070
6,204	Non-Current Assets	12	-	1	36	5,744	1	5,794
22,406	**Total Assets**	14,975	-	1	226	6,645	17	21,864
(2,764)	**Total Liabilities**	(268)	-	(168)	(870)	(857)	(15)	(2,178)
90	**Total Capital Expenditures**	1	-	-	23	20	-	44

The Ministry segment report is prepared on the basis of individual departments that fall under the Ministry, with joint assets and liabilities that are held as common, being directly managed by the Finance Administration (FIN ADMIN) section; therefore, FIN ADMIN would include such assets as cash and cash equivalents and receivables from Cabinet. It would also include such liabilities as surplus payable and payroll deductions that are payable and any other activities not reported directly attributable to a segment.

FIN ADMIN section assists the Financial Secretary and the Minister for Finance by providing policy advice, governance and administrative services on all financial, budgeting and reporting matters of the Government. The section processes applications for fees and import duty waivers, stamp duty abatements and assessments, government loans to Civil Servants, as well as providing administrative support and monitoring the performance of Departments under the Ministry.

The Risk Management Unit's (RSK) primary purpose is to develop, implement and coordinate comprehensive property and liability insurance programmes along with safety and loss control activities to minimize the negative financial impact of natural hazards, accidents and other unexpected events to the Government.

The Economics and Statistics Office (ESO) monitors the economy, develops economic policies and plans, and advises the Government on a range of economic issues to sustain growth in the Islands. The ESO also conducts and analyses social and economic surveys and compiles and publishes statistical data on the Cayman Islands, and provides other Government Departments with technical advice on data collection and dissemination, and survey design and methodology.

The Treasury Department (TSY) is responsible for the preparation and the consolidation of the forecast and annual financial statements for core Government and the Entire Public Sector (EPS), as required by section 29(A) of the Act, using IPSAS. Treasury has oversight for the management and forecasting of core government cash flows, negotiation, evaluation and administration of core Government borrowings. It is responsible for the design, quality assurance and management of the budget and reporting processes for the EPS; this includes coordinating and preparing an annual timeline, Strategic Policy Statement, Plan and Estimates, Budget Statements, Ownership and Purchase Agreements and revenue forecasts. The Treasury also provides financial management services to Ministries/Portfolios and the Cabinet.

The Cayman Islands Postal Services (POS) is the Government Department designated as the postal operator responsible for fulfilling the Government's obligations arising from adherence to the Universal Postal Union Convention in the Cayman Islands. As the designated postal operator, the Postal Service is charged with ensuring that postal services are accessible to all residents and visitors in the territory and operates a network of 16 Post Offices across all Islands. It is also part of a network of over 700,000 postal outlets worldwide. Core postal services are domestic and international in scope and encompass ordinary letter mail including mail with certified posting, registered mail, prepaid postage (franking meters and online meters), parcels, re-direction of mail, safe mail as well as the postal industry's courier service – Express Mail Service (EMS).

The Central Procurement Office (CPO) provides training, advice and guidance to all entities and persons involved in public procurement.

End of Annual Report