

TABLE OF CONTENTS

Executive Summary.....	1
Introduction.....	3
The State of Financial Management and Reporting in the Cayman Islands Government	5
Key Audit Matters.....	19
Conclusion & Recommendations.....	25
Appendix A – Status of Audits: 2015–16 to 2020.....	27
Appendix B – Financial Performance of Ministries, Portfolios and Offices	33
Appendix C – Financial Performance of Statutory Authorities and Government Companies (SAGCs).....	43
Appendix D – Financial Analysis – Ministries, Portfolios and Offices.....	48
Appendix E – Financial Analysis – SAGCs.....	52
Appendix F – List of Public Bodies.....	56

GLOSSARY

Audit opinion	<p>The overall conclusion of the Auditor General on the financial statements (in common with an independent auditor governed by International Standards on Auditing). It can be one of four different types that distinguish the level of reliance readers can place on them:</p> <ul style="list-style-type: none">• Clean or unqualified opinion (technical term: unmodified) – The information contained within the financial statements can be relied upon.• Qualified – A portion of the financial statements cannot be relied upon, but the reader can rely on the rest of the statements.• Adverse – There are such significant deficiencies in the information in the financial statements that they should be considered unreliable for the user, and the information contained therein is not trustworthy.• Disclaimer – The auditor was not provided with sufficient information to conduct an audit (in essence, this is not an opinion).
Core government	<p>Ministries, portfolios and independent offices of the Cayman Islands Government. Ministries, portfolios and independent offices are referred to as <i>core government entities</i>.</p>
Emphasis of Matter paragraph	<p>A paragraph included in the auditor's report that refers to a matter appropriately presented or disclosed in the financial statements that, in the auditor's judgment, is of such importance that it is fundamental to users' understanding of the financial statements</p>
Entire public sector (EPS)	<p>The core government and all statutory authorities and government companies (SAGCs).</p>
Executive transactions	<p>Financial transactions that are under the direct legal responsibility of Ministers, being administered by core government entities on their behalf (in contrast with entity transactions, which are under the direct legal responsibility of the heads of public entities, e.g. Chief Officers or Chief Executive Officers). These include coercive revenues, transfer payments, executive assets and debts (and the related financing expenses). Examples of executive assets are infrastructure, heritage assets and other assets that are generally for the welfare of the entire country, in contrast with assets for the specific use of public entities to deliver their services (such as a hospital building). Other kinds of executive transactions are defined separately.</p>
Other Matter paragraph	<p>A paragraph included in the auditor's report that refers to a matter other than those presented or disclosed in the financial statements that, in the auditor's judgment, is relevant to users' understanding of the audit, the auditor's responsibilities or the auditor's report.</p>

Public bodies

Any one of the entities responsible for separate financial accountability and reporting in the Cayman Islands Government, i.e. a ministry, portfolio, independent office, statutory authority or government company.

**Statutory
Authorities and
Government
Companies (SAGCs)**

Any one of the entities owned by Government that are not in core government. Statutory authorities have been created by specific Acts (e.g., the Water Authority was created under the *Water Authority Act*), while government companies have been organised under the *Companies Act* (i.e., similar to any company operating and present in the Cayman Islands, such as the Cayman Islands Stock Exchange Ltd.)

LIST OF ABBREVIATIONS

AOA - Auditors Oversight Authority	MDATT - Ministry of District Administration, Tourism and Transport
CAA - Civil Aviation Authority	MEYSAL - Ministry of Education, Youth, Sports, Agriculture and Lands
CAL - Cayman Airways Limited	MFED - Ministry of Finance and Economic Development
CAYS – Children and Youth Services Foundation	MFSHA - Ministry of Financial Services and Home Affairs
CIAA - Cayman Islands Airports Authority	MHECH - Ministry of Health, Environment, Culture and Housing
CIDB - Cayman Islands Development Bank	MEBC - Ministry of Employment and Border Control
CIG – Cayman Islands Government	MITIAMA - Ministry of International Trade, Investments, Aviation and Maritime Affairs
CIMA - Cayman Islands Monetary Authority	NDC - National Drug Council
CINICO - Cayman Islands National Insurance Company	NGCI - National Gallery of the Cayman Islands
CINM - Cayman Islands National Museum	NHDT - National Housing and Development Trust
CISE - Cayman Islands Stock Exchange Ltd.	NRA - National Roads Authority
CNCF - Cayman National Cultural Foundation	OAG - Office of the Auditor General
CO - Cabinet Office	OCP – Office of the Commissioner of Police
CTC - Cayman Turtle Conservation and Education Centre Limited	OMB - Office of the Ombudsman
DPP – Office of the Director of Public Prosecutions	PACI - Port Authority of the Cayman Islands
EPS - Entire Public Sector	PLA - Portfolio of Legal Affairs
HSA - Health Services Authority	PoCS - Portfolio of the Civil Service
IAS – International Accounting Standards	PSPB - Public Service Pensions Board
IASB – International Accounting Standard Board	SIAHDC - Sister Islands Affordable Housing Development Corporation
IFRIC – International Financial Reporting Interpretations Committee	SIC – Standard Interpretations Committee
IFRS – International Financial Reporting Standards	SIF - Segregated Insurance Fund
IPSAS – International Public Sector Accounting Standards	TAB - Tourism Attractions Board
JA – Judiciary Administration	UCCI - University College of the Cayman Islands
MACI – Maritime Authority of the Cayman Islands	URCO - Utilities Regulation and Competition Office
MCA - Ministry of Community Affairs	WACI - Water Authority of the Cayman Islands
MCPI - Ministry of Commerce, Planning and Infrastructure	

EXECUTIVE SUMMARY

Section 61 of the *Public Management Finance Act, 2020 Revision* (PMFA) requires me to present to the House of Parliament the result of all audits conducted and any significant matters I would like to bring to the attention of Parliament. As such, this report does just that. As part of the reporting and accountability framework, public bodies are required to prepare and present financial statements and annual reports to my office for audit. The annual reports and financial statements are essential documents that enable the House of Parliament and the residents of the Cayman Islands to hold the Government and individual public bodies accountable for their use of public money.

The majority of the 2020 public bodies' financial audits are complete, and I am delighted that to date, of those audited, all but one have received an unqualified audit opinion.

It is worth noting that the 2020 and 2019 audits of the consolidated Entire Public Sector (EPS) account are still ongoing. The EPS account includes the consolidation of the 17 Ministries, Portfolios and Offices (including the OAG), and 26 Statutory Authorities and Government Companies (SAGCs) (42 in 2019) and the 'Executive Transactions', including transfer payments, coercive revenues, executive assets, and liabilities of the Government. For both the 2018 financial year and the 2016-17 financial period, the EPS account of the Government received an adverse opinion due to numerous issues. This report does not cover the EPS account and the various related issues in great detail, however a summary of issues that led to the 2018 adverse opinion is included. Financial performance at the EPS level was covered extensively in a separate performance audit report on *Financial Management and Reporting* issued by my office in May 2021.¹

In this report, I describe the state of financial management and reporting in the Cayman Islands public sector over recent years and make suggestions for improvement. The report provides appendices that show the status of 2020, 2019, 2018, 2016–17 and 2015–16 audits, including the audit opinions I have issued (Appendix A). This report also includes appendices that are rich in information about the 2020 financial performance of the individual Ministries, Portfolios and Offices (Appendix B) and SAGCs (Appendix C), as well as supporting financial analysis on them (Appendices D and E). I have also provided details on the 2020 matters raised through the 'emphasis of matter' and 'other matter' paragraphs on the audit opinion, as well as an update on the 2019 matters raised. A list of all public bodies and their auditors is contained in Appendix F.

¹ *Improving Financial Accountability and Transparency: Financial Management and Reporting*, Office of the Auditor General, May 2021.

Based on the fifteen core government audits completed, the financial results of Ministries, Portfolios and Offices show that all but two recorded surpluses in 2020. The Ministry of Community Affairs and the Office of the Commissioner of Police both recorded deficits for the 2020 financial year.

The financial results reported by SAGCs for 2020 continue to present a mixed and varied picture. Of the 22 completed audits, 15 SAGCs recorded surpluses, six made deficits and the remaining one broke even. The Cayman Islands National Insurance Company, Segregated Insurance Fund, Cayman Islands Monetary Authority, National Gallery of the Cayman Islands, and the Cayman National Cultural Foundation are among the entities that recorded the most significant surpluses. In contrast, the Health Services Authority (HSA) and Port Authority of the Cayman Islands (PACI) recorded the largest deficits. Appendices C and E provide further detail on SAGCs and demonstrate that a considerable proportion of them continue to show signs of being under financial strain. Appendix E shows that the HSA, PACI, and the National Housing Development Trust all consistently recorded year-on-year deficits. As noted in my previous General Report, this will likely continue to be the case in most instances without any changes in operations, business restructuring, or ongoing and further government support or changes in government policy. The deficits for HSA and PACI are primarily as a result of the re-measurement of the post-retirement employee health care liability. HSA's liability increased by 25% to \$209.8 million in 2020, and PACI's liability increased by 26% to \$52.4 million in 2020. In addition, the border closures due to the pandemic have contributed to the deficit for PACI.

I am pleased to report that public bodies are now routinely preparing annual reports to accompany their financial statements, and I recommend that Members of Parliament (MPs) and the public read these to get a fuller and much deeper understanding of government business. Although the laying of annual reports in Parliament has improved compared to past years, I also continue to urge all entities to lay their annual reports and financial statements in Parliament in a timely manner and publish these on their websites as soon as possible afterwards. Appendix A shows when entity annual reports were laid in the House of Parliament.

My Office looks forward to continuing our work with the Government and the individual public bodies as they continue on the path of improving financial reporting and restoring accountability for the use of public funds.

INTRODUCTION

1. I am pleased to present this report to the House of Parliament that summarises the outcomes and status of my Office's financial audits of 43 (including EPS) public bodies. The 43 public bodies consist of the EPS, 16 Ministries, Portfolios and Offices, and 26 Statutory Authorities and Government Companies (SAGCs) for the year ended 31 December 2020.² I believe that Members of Parliament will find this report helpful in their role of ensuring financial accountability and transparency for government operations.
2. The majority of the 43 financial audits are conducted by my staff, i.e., 28 in-house audits. A further 15 audits are contracted out to private sector firms (namely Eisner Amper, Grant Thornton, KPMG & PwC), which are subject to a final OAG quality review and my sign off. Appendix F shows the audits undertaken by my staff and those outsourced to private sector firms.
3. I am also pleased to mention the significant improvements in relation to the preparation and presentation of annual reports by public bodies to accompany their financial statements. Annual reports provide readers with data and analysis on the financial performance of public bodies during the respective financial periods. The majority of public bodies have produced annual reports and submitted them to my office for review and verification in 2020. As a consequence, I have only included limited discussion and analysis in this report and would encourage readers to review the annual reports themselves for greater detail.
4. This report does not include any performance information for the OAG or the EPS accounts for 2020. The EPS audits for 2020 and 2019 are still ongoing. The EPS comprises the consolidation of 17 Ministries, Portfolios and Offices (including the OAG), and 26 SAGCs and the additional Government income, expenditure, assets and liabilities that are considered 'Executive' in nature. The most recent opinion on the Government's EPS account was issued in August 2020 for the 2018 financial year, and it was an adverse opinion. An adverse opinion was also issued for the 2016-17 financial year.
5. I want to thank the staff of all public bodies, especially the finance teams, for their efforts. It is commendable that most of the completed audits received unqualified or clean audit opinions while only one received a qualified opinion, as detailed in Appendix A. I want to thank my team at the OAG and our contracted auditors at Eisner Amper, Grant Thornton, KPMG, and PwC for their commitment and efforts in supporting this improvement. As we all continue to live in the times

² The 42 public bodies excludes the Office of the Auditor General (OAG) and entire public sector.

of the COVID-19 pandemic and the various challenges this brings, the finance teams, my team at the OAG, and the contracted auditors continue to show remarkable resilience and dedication to help me achieve my mandate of performing these financial audits.

THE STATE OF FINANCIAL MANAGEMENT AND REPORTING IN THE CAYMAN ISLANDS GOVERNMENT

OVERVIEW

6. The outcomes from the audits conducted by my office for the year ended 31 December 2020 have continued to show improvement in the quality and timeliness of the annual financial reporting for all public bodies.
7. As of the date of this report, 37 audits have been completed for the 2020 financial year, with only six public bodies (including EPS) audits still ongoing or in a backlogged state. A further three audits for 2019, two for 2018, and one audit for 2016–17 are outstanding. Exhibit 1 shows the backlog audits as of December 2021.

Exhibit 1: Outstanding audits as at December 2021

Public Body	Year(s) Outstanding			
	2020	2019	2018	2016-17
Ministry of Health, Environment Culture & Housing	✓	✓	✓	✓
Cayman Islands Airport Authority	✓	✓	✓	
Entire Public Sector	✓	✓		
Cayman Airways Limited	✓			
Cayman Turtle Conservation and Education Center Limited	✓			
Maritime Authority of the Cayman Islands	✓			

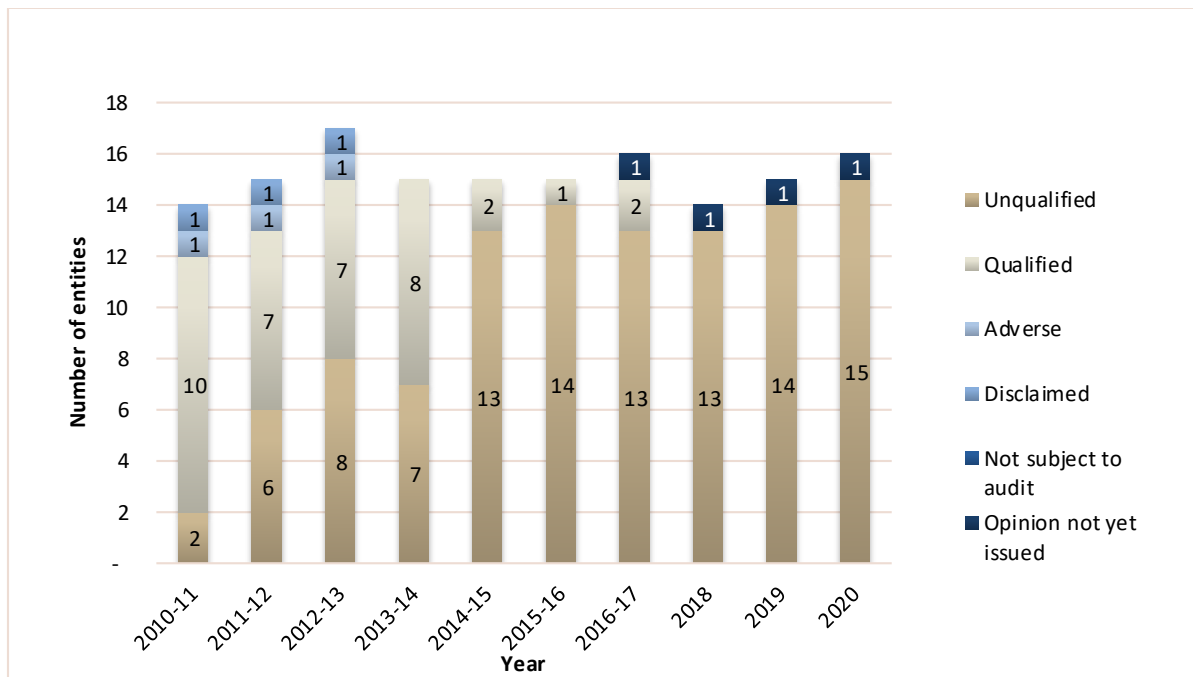
8. For the year ended 31 December 2020, unqualified opinions have been issued for all but one audits completed so far, i.e., 36 unqualified and one qualified. Although this is relatively consistent with the prior year in terms of the completion rates, the one qualified opinion for the University College of the Cayman Islands (UCCI) was a slight regression in 2020 compared to 2019 where to date, all 39 completed audits for 2019 have received unqualified audit opinions. For the 2018 financial period, 38 unqualified audit opinions have been issued to date and one adverse opinion for the EPS audit.
9. Appendix A contains further information on the status of the 2020 audits. The appendix includes information about the type of audit opinions issued, the date the financial statements were signed, and the date they were tabled in the House of Parliament. The appendix also contains

information for the three prior years, 2019, 2018, and 2016–17, for trend and comparison purposes.

CORE GOVERNMENT ENTITIES

10. Exhibit 2 shows the number and types of audit opinions, respectively, that my Office has issued for core government entities in the ten years 2010–11 to 2020. It shows significant improvement in the audit opinions issued over the ten years. It shows notable improvement starting from the 2014–15 financial year, when the number of qualified opinions decreased to two from ten in 2010-11. It is also worth noting that for the past three years, starting in 2018, no core government entity has been issued with a qualified audit opinion to date (noting the Ministry of Health, Environment Culture & Housing is outstanding back to 2016-17). I attribute this improvement to various factors, including the leadership of the Deputy Governor and the considerable efforts made by the Chief Officers, Chief Financial Officers, and their teams to restore financial accountability in the use of public resources.

Exhibit 2: Core government entities’ audit opinions, 2010–11 to 2020

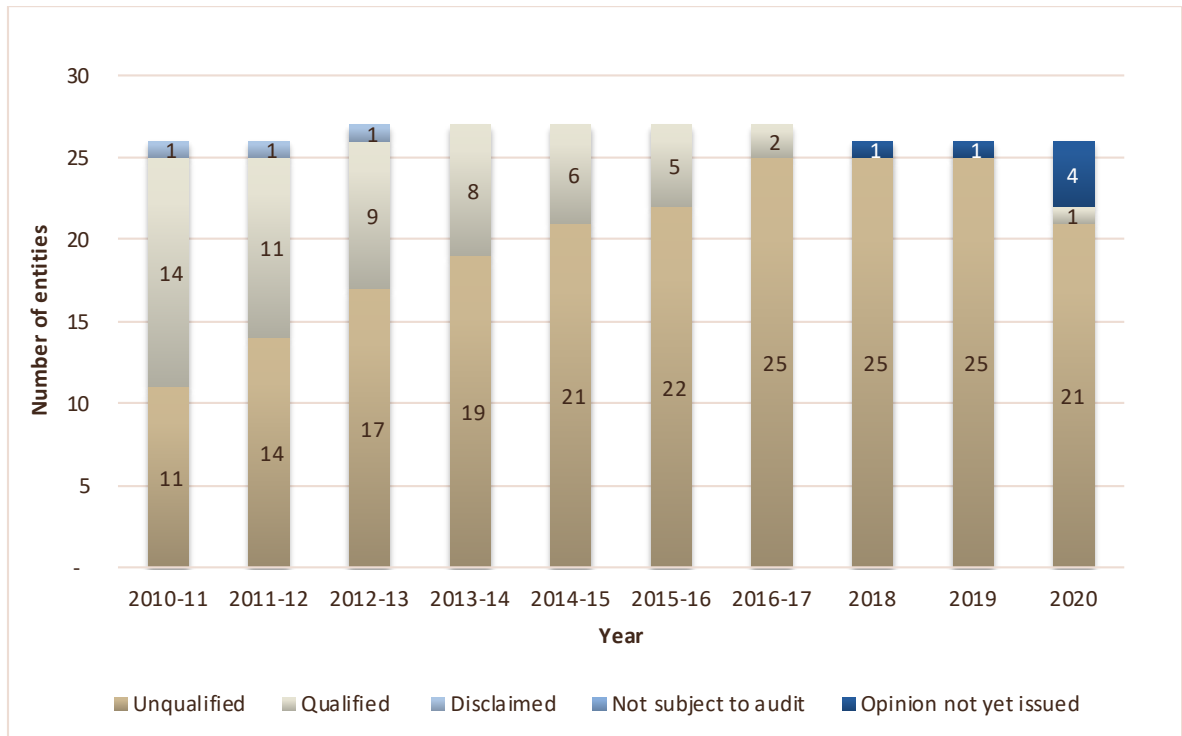


Notes:

1. The number of core government entities changed from 14 to 16 over the 10 year period. This also shows fluctuations in the number over the years due to various government re-organizations.
2. The audits of MHECH for the 2016–17, 2018, 2019 and 2020 are on-going at the time of this report.
3. The exhibit above excludes the EPS audit.

11. Exhibit 3 shows the number and types of audit opinions respectively that my Office has issued for SAGCs, in the ten years from 2010–11 to 2020. Exhibit 3 shows a gradual improvement year-on-year to 2016-17, after which the situation has remained fairly constant. The exhibit shows a decrease in the number of qualified audit opinions from 14 in 2010-11 to none in 2018 and 2019. To date, I have issued one qualified opinion for the 2020 financial year concerning the University College of the Cayman Islands (UCCI).

Exhibit 3: SAGCs’ audit opinions, 2010-11 to 2020



12. By comparison, for the 2020 audits, 100% (100% in 2019) of audit opinions issued to date in relation to the core government entities were unqualified. However, 81% of 2020 audit opinions issued in relation to the SAGCs were unqualified (100% in 2019).

QUALITY OF THE FINANCIAL STATEMENTS

KEY AUDIT CONCERNS FOR 2020 AND UPDATE ON MATTERS HIGHLIGHTED THROUGH THE ‘EMPHASIS OF MATTER’ AND ‘OTHER MATTER’ PARAGRAPHS IN THE 2019 AUDIT OPINIONS.

13. The quality of financial information presented has steadily improved over the years. This improvement was demonstrated in 2018, 2019 and continued in 2020 by the majority of audit opinions issued to date being unqualified.

14. As previously reported, of the 37 audits completed for 2020, 36 audit opinions were unqualified, while the UCCI received a qualified audit opinion. The qualification arose from the following; the UCCI included \$59,048 in Other Income, and \$93,664 in Supplies and Materials, in the Statement of Surplus (Deficit), which relate to the revenue and cost of sales of the canteen operations. This inclusion resulted in canteen operations recognising a deficit of \$34,616 for the year ended 31 December 2020 (this operating deficit is not disclosed separately in the financial statements). I could not obtain sufficient, appropriate evidence of the revenue and cost of sales related to the canteen operations. Consequently, I could not determine if the amounts presented for revenue and cost of sales that relate to the canteen operations and the resulting deficit are fairly stated.
15. In addition to the above qualification, I have included ‘emphasis of matter’ (EOM) or ‘other matter’ (OM) paragraphs on the audit opinions for nine other public bodies. These paragraphs highlight matters I believe need to be brought to the attention of the users of the financial statements. Exhibit 4 summarises the significant issues raised as either ‘emphasis of matter’ or ‘other matter’ in 2020.

Exhibit 4: Significant issues raised as ‘emphasis of matter’ and ‘other matter’ paragraphs in 2020 audit opinions

Entity	Non-compliance with Public Authorities Act (PAA) S47	Going concern - Heavy reliance on Central Government Support	Going concern- Net liability position	Incorrect contribution rates	Irregular expenditure	Incorrect recognition of revenue
Cayman Islands Monetary Authority	✓					
Health Services Authority	✓		✓			
National Roads Authority	✓					
Port Authority of the Cayman Islands	✓					
Water Authority of the Cayman Islands	✓					
Public Service Pensions Board				✓		
University College of the Cayman Islands					✓	
Cayman Islands Development Bank		✓				
Sister Islands affordable Housing Development Corporation						✓
Portfolio of Legal Affairs						✓

16. I have included in this section an update on the issues raised in the 2019 audits. It is disappointing to note that most of the issues previously raised have not been resolved by the relevant public bodies, and they have recurred in the 2020 financial year. Exhibit 5 summarises significant issues raised as either ‘emphasis of matter’ or ‘other matter’ in 2019.

Exhibit 5: Significant issues raised as ‘emphasis of matter’ and ‘other matter’ paragraphs in 2019 audit opinions

Entity	Non-compliance with PAA S47	Going concern - Heavy reliance on Central Government Support	Non-compliance with the Insurance Regulations, 2012 (Capital and Solvency)	Going concern- Net liability position
Cayman Islands Development Bank		✓		
Cayman Islands Monetary Authority	✓			
Cayman Islands National Insurance Company			✓	
Cayman Turtle Conservation and Education Centre Limited	✓	✓		
Health Services Authority	✓			✓
National Roads Authority	✓			
Port Authority of the Cayman Islands	✓			
Public Service Pensions Board	✓			
Water Authority of the Cayman Islands	✓			

17. In 2019, I highlighted in the audit opinions of seven SAGCs the non-compliance with Section 47 - Terms and conditions and remuneration of staff of the Public Authorities Act (2020 Revision) (PAA). Section 47 of the PAA required SAGCs to standardise their salaries and benefits by 1 June 2019. As of 31 December 2020, the following SAGCs had not completed the standardisation process; CIMA, HSA, NRA, PACI, and WACI. Only one out of the seven SAGCs, PSPB, had resolved this matter. The 2020 audits for CTC and CIAA are still ongoing.
18. Although most SAGCs have some financial backing from central government, CIDB relies heavily on support from central government, which is cause for concern. As was the case in 2019 and 2018, CIDB’s ability to meet its obligations and sustain its operating expenses significantly relies on this continued government support. As of 31 December 2020, CIDB’s impaired loans amounted to \$7.4 million, representing 36% of its overall loan portfolio, excluding allowances for credit losses. In addition, CIDB received \$4.5 million in contributed capital from the Cayman Islands Government during the year ended 31 December 2020. Without this ongoing support, CIDB may not be able to continue to operate as a going concern.

19. In 2019 and 2018, I highlighted the net liability position of the HSA via an ‘emphasis of matter’ paragraph on the audit opinion. This situation further worsened in 2020. HSA’s net deficit more than doubled from \$30.3 million in 2019 to \$63.2 million in 2020, resulting in it being technically insolvent as total liabilities exceed total assets. This deficit is primarily as a result of the re-measurement of the post-retirement employee health care liability, which increased by 25% from \$167.3 million in 2019 to \$209.8 million in 2020.
20. In its 2020 financial statements, PSPB based the calculation of the contributions received and the contributions receivable for pensions on the recommended contribution rates contained in the 2017 Funding Actuarial Valuation instead of the January 2020 Funding Actuarial Valuation. This treatment was because of the delay by Cabinet in passing the valuation into Regulations and gazetting it to bring it into effect. The January 2020 valuation reports had been accepted and approved by Cabinet as of the date of the audit opinion.
21. In addition to issuing a qualified audit opinion on UCCI’s 2020 financial statements, I have also highlighted irregular expenditure amounting to \$59,249 that was incurred in 2020. Further investigations by UCCI management revealed that at least an additional \$20,000 incurred between July 2014 and December 2018, could be irregular expenditure. This matter has been reported to and is currently being handled by the Royal Cayman Islands Police Service.
22. I highlighted the significant surplus reported by the Portfolio of Legal Affairs (PLA) due to the recognition of unearned output revenue. I also highlighted billed revenues amounting to \$17,000 by the Sister Islands Affordable Housing Development Corporation (SIHADC). This amount represents income billed but not earned in relation to the construction and sales of houses, the core aspect of their operations. SIAHDC did not construct or sell any houses in either 2019 or 2020 and so I question whether maintaining this operation as a separate entity is value for money.
23. In my 2019 audit opinion, I highlighted that CINICO did not comply with the Insurance Regulations. As of 31 December 2019, CINICO was \$2.2 million over the CIMA’s Minimum Capital Requirement and \$0.6 million below the Prescribed Capital Requirement (PCR). Therefore, it was not in compliance with the prescribed capital requirements of the Insurance (Capital and Solvency) (Class A Insurers) Regulations, 2012. CINICO had resolved this matter as of 31 December 2020.
24. In my 2019 audit opinion, I highlighted that Cayman Turtle Centre (CTC) was heavily dependent upon the continued financial support of central government, to enable it to meet its obligations as they fall due. Since then, the COVID–19 pandemic in 2020 resulted in the Government introducing measures to mitigate the threat to the Cayman Islands. These measures included the closure of the cruise port, the airports, and CTC’s facility, which have increased the CTC’s financial dependency on the Government. This material uncertainty brought significant doubt about the

CTC's ability to continue as a going concern. The 2020 audit for CTC is still ongoing, and at this point, it is unclear if this matter has been resolved or if this situation has improved.

ENTIRE PUBLIC SECTOR (EPS)

25. The Entire Public Sector (EPS) account consolidates the financial statements of all core government and all statutory authorities and government companies (SAGCs). The 2020 financial year consisted of 43 public bodies (42 public bodies in 2019). As reported earlier, the 2020 and 2019 EPS audit are still ongoing, and the 2018 and 2016-17 received adverse opinions. I issued an adverse opinion for the most recent audit (2018) due to various issues affecting the consolidated financial statements. Below I discuss some of the reasons that led to the adverse opinion.
26. **Exclusion of the Public Service Pensions Board from consolidation.** The consolidated financial statements exclude material administrative transactions and balances relating to the PSPB as management concluded that the related assets are being held in trust by PSPB. In my opinion, the Government has control over the PSPB. EPS should consolidate all of its administrative transactions and balances in these financial statements according to IPSAS 35 – Consolidated Financial Statements. As a result of these omissions, the consolidated financial statements are understated as at 31 December 2018.
27. **Pervasive inaccuracies arising from subsequent adjustments in subsidiaries, elimination on consolidation and opening balance.** As of the time of the audit opinion, certain subsidiary audits were in progress; additionally, material adjustments had not been posted to the completed subsidiary audits or eliminated from the consolidation. It is likely, that the net impact of these amounts could materially affect figures and disclosures in the consolidated financial statements. The impact of these net adjustments could be both pervasive and material.
28. **Incompleteness of revaluation, inconsistent accounting policies and poor controls over property, plant and equipment.** Management had not provided a complete valuation report to support the carrying value of the road network amount of \$372.7 million. This amount relates to infrastructure, roads, and sidewalks as disclosed in the consolidated financial statements, and has omitted significant requirements to support the valuation of its road network from the accounts. There is a material difference of \$79.5 million in the infrastructure, roads, and sidewalks compared to the valuation report. Furthermore, the accounting policies used to account for the SAGCs assets regarding land building are inconsistent with the central government entities. *IPSAS 35 – Consolidated Financial Statements* requires consistent accounting policies within the consolidation. Therefore, the consolidated figure for property, plant and equipment is materially misstated due to the lack of revalued carrying amounts for certain classes of property, plant and equipment owned by SAGCs. The total carrying amount of these SAGC assets is \$37.9 million. As a result of the matters identified, the property, plant, and equipment appearing in the consolidated financial statements is materially misstated as of 31 December 2018.

29. **Inaccuracy of depreciation and amortisation expenses.** The depreciation and amortisation expenses amounting to \$56.0 million recorded in the statement of financial performance are materially misstated as a result of the valuation and completeness issues affecting property, plant, and equipment as discussed above.
30. **Understatement of retirement benefits liabilities.** The Government did not record its liabilities relating to its post-retirement healthcare programme. The results of the health care liability actuarial valuation for core government estimated the post-retirement health care net liability to be \$1.6 billion. Furthermore, the EPS used participant data for the post-retirement health care as at 30 April 2016 to determine the obligation. During the year, management has recognised a pension liability of \$446.8 million relating to the CIG's Defined Benefit Pension Plan participation. The CIG participant data for the Defined Pension Plan as at 1 January 2017 was used to determine the obligation. As a result, the pension liability, related pension expenses, and other comprehensive income could be materially misstated as of 31 December 2018. Based on the above, the total current and non-current retirement benefits of \$678.5 million are materially misstated as at 31 December 2018.
31. **Incompleteness of provisions.** Management represented that there is no process to access and account for its environmental liabilities. Therefore I did not receive sufficient, appropriate audit evidence to conclude on the completeness of the provisions and contingent liability disclosures as it relates to these liabilities for the year ended 31 December 2018. Furthermore, I identified a material omission of provisions for environmental remediation cost of \$24.4 million. As a result, the provisions of \$12.3 million as reported in the financial position statement are materially misstated as of 31 December 2018.
32. **Understatement of personnel costs.** The personnel costs amounting to \$421.2 million appearing in the statement of financial performance are materially misstated due to the understatement of post-retirement health care and post-retirement pension liabilities.
33. **Incompleteness of revenue, receivables and unearned revenue.** Due to poor controls, management was unable to provide sufficient, appropriate audit evidence and could not assert the completeness of its coercive revenue. I have not been able to conclude on the fairness of the amount reported as coercive revenues of \$781.1 million on the statement of financial performance for the year ended 31 December 2018. Additionally, sales of goods and services amounting to \$290.9 million as reported in the statement of financial performance is materially misstated due to unadjusted differences of \$7.3 million. As a result of the revenue incompleteness, I could not conclude on the related current and non-current trade receivables balances of \$53.5 million, other receivables of \$14.3 million, and unearned revenues of \$100.4 million appearing on the statement of financial position as at 31 December 2018.

34. **Inaccuracy of net worth.** The revaluation reserve totaling \$619.2 million in the statement of financial position is materially misstated due to the valuation and completeness issues affecting property, plant and equipment. Likewise, the current and accumulated surpluses amounting to \$225.1 million and \$381.3 million, respectively, are materially misstated due to the qualifications noted above.
35. **Statement of cash flows not fairly presented.** I was unable to conclude on the fairness of the amounts reported in the Statement of Cash Flows due to the matters discussed above affecting the pervasive inaccuracies in the opening balances of these consolidated financial statements.
36. **Omissions in financial statement disclosures.** The consolidated financial statements have omitted several required disclosures by the accounting standards. These include but are not limited to:
- The Government has not established a system for reporting key management personnel transactions as required by *IPSAS 20, Related Party Disclosures*, as a result, I do not opine on the accuracy of related party balances.
 - The consolidated financial statement does not include all of the required disclosures of *IPSAS 39 Employee Benefits*.

OUTPUTS FROM THE INFORMATION TECHNOLOGY (IT) AUDITS

37. For the first time, in 2020, my office, with the assistance of PwC, conducted entity-level IT audits on several public bodies. As part of the financial audit of the respective entities, we expanded our testing of internal controls to incorporate IT general controls. IT general controls consist of foundational, high-level measures that help to ensure the proper functioning of computerised systems, particularly ensuring confidentiality, integrity, and availability of information and IT infrastructure. We also looked at relevant core government IT general controls at the CIG network. We focused on reviewing the IT environment, cybersecurity controls, logical and physical controls, and change management. Also, at the core government level, we paid particular attention to IT general controls on the Oracle E-Business Suite (IRIS).
38. In addition to the IT general controls at the Core Government network, we identified a sample of applications in individual core government entities that processed significant transactions to their financial statements. These included the Cayman Islands Postal Service, Radio Cayman, and the Department of Tourism. Also, we selected SAGCs, and we have examined their IT general controls and significant application systems' general controls. Our selection was based on the size and complexity of the IT systems used by the SAGC. The selected SAGCs include PACI, HSA, CIMA and CIDB.

39. Our IT audit strategy for the 2020 audit cycle sought to establish a baseline of being satisfied as auditors about our auditees' IT general controls as the foundation for the operating effectiveness of application controls before we spend time examining them.
40. We have included in our reports to those charged with governance and management significant and non-significant IT general control deficiencies arising from our assessments. Some of the issues that we raised included cybersecurity, business continuity, and disaster resiliency. Other key areas communicated included:
- *Strategic plan and governance structure.* There is no current strategic plan for the Computer Services Department, and a cross-cutting governance structure had not been in place for IT across the civil service.
 - *Third-party risk management.* Public bodies that rely on third-party applications lacked a strategic approach that ensures appropriate risk management, such as ensuring that counterpart controls (in the entity) are working effectively and privileged access of third parties is managed securely.
 - *User access management.* Periodic and regular review of existing user access was widely not in place. We also found scope to improve processes and enforcement of new user creation and removal of former employees.
 - *Operating procedures* need to be followed more closely and consistently, such as periodically testing backup recoveries are successful.

COVID-19 PANDEMIC

41. It is worth noting that due to the COVID-19 pandemic and the resulting lockdown period and border closures, the operations of various public bodies were affected in 2020. Although I have not formally raised this as a concern in audit reports, a number of public bodies have been affected by this, particularly those that rely on international tourism for revenue. These bodies are unlikely to generate income from their operations as they usually would. Consequently, their reliance on funding from central government is likely to increase, although the extent remains unclear at this point. The most affected public bodies are expected to be Cayman Airways Limited, Cayman Islands Airport Authority, Cayman Islands National Museum, Cayman Turtle Conservation and Education Centre Limited, Tourism Attraction Board, and Port Authority of the Cayman Islands.
42. During our 2020 audits, we made management inquiries in relation to the impact of COVID-19. We required all public bodies to include a note, regarding their assessment and forecast of operations, in their financial statements. The picture indicated by most public bodies was of uncertainty in the future.

TIMELINESS OF THE FINANCIAL STATEMENTS AND ANNUAL REPORTS

43. In addition to having good quality financial information, it must be accessible to key stakeholders and the general public in a timely manner. The availability of financial information is crucial as it should be able to be used for accountability and decision-making purposes.
44. The usefulness of financial statements is impaired if the information is not made available to users within a reasonable time. The International Public Sector Accounting Standards (IPSAS) clearly state that a public body should issue its financial statements within six months of the reporting date. The *Public Management and Finance Act* (PMFA) requires that public bodies submit their annual report, which contains the respective financial statements, to my Office within two months after the year-end. My Office is then required to conduct an audit of the financial statements within two months, i.e., by 30 April each year.
45. For the 2020 reporting period, all but one of the 42 (excluding EPS) public bodies submitted their financial statement by the statutory deadline of 28 February 2021. Only the CIAA did not submit its 2020 financial statements on time. This is an improvement from 2019 when three public bodies submitted financial statements after the statutory deadline. A total of 25 out of 41 annual reports were submitted by the statutory deadline. However, still having 16 entities miss the statutory deadline is disappointing and needs improving in 2022.
46. My Office and the contracted firms, working on my behalf, completed audits for 34 of the 43 (including EPS) (81%) public bodies by the statutory deadline of 30 April 2021. This is an improvement on the past four reporting periods. For the 2019 reporting period, 27 audits were completed by the statutory deadline, 24 for 2018, 25 for 2016–17, and 28 for 2015–16. Of these audits, my Office completed 22 out of 27 in-house audits by 30 April 2021. I did not commence the MHECH, CIAA, and EPS 2020 audits as their 2019 and 2018 audits were still ongoing and not complete. Four of the audits that failed to achieve the completion deadline for the 2020 reporting period were undertaken by private firms. This is an improvement from 2019 where five out of 15 were not completed by the deadline. Exhibit 6 shows the completion of the 2020 audits.

Exhibit 6: Completion of the 2020 audits

Date audit completed by	Number of audits	Percentage	Cumulative percentage of completed audits
Completed by 30 April 2021	34	81%	81%
Completed by the issuance of this report (December 2021)	3	7%	88%
In-progress (see Exhibit 1)	5	12%	-
Total	42		

47. The timeliness of submitting financial statements and the completion of audits is now reasonably good. In contrast, the timeliness of the submissions of annual reports continues to be an area of concern as these are persistently being received after the statutory deadline. Furthermore, despite improvements of late there continue to be delays in tabling the financial statements and the associated annual reports in the House of Parliament, which is the pivotal step that completes the accountability chain.

ACCOUNTABILITY

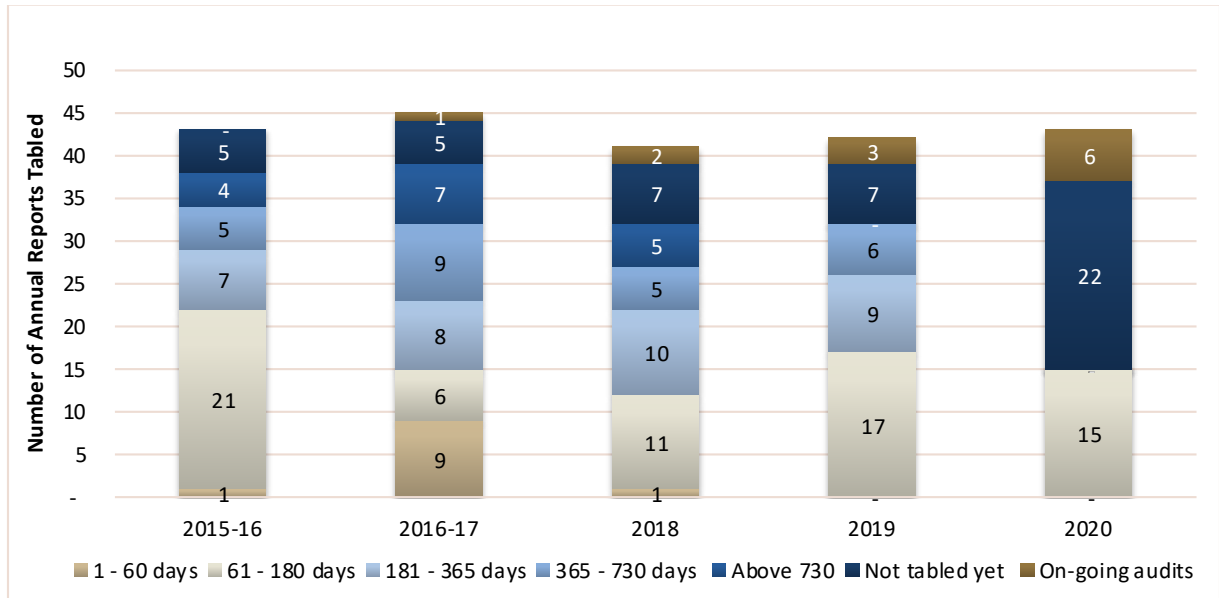
48. In my 2019 general report, I highlighted the importance of annual reports being prepared by public bodies and more importantly tabled in the House of Parliament in a timely manner to ensure proper accountability.

49. Public bodies are also required under the PMFA to lay their annual report, containing the financial statements and audit opinion, in the House of Parliament, via the Cabinet, within five months after the end of the year. As at 30 November 2021, thirty-three annual reports for 2020 had been laid, and eight were still outstanding. The outstanding annual reports are from the following public bodies; JA, MFSHA, URCO, MHECH, CAL, CIAA, MACI, and CTC.

50. The tabling of the annual reports in the House of Parliament continues to be an area of focus and concern for my Office. Without an annual report, it is almost impossible for stakeholders, legislators and citizens, to fully understand how public resources have been used and to hold the Government and public bodies accountable. As noted earlier in this report, the number of public bodies preparing annual reports has increased considerably, but the timeliness of these reports reaching the House of Parliament is still a matter of concern.

51. Exhibit 7 shows the trend in the timeliness of tabling of annual reports in the House of Parliament from 2015–16 to 2020. It shows the number of days between the sign-off of the audit opinion and the tabling of the annual report, including financial statements, in the House of Parliament.

Exhibit 7: Tabling of Annual Reports, 2015–16 to 2020



Notes: Annual Reports and Financial Statements tabled as at 30 November 2021. The numbers above include the Annual Report for the EPS but exclude the OAG.

Source: Order Papers from the Parliament website.

52. Our analysis shows that of the 37 audits of the 2020 financial statements that were completed as of the date of this report, 15 annual reports (42%) had been tabled in Parliament. It is concerning that of the 15 that had been tabled, none were tabled within two months of the audit being completed; all 15 were tabled within three months of audit completion. The remaining 21 annual reports had not been tabled by 30 November 2021.
53. Of the 39 audits completed for 2019, 32 annual reports (82%) had been tabled. However, none were tabled within two months of the date of audit completion. It took between 61 days to 730 days for the 32 annual reports to be tabled; the annual reports for seven completed audits have not yet been tabled.
54. For the period from 2015–16 to 2020, a total of 202 audits completed; of these 156 (77%) annual reports (or financial statements) had been tabled. The majority of annual reports not yet tabled relate to more recent years - 22 audited but not tabled for 2020, seven audited but not tabled for 2019, and the remaining 17 relating to the periods before and including 2018.
55. Although the increased number of reports tabled is positive, I remain concerned about the significant time it took for these reports to reach the House of Parliament. A total of 118 (tabled and still to be tabled) out of 202 (completed audits) annual reports took over six months from audit completion to be tabled. As at 30 November 2021, 46 annual reports had not been tabled, of which 43 were beyond six months of their audit completion dates.

56. Such delays in the tabling of annual reports significantly impairs accountability of the public sector. Key stakeholders, and the wider public, are not receiving information on entities' operations in a timely manner, which reduces the relevance of these reports in decision making.

KEY AUDIT MATTERS

INTRODUCTION

57. As part of my audit process, I communicate with those persons charged with governance, of the respective public body. These reports include matters that may not have resulted in a modification of the audit opinion, but include significant and relevant matters, internal control deficiencies, and any non-compliance with laws, regulations and policies.
58. For core government, in addition to providing the respective Chief Officers with a report, my Office also presents these reports to the Government's Audit and Risk Assurance Committee (ARAC). The ARAC was established by the Deputy Governor in September 2019. The ARAC provides the Deputy Governor with independent and objective advice in the areas of governance, risk management, internal control, financial management and reporting, and internal audit for core government.
59. In relation to SAGCs, those charged with governance are referred to as Boards of Directors or Boards of Control. The Board Members are appointed by the Cabinet to oversee the strategic direction of SAGCs and provide a layer of accountability to the Parliament. Boards are also responsible for ensuring that the business of the SAGC is carried out in accordance with all applicable Acts.
60. SAGC boards may also include the Chief Executive Officer, or equivalent, and several members of the executive management team, and the Chief Officer (or designate) from the core government entity under which the SAGC falls. Many SAGC boards also have a representative from MFED. However, as public servants, these persons are not allowed to vote, are not entitled to receive remuneration for serving as a board member, and cannot serve in the capacity of chairman of the board.
61. In the following sections, I briefly discuss some of the general matters considered during the 2020 audits that had implications for various public bodies. I have also provided extracts of the key matters brought to the attention of those charged with governance for SAGCs and core government entities. Refer to Appendix B.

THE PUBLIC AUTHORITIES ACT

62. In March 2017, the House of Parliament passed the *Public Authorities Act* (PAA), and it commenced on 1 June 2017, except for section 47, which covered salary scales and job

evaluation. Section 47 was slated to commence on 1 June 2018 but was later deferred to June 2019.

63. One of the factors that led to the drafting of the PAA was audit findings reported over years, which noted that:

- the existing accountability framework was not working as well as it should, resulting in limited accountability;
- there was little assurance that SAGCs were operating effectively and achieving the results expected by Government;
- the results expected to be delivered by SAGCs were not clearly stated in the Ownership Agreement;
- Ownership Agreements were more focused on activities to be delivered rather than the results to be achieved; and
- there was no sound basis to report on value for money achieved.

64. In response to these and other factors, the Cabinet sought to have the legislation drafted with the following objectives:

- provide more control to Cabinet on how each public authority is operated;
- improve the governance of public authorities by having a consistent overarching financial management framework;
- provide a sound consistent approach to human resource practice; and
- allow Cabinet to apply strategic policy initiatives to public authorities when it is in the best interest of the public.

65. In conducting the 2019 and 2020 audits, I found that some SAGCs had not complied with several key sections of the PAA. These were flagged as matters of non-compliance in the respective reports to those charged with governance, or required a waiver from the Ministry of Finance to mitigate the non-compliance. Refer to Exhibits 4 and 5 earlier. The most significant matters related to section 47 – Terms and conditions and remuneration of staff requirements.

TERMS AND CONDITIONS AND REMUNERATION OF STAFF

66. The PAA sets out how SAGCs are expected to determine staff's terms and conditions and remuneration. The PAA section 47 (1) and (2) requires SAGCs to use the same salary scale, as determined by Cabinet, and that all jobs are to be evaluated using the same job evaluation methodology. The PAA requires that after the commencement date, where there is a difference between the terms and conditions of employment at a SAGC and the civil service, the salary grades for remuneration in the SAGC shall be adjusted accordingly to reduce such differences.

67. To ensure compliance with the requirements of the PAA, all SAGCs were required to conduct job evaluations of current positions in their organisations and determine whether the salary bands for the positions aligned with the salary scale determined by Cabinet. Most SAGCs could not conduct these evaluations internally, and they engaged the Portfolio of Civil Service (PoCS) to conduct these on their behalf.
68. In conducting the 2019 and 2020 audits my Office noted instances, though not pervasive, where SAGCs had not fully complied with this requirement of the PAA, as they had not completed the job evaluations. As noted earlier in this report, I have raised ‘emphasis of matter’ paragraphs with regards to this in the audit opinions of five (seven in 2019) SAGCs. As at the date of this report, PoCs had completed all but one job evaluations to ensure that SAGCs are in compliance with this requirement. NRA remains the only SAGC whose job evaluations have not been completed.

THE STANDARDS IN PUBLIC LIFE ACT

69. The *Standards in Public Life Act 2014* came into effect on 1 March 2020 and was in full effect and applicable for the 2020 audits. This Act allows for the appointment of the Commission for Standards in Public Life (Commission), whose functions are the following;
- to assist in the setting of the highest standards of integrity and competence in public life in order to ensure the prevention of corruption or conflicts of interest;
 - to monitor standards of ethical conduct in Parliament, the Cabinet, and on the part of public authorities and public officers;
 - to supervise the operation of the Register of Interests and to investigate breaches of established standards;
 - to review and establish procedures for awarding public contracts;
 - to review and establish procedures for appointing members to public authorities, and the terms of their appointment;
 - to recommend codes of conduct to prevent any Minister, public authority or public officer employing their power for any personal benefit or advantage, and to recommend legislation to provide appropriate sanctions;
 - to report to the Legislative Assembly at regular intervals, and at least every six months; and
 - to exercise such other functions as may be prescribed by this or any other Act enacted by the Legislature.
70. Section 11 of this Act requires that a person in public life:
- shall, within ninety days of assuming the functions of his office, or, in the case of a candidate for election to the House of Parliament, before filing his nomination papers, make a

- declaration to the Commission of his income, assets and liabilities as specified in section 12(1) in respect of the previous year in such form as may be prescribed by regulations; and
- thereafter no later than thirty days after 30 June in each succeeding year that he is a person in public life, he shall file further declarations of his income, assets and liabilities as specified in section 12(1) for that year ending 30 June.

71. In my 2020 audits, I did not assess whether persons in public life had complied with the requirements of section 11 as this responsibility falls within the realm of the Commission. However, I requested that senior management, and board members, submit to my office their declaration of interest covering the entire financial year that their entities would have used to identify the existence of any related parties. As a result, I cannot comment on the compliance of persons in public life with this Act. For audit purposes, it would be helpful if the *Standards in Public Life Act* could be updated to require returns to be completed to 31 December each year rather than the 30 June date as then it would be possible for us to use these for audit purposes.

CHANGES IN REPORTING STANDARDS

72. For the 2020 fiscal year, several financial reporting standards came into effect, which had various implications for many SAGCs. The most notable ones are discussed below.
73. **Amendments to IFRS 7, IFRS 9 and IAS 39 - Interest Rate Benchmark Reform.** The amendments to IFRS 9 and IAS 39 Financial Instruments: Recognition and Measurement provide several reliefs that apply to all hedging relationships directly affected by interest rate benchmark reform. A hedging relationship is affected if the reform gives rise to uncertainty about the timing and/or amount of benchmark-based cash flows of the hedged item or the hedging instrument.
74. **Amendments to IAS 1 and IAS 8 - Definition of Material.** The amendments provide a new definition of material that states, “information is material if omitting, misstating or obscuring it could reasonably be expected to influence decisions that the primary users of general-purpose financial statements make on the basis of those financial statements, which provide financial information about a specific reporting entity.” The amendments clarify that materiality will depend on the nature or magnitude of information, either individually or in combination with other information, in the context of the financial statements. A misstatement of information is material if it could reasonably be expected to influence decisions made by the primary users.
75. **Conceptual Framework.** The Conceptual Framework is not a standard, and none of the concepts contained therein override the concepts or requirements in any standard. The purpose of the Conceptual Framework is to assist the IASB in developing standards, to help preparers develop consistent accounting policies where there is no applicable standard in place and to assist all parties to understand and interpret the standards. This will affect those entities which developed their accounting policies based on the Conceptual Framework. The revised Conceptual

Framework includes some new concepts, updated definitions and recognition criteria for assets and liabilities and clarifies some important concepts.

76. **Amendments to IFRS 16 – COVID-19 Related Rent Concessions.** On 28 May 2020, the IASB issued COVID-19-Related Rent Concessions - amendment to IFRS 16 Leases. The amendments provide relief to lessees from applying IFRS 16 guidance on lease modification accounting for rent concessions arising as a direct consequence of the COVID-19 pandemic. As a practical expedient, a lessee may elect not to assess whether a COVID-19 related rent concession from a lessor is a lease modification. A lessee that makes this election accounts for any change in lease payments resulting from the COVID-19 related rent concession the same way it would account for the change under IFRS 16, if the change were not a lease modification. The amendment applies to annual reporting periods beginning on or after 1 June 2020. Earlier application is permitted.
77. It was good to note that the affected entities were well informed and well prepared for these changes and we did not experience any significant delays in the audits as a result. My Office worked closely with and assessed the work produced by affected SAGCs and was satisfied that the financial data and disclosures produced were fairly stated.

REPORTING SERVICE PERFORMANCE

78. In previous General Reports, I have highlighted the deficiencies in financial data quality and the absence of comprehensive management discussion and analysis in annual reports. I have pointed out the weakness in controls which were in some instances pervasive across entities. For example, overtime abuses, lack of controls over travel expenditures, inadequate related party disclosures, the use of supplementary appropriations, and an absence of controls to address the risk of fraud.
79. Over the years, I have noticed a marked improvement in most of these matters, the most notable being the quality of financial data, evidenced through the issuance of unqualified audit opinions to a majority of public bodies to date, as discussed earlier in this report. There has also been commendable improvement in the content of annual reports, which, once tabled in a timely manner, provide valuable information for decision-makers.
80. Although several public bodies have some key control weakness, there has been an overall reduction in the number of matters my Office has identified. This reduction, coupled with a control environment that continues to mature, has seen most issues being mitigated or measures being put in place to address them in the future.
81. As reported in my previous General Report, greater focus must be placed on the volume and quality of service performance information. At present, due to the suspended requirement of the PMFA for output reporting from core government, there is no robust assessment of service

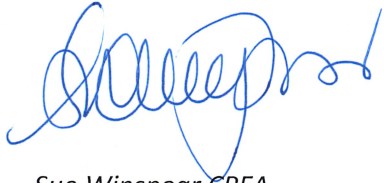
performance and whether, on a global basis, resources have been used effectively and efficiently, or if expected outcomes have been achieved.

82. IPSAS, which is the financial reporting framework used by all of core government and some SAGCs, provides the following guidance on how entities should report on its service performance *“An entity should present service performance information that is useful to users for accountability and decision making purposes. Presentation should enable users to assess the extent, efficiency and effectiveness of the entity’s service performance. It should be appropriate to the entity’s service performance objectives and make the relationship between the entity’s service performance objectives and its service performance achievements clear”*.
83. *“When used in combination with the information in an entity’s financial statements, service performance information should enable users to assess the entity’s finances in the context of its achievement of service performance objectives and vice versa”*. This latter point is very relevant in assessing the performance of core government entities, particularly those who have reported large surpluses, as a large surplus alone is not indicative of performance objectives being achieved in the most efficient manner.
84. As entities continue to improve the quality of reporting, and enhancing accountability, emphasis should be placed on providing detailed narrative discussion and analysis on its service performance information including but not limited to:
- Aspects of service performance that the entity considers should be highlighted.
 - Factors that affected service performance achievements during the reporting period.
 - The degree to which service performance objectives have been met.
 - Balanced explanations of the information displayed, which cover both positive and negative aspects of the entity’s service performance.
 - An assessment of the efficiency and effectiveness of the entity’s service performance.

CONCLUSION & RECOMMENDATIONS

85. This report summarises our audits of Ministries, Portfolios, Offices, Statutory Authorities, and Government Companies of the Cayman Islands Government for 2020.
86. The quality of financial reporting has improved significantly over recent years and aside from UCCI, all audit opinions issued for 2020 to date have been unqualified.
87. There has also been a marked increase in the number of entities preparing and tabling annual reports rather than only financial statements. This meets a key requirement of the PMFA and enhances the level of financial accountability to key stakeholders. Although there had been a marked improvement in laying of these documents in the second half of 2021, the timely submission of these remains an area of concern.
88. As has been noted in previous General Reports, the achievement of proper accountability for the use of public funds indicates strong functional leadership in the Government, and specifically the strength of the leadership over the country's finances. It is encouraging to see that those charged with this stewardship are taking positive and proactive steps to improve the management of public resources. I recommend the continued strengthening of functional leadership through continued appropriate guidance and being provided to all public bodies through the Ministry of Finance.
89. While the story is one of progress regarding financial reporting, specifically at the individual public body level, the focus now needs to be given to the EPS account. I recommend that focus is now given to getting these audits up to date and addressing the issues that have led to the adverse audit opinion being given.
90. In paragraph 21, I recommend that the Government consider the necessity for SIAHDC to continue as a separate entity given the lack of value provided to the Caymanian public purse. No houses have been built or sold in the last two years yet the costs of maintaining the entity structure including a full audit continue.
91. In paragraph 70, I recommend that the *Standards in Public Life Act* is amended to make the reporting date 31 December each year rather than 30 June. This is to ensure that the declarations coincide with the public sector financial year end. I can then use these declarations for audit assurance purposes rather than requiring separate notice of interest reporting from the entities.

92. Finally, as the Government continues to bolster its financial reporting, it must now focus on enhancing the framework for reporting service performance information to demonstrate how effectively and efficiently public resources are used and the outcomes and benefits achieved.



*Sue Winspear CPFA
Auditor General
George Town, Grand Cayman
Cayman Islands*

8th December 2021

APPENDIX A – STATUS OF AUDITS: 2015–16 TO 2020

Ministries, Portfolios and Offices	2015 – 16			2016 – 17			2018			2019			2020		
	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament	Date Audit Completed or Progress	Audit Opinion	Tabled in the Legislative Assembly
Cabinet Office	28-Feb-18	Unqualified with Emphasis of Matter		30-Apr-18	Unqualified	26-Jul-19	23-Apr-19	Unqualified with Emphasis of Matter	26-Jul-19	24-Apr-20	Unqualified		28-Apr-21	Unqualified	
Office of the Director of Public Prosecutions	31-Oct-16	Unqualified	27-Mar-17	30-Apr-18	Unqualified	12-Sep-18	30-Apr-19	Unqualified	14-Nov-19	30-Apr-20	Unqualified	7-Dec-20	30-Apr-21	Unqualified	15-Jul-21
Information Commissioner's Office	31-Oct-16	Unqualified	22-Mar-17	30-Apr-18	Unqualified with Emphasis of Matter	12-Apr-19	N/A			N/A			N/A		
Judicial Administration	31-Oct-16	Qualified	27-Mar-17	30-Apr-18	Unqualified	31-Jan-20	30-Apr-19	Unqualified		30-Apr-20	Unqualified		30-Apr-21	Unqualified	
Ministry of Commerce, Planning and Infrastructure	31-Oct-16	Unqualified	15-Mar-17	13-Jul-18	Unqualified	14-Nov-18	29-Apr-19	Unqualified	31-Jan-20	30-Apr-20	Unqualified	14-Oct-20	22-Apr-21	Unqualified	15-Jul-21
Ministry of Community Affairs	15-Sep-17	Unqualified		3-May-18	Qualified	11-Dec-20	15-Apr-19	Unqualified	24-Jul-19	20-Apr-20	Unqualified	14-Jul-21	19-Apr-21	Unqualified	14-Jul-21
Ministry of District Administration, Tourism & Transport	18-Nov-16	Unqualified	27-Mar-17	3-May-18	Unqualified	28-Jun-18	25-Apr-19	Unqualified	13-Nov-19	30-Apr-20	Unqualified	29-Jul-20	9-Apr-21	Unqualified	
Ministry of Education, Youth, Sports, Agriculture and Lands	16-Nov-18	Unqualified	26-Jul-19	18-Dec-19	Unqualified	10-Dec-20	18-Dec-19	Unqualified	10-Dec-20	21-Jul-20	Unqualified	10-Dec-20	21-Apr-21	Unqualified	15-Jul-21
Ministry of Employment & Border Control	31-Oct-16	Unqualified	24-Feb-17	30-Apr-18	Qualified		30-Apr-19	Unqualified	30-Jan-20	3-Sep-20	Unqualified	21-Jul-21	23-Apr-21	Unqualified	21-Jul-21

Ministries, Portfolios and Offices	2015 – 16			2016 – 17			2018			2019			2020		
	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament
Ministry of Finance and Economic Development	25-Oct-16	Unqualified	15-Mar-17	8-Apr-18	Unqualified with Other Matter	27-Jun-18	15-Mar-19	Unqualified	12-Apr-19	6-Mar-20	Unqualified	29-Jun-20	10-Mar-21	Unqualified	15-Jul-21
Ministry of Financial Services and Home Affairs	31-Oct-16	Unqualified with Emphasis of Matter	24-Feb-17	13-Jul-18	Unqualified with Emphasis of Matter	12-Apr-19	17-Apr-19	Unqualified with Emphasis of Matter	13-Nov-19	28-Apr-20	Unqualified	14-Oct-20	30-Jul-21	Unqualified	
Ministry of Health, Environment, Culture and Housing	3-Aug-18	Unqualified with Other Matter		In progress			In progress			In progress			In progress		
Ministry of International Trade, Investment, Maritime & Aviation	N/A			N/A			N/A			30-Apr-20	Unqualified	11-Dec-20	19-Apr-21	Unqualified	14-Jul-21
Office of the Complaints Commissioner	31-Oct-16	Unqualified	22-Mar-17	30-Apr-18	Unqualified with Emphasis of Matter	12 April 2019	N/A			N/A			N/A		
Office of the Ombudsman	N/A			1-May-18	Unqualified	12-Apr-19	30-Apr-19	Unqualified	13-Nov-19	30-Apr-20	Unqualified	29-Jul-20	30-Apr-21	Unqualified	14-Jul-21
Portfolio of Legal Affairs	31-Oct-16	Unqualified	27-Mar-17	2-May-18	Unqualified	24-Jul-19	30-Apr-19	Unqualified	14-Nov-19	30-Apr-20	Unqualified	14-Oct-20	30-Apr-21	Unqualified with Emphasis of Matter	15-Jul-21
Portfolio of the Civil Service	31-Oct-16	Unqualified with Emphasis of Matter	16-Mar-18	30-Apr-18	Unqualified	26-Jul-19	30-Apr-19	Unqualified		25-Apr-20	Unqualified	14-Oct-20	26-Apr-21	Unqualified	15-Jul-21
Office of the Commissioner of Police	N/A			N/A			N/A			N/A			13-Apr-21	Unqualified	
Entire Public Sector	19-Oct-17	Adverse	6-Sep-18	9-Sep-19	Adverse		10-Aug-21	Adverse		In progress			In progress		

Notes:

1. The Information Commissioner's Office and Office of the Complaints Commissioner were merged in 2017 into the Office of the Ombudsman
2. In January 2019 the Ministry of International Trade, Investment, Maritime and Aviation was established.
3. In January 2020 the Office of the Commissioner of Police was established.

SAGC	2015 – 16			2016 – 17			2018			2019			2020		
	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament
Auditors Oversight Authority	21-Oct-16	Unqualified	24-Feb-17	20-Apr-18	Unqualified with Emphasis of Matter	27-Jun-18	11-Mar-19	Unqualified	24-Jul-19	12-Mar-20	Unqualified	1-Jul-20	31-Mar-21	Unqualified	15-Jul-21
Cayman Airways Ltd	24-Feb-17	Unqualified with Emphasis of Matter	14-Mar-18	25-May-18	Unqualified with Emphasis of Matter	24-Jul-19	18-Feb-20	Unqualified with Emphasis of Matter		4-Jun-21	Unqualified with Emphasis of Matter		In progress		
Cayman Islands Airports Authority	5-Jun-19	Unqualified	24-Jul-19	30-Jul-21	Unqualified	24-Jul-19	In progress			In progress			In progress		
Cayman Islands Development Bank	26-Oct-16	Unqualified with Emphasis of Matter	22-Feb-17	17-May-18	Unqualified with Emphasis of Matter	12-Apr-19	2-Aug-19	Unqualified with Emphasis of Matter	5-Dec-19	20-Jul-20	Unqualified with Emphasis of Matter	15-Jul-21	28-Apr-21	Unqualified with Emphasis of Matter	
Cayman Islands Monetary Authority	20-Dec-16	Unqualified	1-Nov-17	30-Apr-18	Unqualified	28-Jun-18	30-Apr-19	Unqualified	24-Jul-19	15-Sep-20	Unqualified with Emphasis of Matter	7-Dec-20	30-Apr-21	Unqualified with Emphasis of Matter	
Cayman Islands National Insurance Company	25-Apr-19	Unqualified	26-Jul-19	25-Apr-19	Unqualified	26-Jul-19	30-Sep-19	Unqualified	5-Dec-19	30-Apr-20	Unqualified with Emphasis of Matter	23-Oct-20	28-Apr-21	Unqualified	
Cayman Islands National Museum	26-Oct-16	Qualified with Emphasis of Matter	23-Aug-17	15-Nov-18	Unqualified with Emphasis of Matter	15-Jul-21	30-Apr-19	Unqualified with Emphasis of Matter	5-Dec-19	30-Apr-20	Unqualified	15-Jul-21	26-Apr-21	Unqualified	

SAGC	2015 – 16			2016 – 17			2018			2019			2020		
	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament
Cayman Islands Stock Exchange	28-Oct-16	Unqualified	24-Feb-17	30-Apr-18	Unqualified	27-Jun-18	30-Apr-19	Unqualified	24-Jul-19	30-Apr-20	Unqualified	1-Jul-20	30-Apr-21	Unqualified	15-Jul-21
Cayman National Cultural Foundation	31-Oct-16	Qualified with Emphasis of Matter		31-May-18	Qualified with Emphasis of Matter	9-Dec-20	29-Apr-19	Unqualified with Emphasis of Matter	9-Dec-20	22-Apr-20	Unqualified		29-Apr-21	Unqualified	
Cayman Turtle Conservation and Education Center Limited	28-Oct-16	Unqualified with Emphasis of Matter	13-Nov-19	18-Dec-19	Unqualified with Emphasis of Matter	23-Oct-20	14-May-20	Unqualified with Emphasis of Matter	23-Oct-20	14-May-20	Unqualified with Emphasis of Matter and Other Matter	23-Oct-20	In progress		
Children & Youth Services Foundation	26-Oct-16	Unqualified	22-Feb-17	30-Apr-18	Unqualified with Emphasis of Matter		20-Jun-19	Unqualified		29-Jun-20	Unqualified	11-Dec-20	30-Apr-21	Unqualified	14-Jul-21
Civil Aviation Authority	31-Oct-16	Unqualified	24-Feb-17	30-Apr-18	Unqualified	28-Jun-18	17-May-19	Unqualified with Emphasis of Matter	31-Jan-20	22-May-20	Unqualified	7-Dec-20	30-Apr-21	Unqualified	
Electricity Regulatory Authority	27-Oct-16	Unqualified with Emphasis of Matter	22-Feb-17	30-Apr-18	Unqualified with Emphasis of Matter	27-Jun-18	N/A			N/A			N/A		
Health Services Authority	13-Apr-17	Qualified with Other Matter	23-Aug-17	30-Apr-18	Qualified	24-Jul-2019	30-Apr-19	Unqualified with Emphasis of Matter	9-Dec-20	30-Apr-20	Unqualified with Emphasis of Matter	14-Jul-21	30-Apr-21	Unqualified with Emphasis of Matter	

SAGC	2015 – 16			2016 – 17			2018			2019			2020		
	Date Audit Completed or Progress	Audit Opinion	Tabled in the Legislative Assembly	Date Audit Completed or Progress	Audit Opinion	Tabled in the Legislative Assembly	Date Audit Completed or Progress	Audit Opinion	Tabled in the Legislative Assembly	Date Audit Completed or Progress	Audit Opinion	Tabled in the Legislative Assembly	Date Audit Completed or Progress	Audit Opinion	Tabled in the Legislative Assembly
Information and Communications Technology	31-Oct-16	Unqualified with Emphasis of Matter	27-Jun-18	30-Apr-18	Unqualified with Emphasis of Matter	27-Jun-18	N/A			N/A			N/A		
Maritime Authority of the Cayman Islands	31-Oct-16	Qualified with Other Matter	24-Feb-17	8-Aug-18	Unqualified	14-Nov-18	23-Aug-19	Unqualified	13-Jan-20	6-Aug-20	Unqualified	7-Dec-20	In progress		
National Drug Council	21-Oct-16	Unqualified	9-Dec-20	30-Apr-18	Unqualified	9-Dec-20	3-May-19	Unqualified with Emphasis of Matter and Other Matter	21-Jul-21	30-Apr-20	Unqualified	21-Jul-21	30-Apr-21	Unqualified	
National Gallery of the Cayman Islands	28-Oct-16	Qualified with Emphasis of Matter and Other Matter	23-Aug-17	30-Apr-18	Unqualified	11-Dec-20	30-Apr-19	Unqualified with Emphasis of Matter and Other Matter	11-Dec-20	28-Apr-20	Unqualified	11-Dec-20	30-Apr-21	Unqualified	
National Housing and Development Trust	24-Oct-17	Unqualified with Other Matter		30-Apr-18	Unqualified		2-Aug-19	Unqualified		3-Feb-21	Unqualified		30-Apr-21	Unqualified	
National Roads Authority	26-May-17	Unqualified with Emphasis of Matter	14-Mar-18	2-Nov-18	Unqualified with Emphasis of Matter	15-Jul-21	30-Apr-19	Unqualified with Emphasis of Matter	15-Jul-21	27-Apr-20	Unqualified with Emphasis of Matter	15-Jul-21	30-Apr-21	Unqualified with Emphasis of Matter	
Port Authority of the Cayman Islands	15-Sep-17	Unqualified with Emphasis of Matter	24-Jul-19	20-Sep-19	Unqualified	16-Oct-20	20-Sep-19	Unqualified	16-Oct-20	13-Nov-20	Unqualified with Emphasis of Matter	15-Jul-21	1-Apr-21	Unqualified with Emphasis of Matter	

SAGC	2015 – 16			2016 – 17			2018			2019			2020		
	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament	Date Audit Completed or Progress	Audit Opinion	Date Tabled in Parliament
Public Service Pensions Board	28-Oct-16	Unqualified with Emphasis of Matter	15-Mar-17	30-Apr-18	Unqualified with Emphasis of Matter	29-Jun-18	17-Apr-19	Unqualified with Emphasis of Matter	24-Jul-19	29-Apr-20	Unqualified with Emphasis of Matter	1-Jul-20	29-Apr-21	Unqualified with Emphasis of Matter	21-Jul-21
Segregated Insurance Fund	26-Oct-16	Unqualified with Other Matter	22-Feb-17	19-Apr-18	Unqualified with Emphasis of Matter and Other Matter	14-Jul-21	21-Mar-19	Unqualified	14-Jul-21	13-Mar-20	Unqualified	14-Jul-21	1-Apr-21	Unqualified	
Sister Islands Affordable Housing Development Corporation	31-Oct-16	Unqualified	13-Nov-19	30-Apr-18	Unqualified	28-Jun-18	27-May-19	Unqualified	13-Nov-19	13-Mar-20	Unqualified	29-Jul-20	29-Mar-21	Unqualified	15-Jul-21
Tourism Attractions Board	8-Aug-18	Unqualified	24-Jul-19	2-Nov-18	Unqualified	24-Jul-19	18-Apr-19	Unqualified		29-Apr-20	Unqualified		30-Apr-21	Unqualified	
University College of the Cayman Islands	26-Oct-16	Unqualified	30-Jan-20	30-Apr-18	Unqualified	30-Jan-20	27-Jun-19	Unqualified	14-Jul-21	30-Apr-20	Unqualified	10-Dec-20	11-Oct-21	Qualified with Emphasis of Matter	
Utilities Regulation and Competition Office	N/A			30-Apr-18	Unqualified	27-Jun-18	30-Apr-19	Unqualified	14-Oct-21	21-Jul-21	Unqualified		30-Nov-21	Unqualified	
Water Authority of the Cayman Islands	31-Oct-16	Unqualified	14-Mar-18	30-Apr-18	Unqualified	24-Jul-19	27-Nov-19	Unqualified	14-Jul-21	30-Apr-20	Unqualified with Emphasis of Matter	14-Jul-21	29-Apr-21	Unqualified with Emphasis of Matter	

Notes:

1. The Electricity Regulatory Authority and the Information Communication Technology Authority were merged into the Utilities Regulation and Competition Office with effect from January 2017.

APPENDIX B – FINANCIAL PERFORMANCE OF MINISTRIES, PORTFOLIOS AND OFFICES

93. This report section provides a brief financial assessment of all core government entities, i.e., Ministries, Portfolios and Offices. Budgetary information has been used for those audits that are still ongoing to facilitate comparative analysis. I have also highlighted some of the control deficiencies, and other significant findings noted while auditing some of these entities. A summary of control deficiencies has been included in Exhibit 8, and further details can be found in the individual ISA 260 reports published on our website. <http://www.auditorgeneral.gov.ky/>

Exhibit 8 Internal Control Deficiencies

INTERNAL CONTROL DEFICIENCY	PUBLIC BODY													
	H S A	AOA	MFED	MCPI	MEBC	MEYSAL	OCP	NHDT	PACI	PoCS	PSPB	SIAHDC	CINICO	TAB
No independent medical director on the board	√													
MHECH and MFED not represented on the board of H.S.A	√													
Non-compliance with <i>Procurement Act, 2016</i>	√													
Incomplete payables due to inappropriate cut-off procedures of accruals	√													
Untimely evaluation of zero balance encounters report and logging as "Patient-Not-Seen" in the Cerner for unseen patient (Outpatient) during nurse triage	√													
No compliance and internal audit review on revenue	√													
Lack of clean-up of long outstanding accounts receivable (AR) Credits	√		√											
Time and attendance system not automated	√													
Non-compliance with the <i>Public Authorities Act (2020 Revision)</i>		√												
Outputs in Purchase Agreement not clearly defined		√												
Lack of formal IT Strategic Plan					√									
Lack of IT risk assessment and IT strategy			√											
Lack of formal incident management policy			√											
Lack change management policy			√											

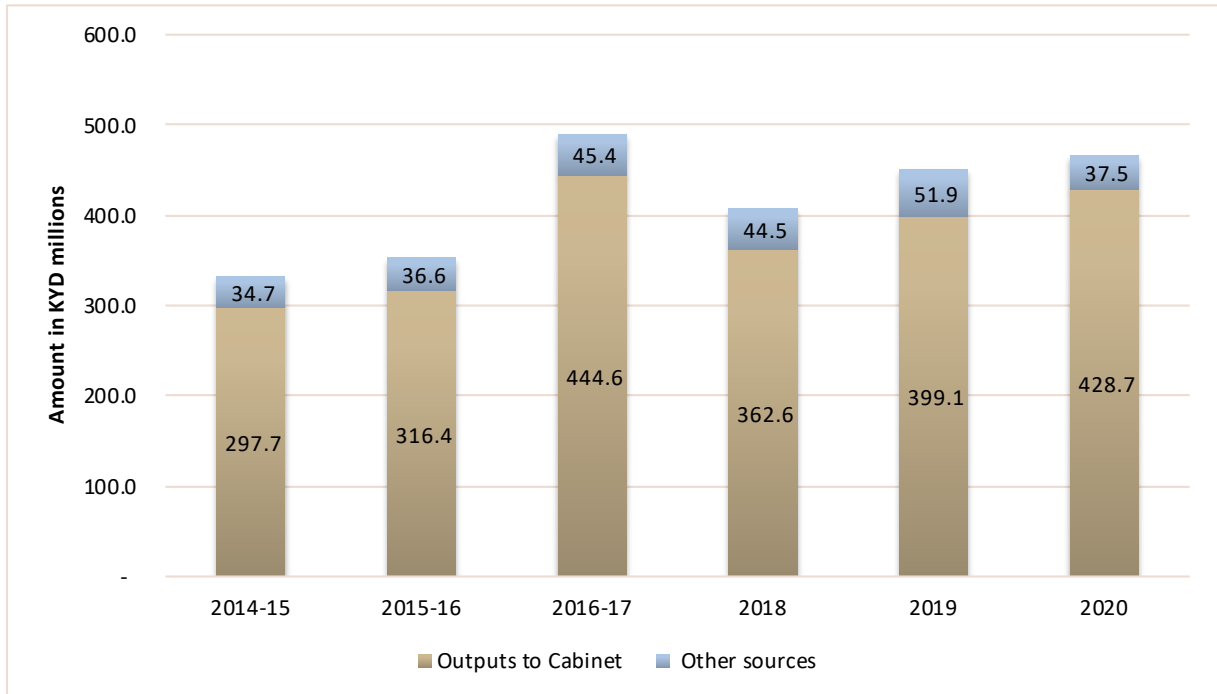
INTERNAL CONTROL DEFICIENCY	PUBLIC BODY													
	H S A	AOA	MFED	MCPI	MEBC	MEYSAL	OCP	NHDT	PACI	PoCS	PSPB	SIAHDC	CINICO	TAB
Deficiency in the business continuity disaster recovery/back-up and recovery procedures			√											
No formal method for tracking of outputs produced/budgeting and billing of output revenue				√			√							
Non-compliance with the <i>Personnel Regulations (2017 Revision)</i>				√										
Inappropriate management of annual leave/long outstanding leave balances				√										
No annual report produced					√									
No formal IT strategic plan					√									
IT policies not finalised					√									
Segregation of duties - Improper developer access to CIMS production						√								
Supplementary appropriations not approved by Parliament						√								
No tendering for significant contract						√								
Poor quality of audit submission and supporting schedules								√						
Non-compliance with PAA 47 salary adjustments								√						
Delayed output billing								√						
Lack of public liability insurance								√						
High level of delinquency among tenants								√						
No robust risk management mechanism to identify risks								√			√			
Incorrect rate applied for the calculation of cargo dues										√				

INTERNAL CONTROL DEFICIENCY	PUBLIC BODY													
	H S A	AOA	MFED	MCPI	MEBC	MEYSAL	OCP	NHDT	PACI	PoCS	PSPB	SIAHDC	CINICO	TAB
Incorrect calculation method with respect to excess storage fees									√					
Incorrect recording of Naturalization fees										√				
Incorrect treatment of purchase orders										√				
No Board meetings held during the year												√		
No house sales during the year												√		
Lack defined information technology policy													√	
Notice of interests forms not provided														√

SUMMARY FINANCIAL ASSESSMENT - REVENUES

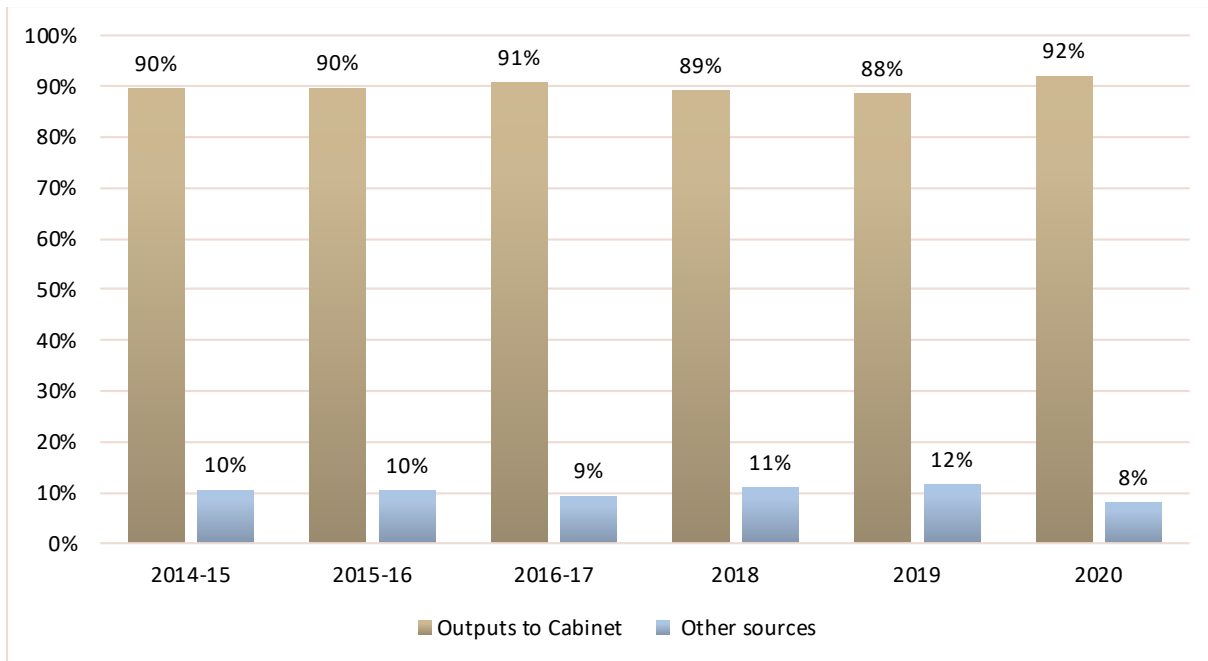
94. Ministries, Portfolios and Offices generate revenue by delivering goods and services on behalf of the Cabinet and collecting revenue from the resulting outputs. They also charge public members directly for goods and services not deemed as coercive (i.e., fees, duties, etc.) collected on behalf of the Treasury and not retained by the respective collecting core government entity.
95. The revenue from Cabinet is, in essence, the recovery of the cost incurred by entities to provide the outputs on its behalf. This revenue is authorised through the appropriation process. Exhibit 9 shows that over the period from 2014-15 to 2020, the total amount of revenue generated from the provision of outputs to the Cabinet increased by 44% from \$297.7 million to \$428.7 million. Over the same period, total revenues, which is inclusive of revenue from other sources increased by 40% from \$332.4 million to \$465.6 million.

Exhibit 9: Total Revenues by source, Ministries, Portfolios and Offices, 2014-15 to 2020



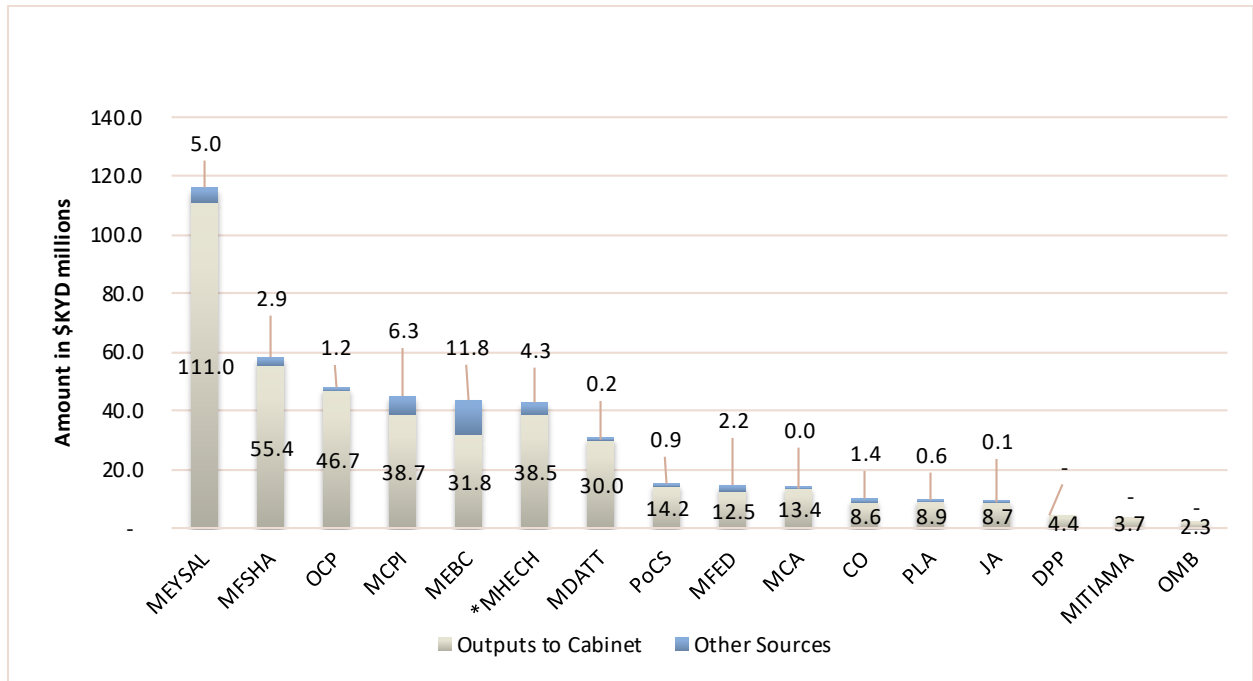
96. Exhibit 10 summarises Ministries, Portfolios, and Offices total revenue by source as a percentage of total revenue from 2014-15 to 2020. Although there was an increase in revenue, the allocation source has remained relatively consistent over the same period, with approximately 90% of total revenue being sourced from Outputs to Cabinet; the remaining 10% comes from other sources.

Exhibit 10: Total Revenues by type (%), Ministries, Portfolios and Offices, 2014-15 to 2020



97. The largest component of the revenue generated from the Cabinet is the recovery of payroll costs for civil servants employed by the respective entities to provide outputs. This is consistent with most governments, which are labour driven as a considerable portion of the programmes and activities of the Government are service-oriented. On average, for the six years between 2014–15 and 2020, revenues from outputs have contributed 90% of outputs for core government entities.
98. Exhibit 11 shows total revenues earned and the allocations of revenues by sources for all Ministries, Portfolios and Offices for 2020, except for the OAG.

Exhibit 11: Total Revenues by Source, by Ministry, Portfolio and Office, 2020



Note: The amount for MHECH has been obtained from the unaudited draft financial statements submitted for audit.

99. There is currently no comprehensive performance management reporting framework that demonstrates if the planned outputs were achieved effectively and efficiently. Financial reporting is done only on an input cost basis and primarily only assesses whether cost allocations have been exceeded or met. There are no details on whether the resources were used efficiently and effectively as authorised for the specific objective.

100. Despite this shortfall in the accountability framework for public resources, it is encouraging to see an increasing number of public bodies producing annual reports that include management discussion and analysis and service performance information in some instances.

101. I encourage all entities to produce and table robust annual reports that provide more contextual details than that included in the financial statements. This context would enable users to assess the extent, efficiency, and effectiveness of the public body’s service performance. It would also provide clarity about the relationship between the public body’s service performance objectives and its actual performance achievements for the respective financial period.

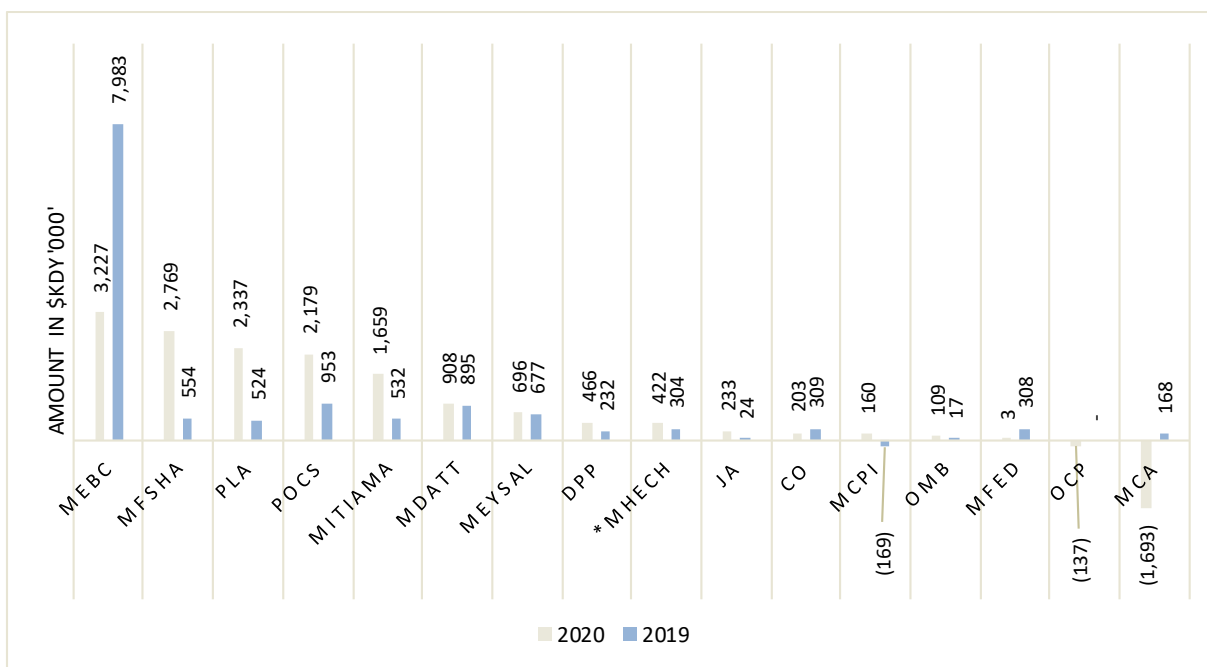
FINANCIAL PERFORMANCE AND POSITION

102. For 2020, all but two core government entities audited, reported a surplus, i.e., total revenue exceeded total expenditure. The Ministry of Community Affairs and the Office of the Commissioner of Police reported a deficit.

103. To obtain a complete picture, one should not assess this positive financial performance alone. It is essential to also consider the related services performance indicators and measures to determine the efficiency and effectiveness of the respective entities' operations. The ability to do this balanced assessment is currently lacking due to the suspension of provisions of the PMFA, which requires entities to report on their outputs.

104. Exhibit 12 shows the net surplus or deficit for all Ministries, Portfolios and Offices for the years ended 31 December 2020 and 2019.

Exhibit 12: Surplus/ (Deficit) by Ministry, Portfolio and Office, 2020 and 2019



**This amount has been obtained from the unaudited draft financial statements submitted for audit.*

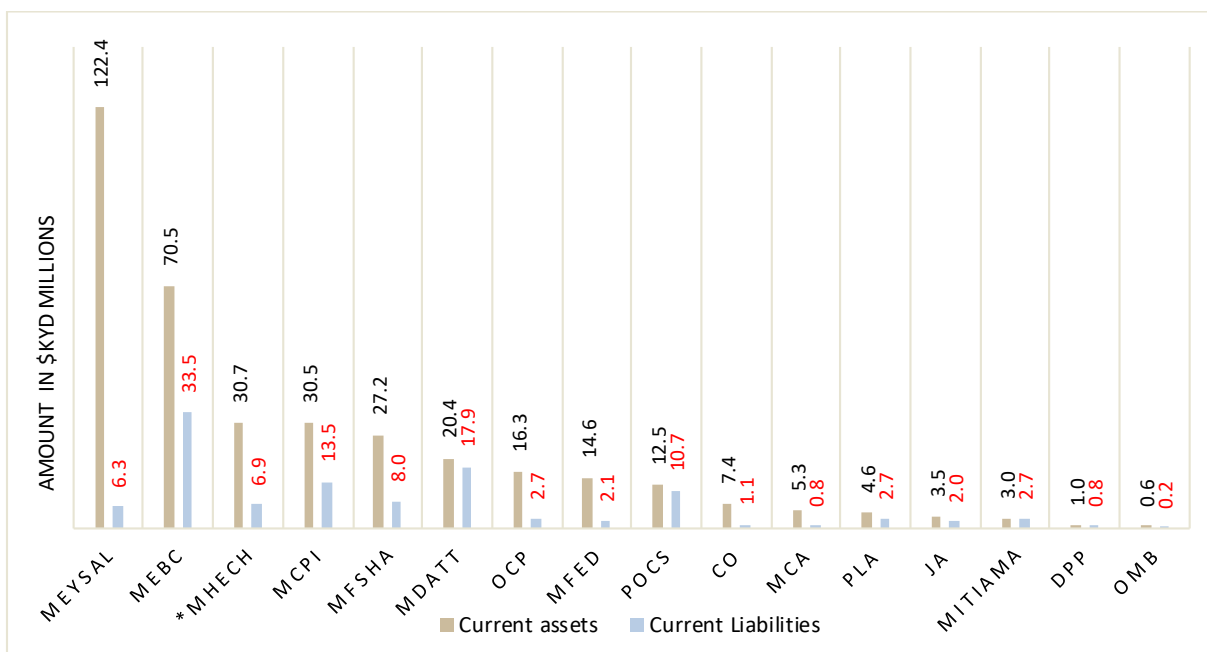
105. Exhibit 12 above shows that the Ministry of Employment of Border Control reported the largest surplus compared to other core government entities. This surplus was so due to underspending as various programme support services could not be initiated because of the COVID-19 pandemic.

106. Consistent with their financial performance, all entities reported healthy financial positions. All entities have positive current ratios, i.e., adequate assets to meet current obligations.

107. A current ratio of one (1) means the amount of current assets held (cash and easily liquidated assets like accounts receivables and inventory) is the same as the current obligations of a core government entity. Therefore a current ratio in excess of one indicates a positive asset position, and conversely, a current ratio less than one indicates a shortfall of assets to meet current obligations.

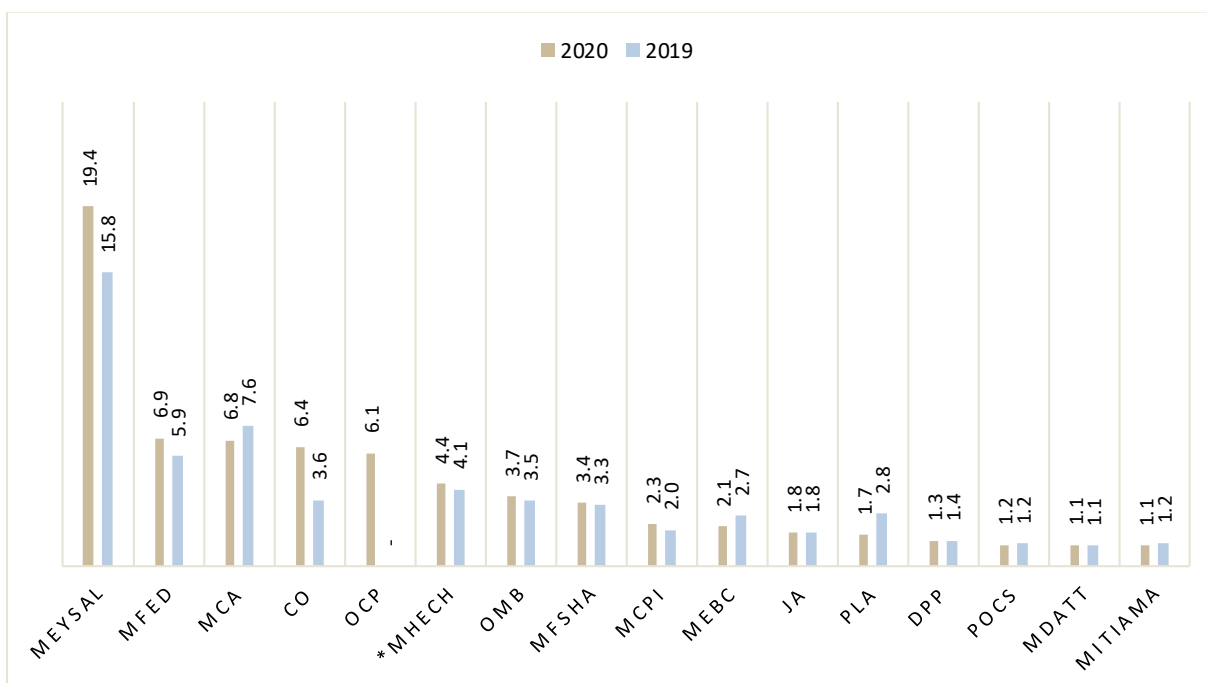
108. Exhibit 13 shows the current assets compared with the current for 2020. Exhibit 14 shows the current ratios for Ministries, Portfolios and Offices for 2020 and 2019.

Exhibit 13: Current Assets vs. Current liabilities by Ministry, Portfolio and Office, 2020



*The amounts for MHECH obtained from the budget.

Exhibit 14: Current Ratios by Ministry, Portfolio and Office, 2020 and 2019



*The amounts for MHECH obtained from the budget

109. Based on our calculations, the Ministry of Education reported the most notable current ratio of 19.4, which was attributable to significant current assets of \$122.4 million, consisting of \$104.6 million of cash and cash equivalents and \$17.8 million of other current assets. The Ministry of Finance and Economic Development had the second-highest current ratio of 6.9, while the Ministry of International Trade, Investments, Aviation and Maritime Affairs had the lowest ratio of only 1.1.

APPENDIX C – FINANCIAL PERFORMANCE OF STATUTORY AUTHORITIES AND GOVERNMENT COMPANIES (SAGCS)

110. This section of the report provides a general financial assessment of SAGCs. Unaudited numbers from the budget statements have been used for those entities whose audits are still in progress for the 2020 fiscal year.

REVENUE FROM GOVERNMENT

111. A key source of revenue for most SAGCs is from providing various services to the general public on behalf of Government as agreed in their respective ownership and purchase agreements. For 2020, SAGCs generated revenues totaling \$87.0 million for providing services (outputs) to Government and \$460.0 million of revenues from other sources. Exhibit 15 provides the amount of revenue by source for each SAGCs.

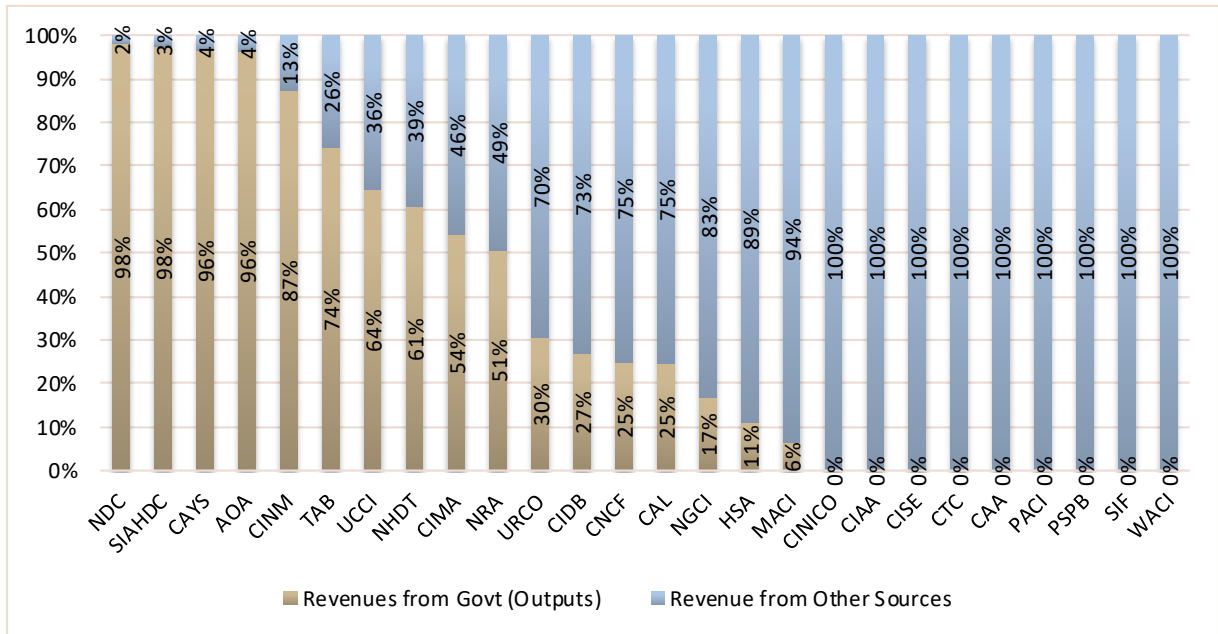
Exhibit 15: SAGC Revenues by type, 2020

Entity	Revenues from Govt. (Outputs)	Revenue from Other Sources	Total Revenue
Cayman Islands Monetary Authority	22,648,000	19,123,000	41,771,000
*Cayman Airways Limited	18,523,000	56,918,000	75,441,000
Health Services Authority	16,200,689	129,225,413	145,426,102
National Roads Authority	10,512,419	10,244,618	20,757,037
University College of the Cayman Islands	7,057,482	3,885,260	10,942,742
Children & Youth Services Foundation	3,100,000	114,253	3,214,253
Tourism Attractions Board	1,760,000	612,389	2,372,389
Utilities Regulation and Competition Office	1,628,183	3,713,319	5,341,502
Cayman National Cultural Foundation	1,088,800	3,283,314	4,372,114
Cayman Islands National Museum	855,000	125,197	980,197
National Gallery of the Cayman Islands	736,000	3,649,175	4,385,175
National Drug Council	689,355	14,117	703,472
National Housing Development Trust	675,000	440,000	1,115,000
*Maritime Authority of the Cayman Islands	674,528	9,858,247	10,532,775
Cayman Islands Development Bank	566,768	1,533,217	2,099,985
Auditors Oversight Authority	335,000	12,925	347,925
Sister Islands Affordable Housing Development Corporation	39,000	1,000	40,000
Cayman Islands National Insurance Company	-	102,056,757	102,056,757
*Cayman Islands Airport Authority	-	33,711,651	33,711,651
Cayman Islands Stock Exchange	-	3,931,130	3,931,130
*Cayman Turtle Conservation and Education Center Limited	-	9,613,566	9,613,566
Civil Aviation Authority	-	7,340,468	7,340,468
Port Authority of the Cayman Islands	-	21,853,149	21,853,149
Public Service Pensions Board	-	259,000	259,000
Segregated Insurance Fund of the Cayman Islands	-	5,451,492	5,451,492
Water Authority of the Cayman Islands	-	33,063,973	33,063,973
Total	87,089,224	460,034,630	547,123,854

**Note: The figures for CAL, MACI, CIAA and CTC are budgeted amounts as the 2020 audits are incomplete at the time of this report.*

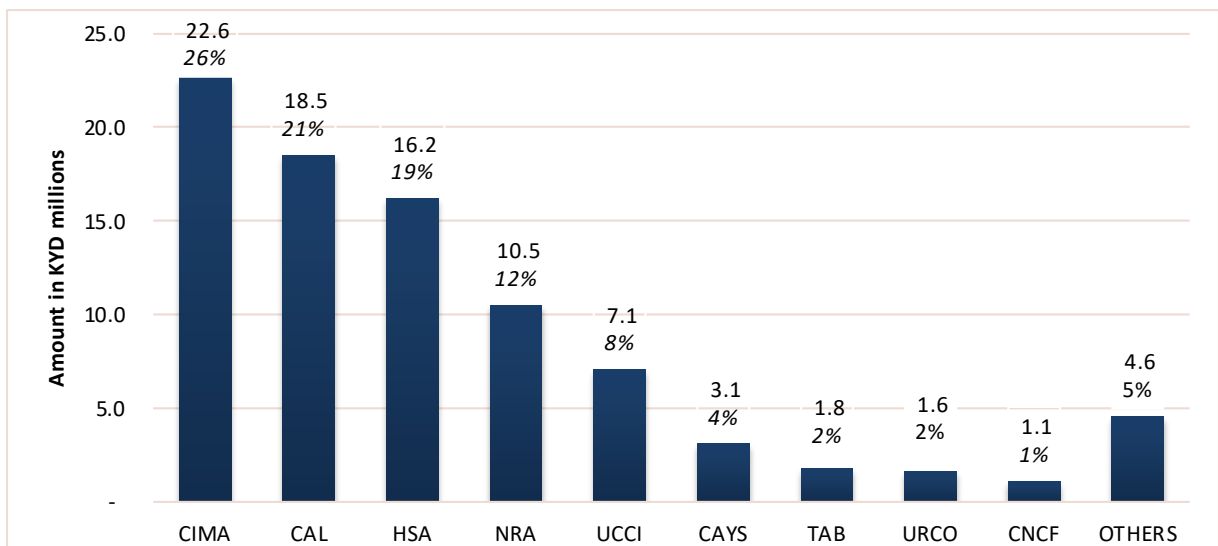
112. In some instances, the Government's revenue represents more than 50% of the respective SAGC's total revenue, and without it, they would not be able to sustain their operations. Exhibit 16 shows the proportion of revenues from the Government and revenue from other sources for SAGCs for 2020. Exhibit 16 also shows that ten out of 26 SAGCs rely on more than 50% of government revenue. Further analysis reveals that four out of 26 rely on more than 95% of government revenue.

Exhibit 16: SAGCs Government Revenue vs. Revenue from other sources, 2020



113. Of the \$87.1 million of revenue sourced from the Government for 2020, \$67.9 million (78%) was billed by four entities, the most significant being the Cayman Islands Monetary Authority, which billed \$22.6 million of revenue (representing 26% of total revenue from Government for the year). CAL, although this is a budget figure, is the second-highest at \$18.5 million (21%), followed by HSA at \$16.2 million (19%), and NRA and \$10.5 million (12%). The remainder of SAGCs collectively accounts for \$19.2 million (22%). Exhibit 17 below shows the ten top billers of output revenue.

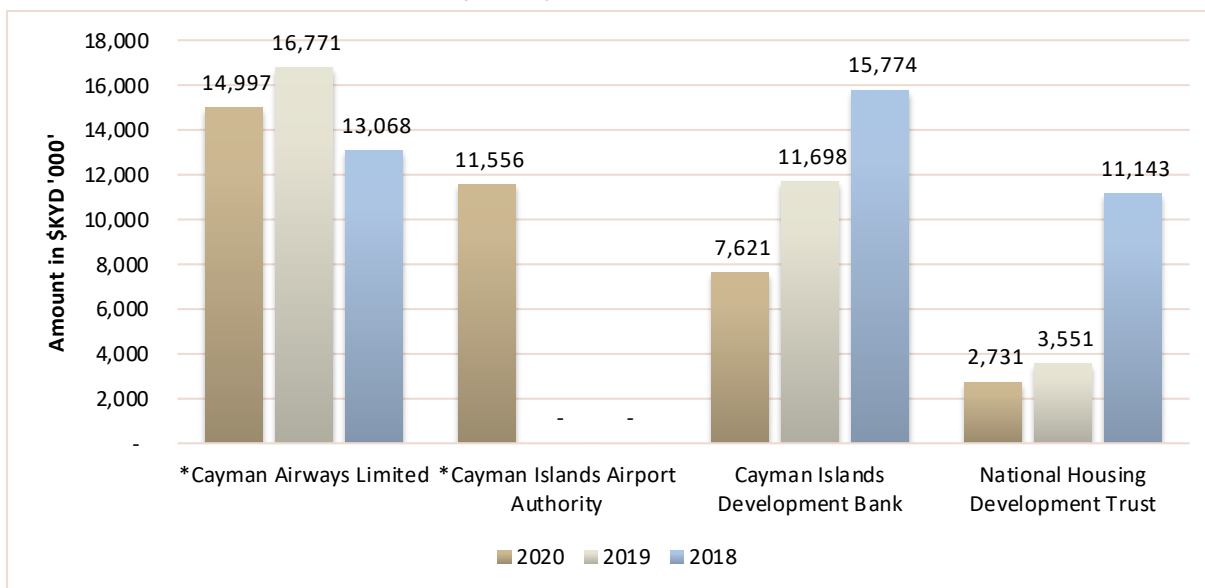
Exhibit 17: SAGCs billers of output revenue, 2020



NON-CURRENT DEBTS/LOANS

114. SAGCs' total non-current debts and loans decreased from \$30.0 million at 31 December 2018 to \$37.0 million at 31 December 2020; a decrease of \$3.1 million (8%). Exhibit 18 shows that this debt was held by four SAGCs. Government provides the guarantee for the debt held by CAL, CIAA, CIDB and NHDT.

Exhibit 18: SAGCs Non-Current Debts/Loans, 2018 to 2020



**Budget amount used as the 2020, 2019 (CIAA only) and 2018 (CIAA only) audit is on-going.*

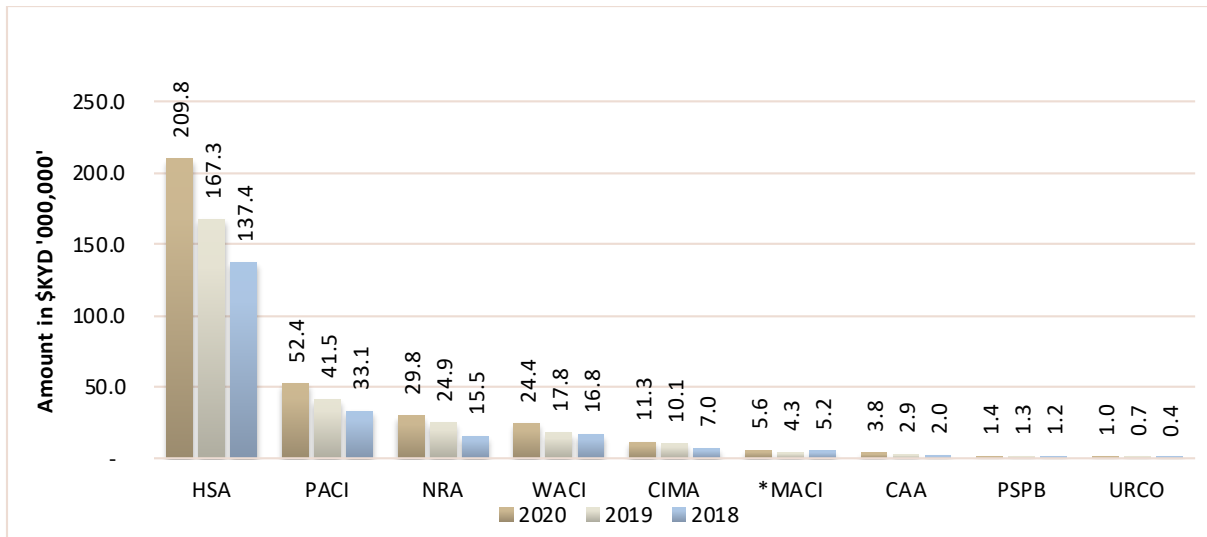
POST-RETIREMENT HEALTH CARE OBLIGATIONS

115. During the 2016–17 fiscal period, a decision was made by the Ministry of Finance that all SAGCs that had employees who were deemed eligible to receive post-retirement health care benefits should reflect this obligation in their respective financial statements. To qualify for these benefits, employees of SAGCs had to have been previously employed with central government and been transferred to a SAGC, worked no less than ten years in the public service, and retired from the public service.

116. The total Post-Retirement Health Care Obligation for the audited SAGCs increased by 25%, from \$277.1 million in 2019 to \$339.4 million in 2020. This increase was primarily attributed to the actuarial valuations received for 2020. These figures exclude CIAA as audits for 2020, 2019 and 2018 are ongoing.

117. Exhibit 19 shows the obligations based on actuarial valuations that were recorded in 2020, 2019 and 2018 for the eight SAGCs with eligible employees.

Exhibit 19: SAGCs' Post-Retirement Health Care Obligations, 2018 to 2020

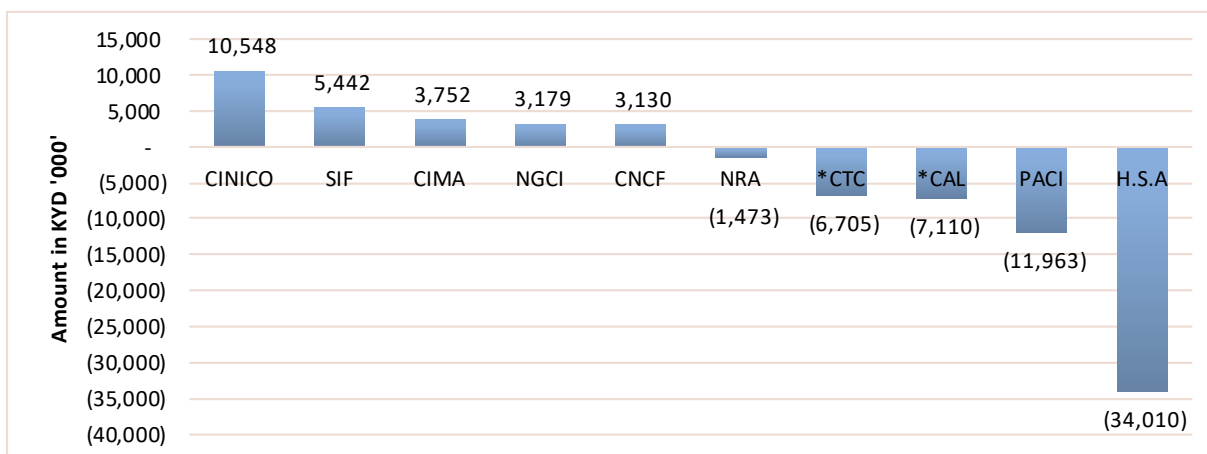


1. The CIAA has not been included in the exhibit because the 2020, 2019 and 2018 audits are on-going.
2. *MACI's 2020 audit is ongoing, budget amounts have been used.

FINANCIAL PERFORMANCE

118. Exhibit 20 shows the five SAGCs that had the largest surpluses and the five SAGCs that had the largest deficits for the 2020 financial year. As reported earlier, the financial performance of the SAGCs presents a mixed picture, with 15 of the 22 SAGCs recording surpluses while six reported deficits and one broke even. The remaining four have on-going deficits. The exhibit shows that the CINICO had the largest surplus at \$10.5 million. In comparison, HSA has the largest deficit at \$34.0 million, which was primarily due to the expenses recognised in relation to the re-measurement of the post-retirement benefit obligations.

Exhibit 20: SAGCs with the five biggest surpluses and 5 biggest deficits



*Budget amounts have been used for CTC and CAL as these audits are still ongoing.

APPENDIX D – FINANCIAL ANALYSIS – MINISTRIES, PORTFOLIOS AND OFFICES

119. Exhibit 21 details each Ministry, Portfolio, and Offices' reported results for the five years from 2015-16 to 2020. Exhibit 22 details the reported expenditure and Exhibit 23 shows the split between outputs and revenue from other sources, for each Ministry, Portfolio and Office, over the same five-year period. Budget numbers are included for audits not completed to date. It is important to note that 2016–17 was an eighteen-month financial period; as such, it is not directly comparable to the other 12-month fiscal years. In addition, due to the re-organisation of Ministries that occurred in 2016–17, after the 2017 election, the composition of Ministries is not comparable for all the years presented.

Exhibit 21: Surplus/(Deficit) by Ministry, Portfolio and Office, 2015–16 to 2020

Core government entity	2015-16	2016-17	2018	2019	2020
Cabinet Office	536,000	1,100,000	517,000	309,000	203,000
Office of the Director of Public Prosecutions	5,000	418,000	76,000	232,000	466,000
Judicial Administration	214,000	596,000	102,000	24,000	233,000
Ministry of Community Affairs	1,458,000	2,398,000	280,000	178,000	(1,692,000)
Ministry of Commerce, Planning and Infrastructure	(92,000)	1,230,000	(239,000)	(169,000)	160,000
Ministry of District Administration, Tourism & Transport	1,205,000	1,693,000	1,583,000	895,000	908,000
Ministry of Finance & Economic Development	3,481,000	5,185,000	3,837,000	308,000	3,000
Ministry of Education, Youth, Sports, Agriculture & Lands	4,390,000	(5,346,000)	715,000	667,000	696,000
Ministry of Employment and Border Control	2,079,000	595,000	10,697,000	7,983,000	3,227,000
Ministry of Financial Services and Home Affairs	775,000	1,265,000	2,066,000	554,000	2,769,000
Ministry of Health, Environment, Culture and Housing	(313,000)	4,580,000	1,969,226	304,000	422,000
Ministry of International Trade, Investments, Aviation and Maritime Affairs	n/a	n/a	n/a	495,000	1,659,000
Office of the Ombudsman	n/a	417,000	93,000	17,000	109,000
Portfolio of the Civil Service	1,046,000	1,179,000	1,385,000	953,000	2,179,000
Portfolio of Legal Affairs	1,296,000	1,600,000	305,000	524,000	2,337,000
Office of the Commissioner of Police	-	-	-	-	(137,000)

Notes:

1. *The Information Commissioner's Office and Office of the Complaints Commissioner were merged in 2017 into the Office of the Ombudsman.*
2. *The Ministry of International Trade, Investment, Maritime and Aviation was established in 2019.*
3. *The Office of the Commissioner of Police was established in 2020.*
4. *The MHECH audits for 2020, 2019, 2018 and 2016-17 are on-going, amounts are from the budget.*

Exhibit 22: Expenses by Ministry, Portfolio and Office, 2015-16 to 2020

Entity	2015-16	2016-17	2018	2019	2020
	(\$'000)	(\$'000)	(\$'000)	(\$'000)	(\$'000)
Cabinet Office	12,216	12,216	8,906	9,420	9,819
Director of Public Prosecution	3,027	4,330	3,242	3,760	3,888
Information Commissioners Office	557	647	N/A	N/A	N/A
Judicial Administration	5,779	9,196	6,798	7,912	8,520
Ministry of Commerce, Planning and Infrastructure	42,174	59,762	38,335	43,640	44,825
Ministry of Community Affairs	18,178	24,972	12,861	13,757	15,097
Ministry of District Administration, Tourism and Transport	29,002	46,039	33,477	35,688	29,239
Ministry of Education, Youth, Sports, Agriculture & Lands	72,734	133,309	102,200	112,165	116,061
Ministry of Employment and Border Control	93,931	120,976	58,868	81,753	40,382
Ministry of Finance and Economic Development	18,931	31,092	26,579	15,698	14,633
Ministry of Financial Services and Home Affairs	11,152	34,625	45,798	52,175	55,483
Ministry of Health, Environment Culture and Housing	20,373	240,494	28,744	35,707	42,346
Ministry of International Trade, Investments, Aviation and Maritime Affairs	N/A	N/A	N/A	1,683	2,034
Office of the Complaints Commissioner	540	615	N/A	N/A	N/A
Office of the Ombudsman	N/A	384	1,476	1,726	2,170
Portfolio of Legal Affairs	5,848	9,860	6,576	7,213	7,246
Portfolio of the Civil Service	7,507	13,801	9,923	11,270	12,926
Office of the Commissioner of Police	N/A	N/A	N/A	N/A	48,057

Notes:

1. *The Information Commissioner's Office and Office of the Complaints Commissioner were merged in 2017 into the Office of the Ombudsman.*
2. *The Ministry of International Trade, Investment, Maritime and Aviation was established in 2019.*
3. *The Office of the Commissioner of Police was established in 2020.*
4. *The MHECH audits for 2020, 2019, 2018 and 2016-17 are on-going, amounts are from the budget.*

Exhibit 23: Revenue type by Ministry, Portfolio and Office, 2020

Entity	Outputs to Cabinet	Other Sources	Total Revenue	% Revenue Cabinet Funded
	(\$'000)	(\$'000)	(\$'000)s	
Cabinet Office	8,644	1,376	10,020	86%
Director of Public Prosecution	4,354	-	4,354	100%
Judicial Administration	8,701	52	8,753	99%
Ministry of Community Affairs	13,356	49	13,405	100%
Ministry of District Administration, Tourism and Transport	29,965	182	30,147	99%
Ministry of Education, Youth, Sports, Agriculture & Lands	111,035	5,722	116,757	95%
Ministry of Finance and Economic Development	12,473	2,163	14,636	85%
Ministry of Financial Services & Home Affairs	55,352	2,900	58,252	95%
*Ministry of Health, Environment Culture & Housing	38,526	4,262	42,788	90%
Ministry of Employment and Border Control	31,813	11,796	43,609	73%
Ministry of International Trade, Investments, Aviation and Maritime Affairs	3,693	-	3,693	100%
Ministry of Commerce, Planning & Infrastructure	38,689	6,296	44,985	86%
Office of the Ombudsman	2,279	-	2,279	100%
Portfolio of the Civil Service	14,219	882	15,101	94%
Portfolio of Legal Affairs	8,937	646	9,583	93%
Office of the Commissioner of Police	46,700	1,220	47,920	97%
Total	428,736	37,546	466,282	92%

**The MHECH audits for 2019, 2018 and 2016-17 are on-going, amounts are from the budget.*

APPENDIX E – FINANCIAL ANALYSIS – SAGCS

STATEMENT OF FINANCIAL PERFORMANCE – SAGCS

120. Exhibits 24 to 26 present details of each SAGCs' reported results from 2015-16 to 2020. It should be noted that 2016–17 was an 18-month period so it not directly comparable to the other 12-month fiscal years.

Exhibit 24: Net Profit/ (Loss) or Surplus/ (Deficit) by SAGC, 2015-16 to 2020

SAGC	30-Jun-16	31-Dec-17	31-Dec-18	31-Dec-19	31-Dec-20
Auditors Oversight Authority	5,709	46,023	33,220	(17,106)	55,576
*Cayman Airways Limited	3,818,866	(12,785,809)	(13,872,757)	(7,797,858)	(7,110,000)
*Cayman Islands Airport Authority	86,208,677	13,863,144	6,483,373	3,403,034	704,410
Cayman Islands Development Bank	404,513	(717,454)	(432,821)	263,362	283,035
Cayman Islands Monetary Authority	708,000	10,128,000	8,358,000	5,830,000	3,752,000
Cayman Islands National Museum	26,297	128,405	78,931	5,710	43,324
Cayman National Cultural Foundation	(112,764)	(230,371)	(89,820)	(202,683)	3,130,084
Cayman Islands Stock Exchange	491,944	948,841	907,795	1,214,280	2,125,678
*Cayman Turtle Conservation and Education Center Limited	(6,293,334)	(11,140,740)	(7,469,592)	(6,869,768)	(6,705,214)
Children and Youth Services Foundation	254,906	(134,215)	(493,340)	138,722	288,677
Cayman Islands National Insurance Company	(4,494,675)	(5,311,834)	(6,992,990)	(258,939)	10,547,859
Civil Aviation Authority	2,373,925	5,950,133	3,745,109	2,544,142	1,203,822
**Electricity Regulatory Authority	191,340	36,090	-	-	-
Health Services Authority	(1,684,406)	11,438,026	27,410,472	(23,007,023)	(34,010,270)
**Information & Communications Technology Authority	(139,252)	(27,574)	-	-	-
*Maritime Authority	(401,177)	718,543	1,795,595	1,808,774	306,918
National Drug Council	12,796	34,003	(17,364)	32,626	108,042
National Gallery of the Cayman Islands	(261,859)	103,091	(39,965)	(98,190)	3,178,837
National Housing Development Trust	(2,572,000)	(1,765,000)	(1,397,000)	(1,326,000)	(1,107,000)
National Roads Authority	(4,869,167)	(3,014,662)	(734,682)	1,334,751	(1,472,602)
Port Authority of the Cayman Islands	4,857,863	533,242	6,069,929	(3,386,707)	(11,962,936)
Public Service Pensions Board	(3,628)	(4,748)	(3,306)	(3,513)	(3,944)
Segregated Insurance Fund of the Cayman Islands	4,589,240	7,493,100	5,348,160	5,666,100	5,442,492
Sister Islands Affordable Housing Development Corporation	(171,000)	(7,000)	(151,000)	(25,000)	-
Tourism Attraction Board	(277,094)	237,241	243,596	166,741	(142,139)
University College of the Cayman Islands	2,623,627	153,010	(519,954)	(355,048)	330,738
Utilities Regulation and Competition Office	-	(1,446,088)	135,659	329,961	716,665
Water Authority of the Cayman Islands	(2,154,498)	(1,812,581)	8,370,271	2,338,734	623,096

*Budget amounts have been used for 2020 for CAL, CIAA, CTC and MACI. For CIAA, the 2019 and 2018 are also budget amounts.

**ERA and ICTA were merged to create URCO in 2016-17.

Exhibit 25: Expenses by SAGC, 2015-16 to 2020

SAGC	30-Jun-16	31-Dec-17	31-Dec-18	31-Dec-19	31-Dec-20
Auditors Oversight Authority	366,217	432,477	309,411	335,606	292,349
*Cayman Airways Limited	84,565,095	137,441,279	98,068,320	100,563,880	82,551,000
*Cayman Islands Airport Authority	25,352,298	41,096,149	29,364,167	28,422,224	33,007,240
Cayman Islands Development Bank	2,076,099	3,937,915	2,950,905	2,470,424	2,179,492
Cayman Islands Monetary Authority	23,700,000	36,710,000	28,199,000	30,624,000	36,022,000
Cayman Islands National Museum	1,003,947	1,381,861	938,212	1,058,551	936,873
Cayman National Cultural Foundation	1,006,409	1,531,270	964,869	1,154,952	1,242,030
Cayman Islands Stock Exchange Ltd.	1,450,004	2,134,265	1,857,762	1,951,379	1,805,452
*Cayman Turtle Conservation and Education Center Limited	14,828,316	21,709,329	13,289,931	13,710,305	16,318,780
Children and Youth Services Foundation	2,437,997	4,260,487	3,276,507	3,046,046	2,925,576
Cayman Islands National Insurance Company	70,993,880	109,667,029	86,981,896	95,995,783	91,508,898
Civil Aviation Authority	5,078,173	6,385,079	4,740,502	5,037,049	4,980,646
**Electricity Regulatory Authority	566,997	375,968	-	-	-
Health Services Authority	106,920,342	169,391,394	119,284,265	128,227,568	144,214,372
**Information & Communications Technology Authority	2,204,340	1,478,437	-	-	-
*Maritime Authority of the Cayman Islands	9,740,362	14,746,146	9,502,391	9,853,939	10,225,857
National Drug Council	549,612	963,852	678,931	657,022	595,430
National Gallery of the Cayman Islands	1,096,867	1,739,857	1,136,240	1,334,627	1,206,338
National Housing Development Trust	6,157,000	3,764,000	3,627,000	1,892,000	1,831,000
National Roads Authority	19,072,157	26,244,604	16,522,516	19,619,158	22,229,639
Public Service Pensions Board	3,787,000	4,844,000	3,497,000	3,697,000	4,203,000
Port Authority of the Cayman Islands	8,044,782	33,970,348	18,484,995	29,956,112	33,816,085
Segregated Insurance Fund of the Cayman Islands	9,000	9,000	9,000	9,000	9,000
Sister Islands Affordable Housing Development Corporation	717,000	315,000	588,000	88,000	40,000
Tourism Attraction Board	3,223,668	4,587,526	3,097,261	3,488,460	2,514,528
University College of the Cayman Islands	7,182,921	11,368,057	8,168,057	9,777,734	10,612,004
Utilities Regulation and Competition Office	-	4,476,385	4,801,450	4,403,564	4,624,837
Water Authority of the Cayman Islands	32,397,967	47,402,354	29,376,340	27,703,895	29,041,710

**Budget amounts have been used for 2020 for CAL, CIAA, CTC and MACI. For CIAA, the 2019 and 2018 are also budget amounts.*

***ERA and ICTA were merged to create URCO in 2016-17*

Exhibit 26: Output revenue from Government sources by SAGC, 2015-16 to 2020

SAGC	30-Jun-16	31-Dec-17	31-Dec-18	31-Dec-19	31-Dec-20
Auditors Oversight Authority	315,000	472,500	315,000	315,000	335,000
*Cayman Airways Limited	17,305,800	26,459,010	23,231,857	23,180,048	18,523,000
*Cayman Islands Airport Authority	-	-	-	-	-
Cayman Islands Development Bank	569,268	850,153	1,026,347	566,768	566,768
Cayman Islands Monetary Authority	10,693,000	20,750,000	16,333,000	18,439,000	22,648,000
Cayman Islands National Museum	820,800	1,231,200	821,000	855,000	855,000
Cayman National Cultural Foundation	628,900	943,350	660,000	760,000	1,088,800
Cayman Islands Stock Exchange Ltd.	-	-	-	-	-
*Cayman Turtle Conservation and Education Center Limited	-	-	-	-	-
Children and Youth Services Foundation	2,514,513	3,617,000	2,683,000	3,100,000	3,100,000
Cayman Islands National Insurance Company	-	-	-	-	-
Civil Aviation Authority	-	-	-	-	-
Electricity Regulatory Authority	15,040	21,667	-	-	-
Health Services Authority	27,075,848	19,884,435	10,682,190	14,394,290	16,200,689
Information & Communications Technology Authority	325,489	176,307	-	-	-
*Maritime Authority of the Cayman Islands	427,945	539,145	413,578	343,396	674,528
National Drug Council	552,958	955,000	644,781	668,605	689,355
National Gallery of the Cayman Islands	401,850	703,775	586,000	586,000	736,000
National Housing Development Trust	581,000	871,000	581,000	581,000	675,000
National Roads Authority	3,673,124	7,506,994	5,285,730	10,583,525	10,512,419
Port Authority of the Cayman Islands	-	-	-	-	-
Public Service Pensions Board	-	-	-	-	-
Segregated Insurance Fund of the Cayman Islands	-	-	-	-	-
Sister Islands Affordable Housing Development Corporation	72,000	108,000	75,000	56,000	39,000
Tourism Attractions Board	1,902,213	2,928,021	2,000,000	2,000,000	1,760,000
University College of the Cayman Islands	4,077,658	6,315,449	4,315,529	5,528,940	7,057,482
Utilities Regulation and Competition Office	-	698,487	1,625,309	1,238,476	1,628,183
Water Authority of the Cayman Islands	-	472,500	-	-	-

**Budget amounts have been used for 2020 for CAL, CIAA, CTC and MACI. For CIAA, the 2019 and 2018 are also budget amounts.*

***ERA and ICTA were merged to create URCO in 2016-17.*

APPENDIX F – LIST OF PUBLIC BODIES

Number	Public Body	Auditor	Abbreviation
1	Auditors Oversight Authority	OAG	AOA
2	Cabinet Office	OAG	CO
3	Cayman Airways Limited	KPMG	CAL
4	Cayman Islands Airports Authority	OAG	CIAA
5	Cayman Islands Development Bank	OAG	CIDB
6	Cayman Islands Monetary Authority	OAG	CIMA
7	Cayman Islands National Insurance Company	KPMG	CINICO
8	Cayman Islands National Museum	OAG	CINM
9	Cayman Islands Stock Exchange Ltd.	PwC Cayman	CISX
10	Cayman National Cultural Foundation	OAG	CNCF
11	Cayman Turtle Conservation and Education Centre Limited	Grant Thornton Cayman Islands	CTC
12	Children & Youth Services Foundation	KPMG	CAYS
13	Civil Aviation Authority	KPMG	CAA
14	Entire Public Sector	OAG	EPS
15	Health Services Authority	OAG	HSA
16	Judicial Administration	KPMG	JA
17	Maritime Authority of the Cayman Islands	Grant Thornton Cayman Islands	MACI
18	Ministry of Commerce, Planning and Infrastructure	OAG	MCPI
19	Ministry of Community Affairs	OAG	MCA
20	Ministry of District Administration, Tourism and Transport	OAG	MDATT
21	Ministry of Education, Youth, Sports, Agriculture and Lands	OAG	MEYSAL
22	Ministry of Finance and Economic Development	OAG	MFED
23	Ministry of Financial Services and Home Affairs	OAG	MFSHA
24	Ministry of Health, Environment, Culture and Housing	OAG	MHECH
25	Ministry of Human Resources and Immigration	OAG	MHRI
26	Ministry of International Trade, Investments, Aviation and Maritime Affairs	OAG	MITIAMA
27	National Drug Council	KPMG	NDC
28	National Gallery of the Cayman Islands	Eisner Amper Cayman Ltd.	NGCI
29	National Housing and Development Trust	OAG	NHDT
30	National Roads Authority	OAG	NRA
31	Office of the Auditor General	Baker Tilly Cayman	OAG
32	Office of the Commissioner of Police	OAG	OCP

33	Office of the Director of Public Prosecutions	KPMG	DPP
34	Office of the Ombudsman	KPMG	OMB
35	Port Authority of the Cayman Islands	OAG	PACI
36	Portfolio of Legal Affairs	KPMG	PLA
37	Portfolio of the Civil Service	OAG	PoCS
38	Public Service Pensions Board	OAG	PSPB
39	Segregated Insurance Fund	OAG	SIF
40	Sister Islands Affordable Housing Development Corporation	OAG	SIHDC
41	Tourism Attractions Board	OAG	TAB
42	University College of the Cayman Islands	KPMG	UCCI
43	Utilities Regulation and Competition Office	OAG	URCO
44	Water Authority of the Cayman Islands	KPMG	WACI

