



**Utility Regulatory Authority**  
**Annual Report 2018-2019**

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## WHO WE ARE

In 2004, the Government of Mauritius approved the setting up of a Utility Regulatory Authority (URA) to regulate utility services, namely the electricity, water and wastewater sectors.

The URA Act was enacted in November 2004 to set up the framework required for the URA to carry out its regulatory function. Pending proclamation on Water & Waste Water Regulation, the regulation of the electricity sector has been the URA's initial area of priority in the review period.

### VISION

"To be a responsible regulator for sustainable utilities"

### MISSION

"To promote: (a) Fair competition in the Utilities Sector  
(b) Utility consumer rights and awareness  
(c) Affordable and fair tariffs and premium quality services to all"

### VALUES

1. "Dedicated to teamwork and treating our internal and external stakeholders with due care and respect"
2. "Being honest, fair and ethical in all our actions"
3. "Innovation driven to sustain the regulated sectors"
4. "Being transparent and responsible for our actions"
5. "Demonstrating competence, expertise and independence in all our activities"

### MOTTO

"Leading in Utility Regulation"

## Our Functions

In accordance with Section 6 of the URA Act 2004 (as amended), the powers and functions of the Authority shall be to:

- (a) implement the policy of Government relating to applicable utility services;*
- (b) grant, vary and revoke licenses in respect of a utility service;*
- (c) enforce the conditions laid down in an undertaking authorization;*
- (d) regulate tariffs and other charges levied by a licensee in accordance with any rules specified in the relevant Utility legislation;*
- (e) mediate or arbitrate disputes between a customer and a licensee, or between 2 or more licensees;*
- (f) determine whether a licensee has an obligation to extend a utility service to customers or to an area not adequately supplied with such utility service;*
- (g) establish an appropriate procedure for receiving and enquiring into complaints by customers in relation to any utility services; and*
- (h) establish and implement adequate systems for monitoring the compliance by licensees with standards and applicable regulations, and making such information publicly available;*
- (i) take measures for the better protection of customers in relation to any utility services;*
- (j) take measures to suppress any abusive, illegal or dishonourable practices in relation to any activity of a licensee;*
- (k) take measures and make recommendations to a licensee in respect of any Power Purchase Agreement which a licensee proposes to enter into; and*
- (l) examine and make recommendations to a licensee in respect of any management services contract, operation and maintenance contract or any other contract which a licensee proposes to enter into in relation to water services or waste water disposal services.*

## 1.0 LEGISLATIVE FRAMEWORK

In the exercise of its mandate, the URA is guided by a comprehensive set of laws which constitutes the legislative framework for the sector. To date, the following legal instruments, which have been developed, serve to facilitate and support URA in its regulatory role:

LEGAL INSTRUMENT	STATUS
Utility Regulatory Authority Act 2004 (amended 2008 and 2016)	In Operation
Electricity Act 2005	Not yet proclaimed
Central Electricity Board Act 1963	In operation
Mauritius Renewable Energy Agency Act 2015	In operation
Energy Efficiency Act	In operation
Competition Act 2007	In operation
Consumer Protection Act 1991	In operation

## 2.0 BOARD COMPOSITION

Section 8 of the URA Act provides for the composition of the board which shall constitute the Chairperson and three Commissioners. The Board members are required to have diverse academic qualifications, industry knowledge and experience, which ensure that the Board work effectively. As a pre-requisite for their appointment, the board members should be persons of high moral and professional integrity.

The Board is appointed by the President and on the advice of the Prime Minister given after consultation with the Leader of the Opposition as provided for under Section 9 of the URA Act.

### URA BOARD MEMBERS

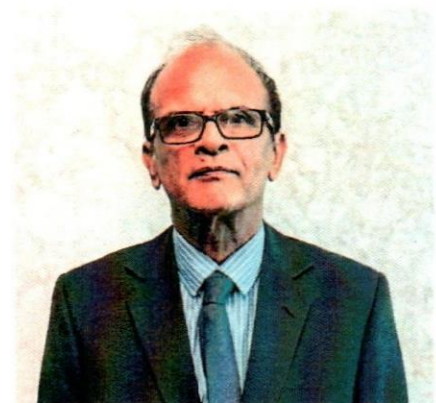


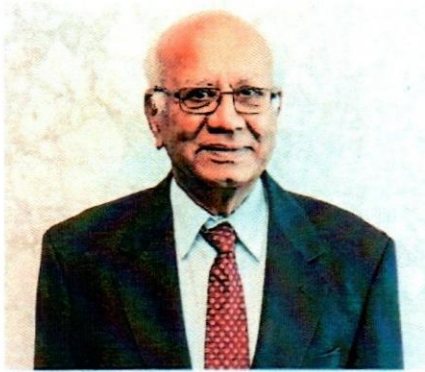
**Mr. Philip Ah-Chuen, Chairperson from 12<sup>th</sup> May 2018 to present**

**Qualifications:** BTech (Hons) from Brunel University, MSc in Industrial Administration from Aston University, Fellow of the Mauritian Institute of Management (FMIM) and the Mauritius Institute of Directors (FMIoD).

**Mr Rampiar Luchmun-Roy, Commissioner**

**Qualifications:** Fellow of the Association of Chartered Certified Accountants (UK) and International Tax Program at the Harvard Law School, USA.





**Mr. Sadatmanund Narain, Commissioner**

**Qualifications:** B.E. (Electrical Engineering), University of Roorkee, India, Post-Graduate Diploma in Electrical Power Systems Engineering, University of Manchester Institute of Science and Technology, UK, Member of the Institution of Electrical Engineers, UK (MIEE), Chartered Engineer of the Council of Professional Engineers, UK (C.Eng) and a Registered Professional Engineer, Mauritius (RPEM).

**Mrs. Rosemary Elizabeth Winifred Anodin, Commissioner**

**Qualifications:** Certificate in Legal Studies, University of Mauritius and Attorney's Diploma



## MANAGEMENT AND STAFF

Section 14 of the URA Act 2004 (as amended), provides that the Board shall appoint its Director, who shall also be the Chief Executive Officer. Following a recruitment exercise which took place in the previous financial year ending 30<sup>th</sup> June 2017, Mr. Alfred Dusenge Byigero officially joined the URA in October 2017 as the Chief Executive Officer. However due to some personal/family commitments, he resigned on 22 December 2018. Mrs Eunice Potani was recruited as the new Chief Executive Officer and has been in office since 1<sup>st</sup> May 2019.



**Eunice Harris Potani, Chief Executive Officer**

**Qualifications:** BSc Economics, MA in Economics.





**Suraj Boisemo Naiko, Head of Administration and Regulatory Affairs**  
**Qualifications :** BSc Mgt, MBA, BADGE Régulation de l'énergie

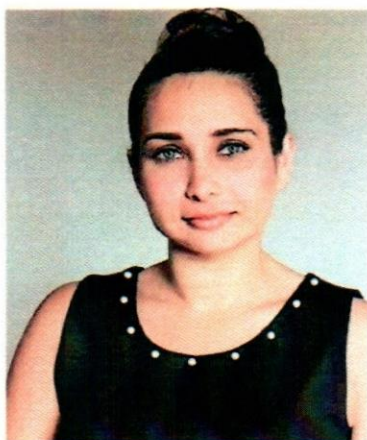
**Bilkiss Jhingut, Acting Finance Manager**

**Qualifications:** BSc (Hons) Accounting with Information Systems, Part  
ACCA, PSEA



**Martine G. Christine, Legal and Licensing Officer**

**Qualifications:** LLB (hons), Regulation of the Power Sector





**Ilshad Hoolash, Utility Performance Analyst**

**Qualifications:** B.Eng (Hons)-Electrical Engineering, BSc (Hons) – Water Production, MBA

**Kritina Sungkur, Public Relations and Customer Affairs Officer**

**Qualifications:** BA Mass Communication



**Poodessen Moothoosamy, IT Officer**

**Qualifications:** Bsc Computer Science, MBA

## CHAIRMAN'S MESSAGE



It is with great pleasure that I present the 2018 -2019 Annual Report for the Utility Regulatory Authority. This year is one of the watershed years for the URA as it marks the commencement of the implementation of the URA maiden Strategic Business Plan for the period 2019-2022 developed as a guiding tool for overseeing the implementation of the activities of the first ever independent electricity, water and waste water regulator in Mauritius.

To support the Strategic Plan implementation process, the URA developed the first organisational chart that has guided the phased recruitments of competent and capable staff which are essential in the implementation of the various programs as envisioned by the Strategic Plan.

The activities carried out in the year under review were guided by the Strategic Plan implementation road map. The road map has taken into account the country's macroeconomic environment characterised by the changing economic mainstay towards offshore financial services and tourism which demands clean, better reliability, availability and stability of utility services to support businesses that run on a twenty-four by seven basis. The URA recognises that an effective and efficient regulatory framework and process is, therefore, of vital importance in this process.

The implementation road map also recognises and takes on board the emerging significance of the renewable energy sources and how to take care of its impact on investment profiles and the regulatory skills requirements to facilitate their integration in the power supply equation. In support of this, the URA has embarked on a process of developing appropriate regulatory frameworks and tools which will ensure the realisation of its regulatory mandate.

Recognising the role of utility consumers as an important stakeholder that pays the utility bills which sustain utility businesses, the URA, as part of the implementation road map, has started the development of tools that will empower utility consumers to effectively participate on utility regulatory matters that impact them and ensure that they get value for money services through premium service quality delivered to them.

Considering that regulation of utility business is dynamic and is being implemented for the first time in Mauritius, the focus in the period under review has, therefore, been on the development of various regulatory tools that will support seamless transitional arrangements into the regulated environment, ongoing legal reviews and harmonisation of utility sector laws and creations of supporting regulations to provide for emerging issues, clarity and complementarity of various laws.

The 2018-2019 financial year is, therefore, the first step of a long journey that the URA has embarked on and the URA is committed and endeavors to regulate the utility sector in a manner that allows business to thrive and provide customers with value for money services. To achieve this, the URA will continue to build on and put in place the necessary regulatory instruments that will ensure a fully-fledged and efficient functioning electricity supply industry governed by an efficient and effective regulatory environment.

In conclusion, let me thank the Ministry of Energy and Public Utilities for the support and guidance provided to the URA in its formative years. I acknowledge the dedication and very hard work by the staff of the Authority in creating the necessary foundation for the operationalization of the URA regulatory mandate.

**Philip Ah-Chuen**  
**Chairperson**  
**Utility Regulatory Authority**

## The Chief Executive Officer's Message



The URA has registered good progress in mapping out the direction for the roll out of its regulatory mandate in line with its first Strategic Business Plan (2019-2022) adopted in the 2018-2019 financial year.

The URA implementation road map for of the Strategic Plan, unveils the URA's commitment to growing and sustaining effective and efficient regulation which will positively contribute to regulated business, service delivery to consumers and support the economy and the environment.

To be able to deliver on the roadmap, the URA, in the period under review, developed some key legal documents and regulatory tools that will support the launch of the URA Licensing and Compliance Monitoring function. Recognizing the need for seamless transition into the new regulated environment that will ensure stability of regulated businesses and the electricity market, the URA prepared a moratorium with transitional arrangement that will guide the process for a smooth landing into the new regulated environment.

Recognizing that the key asset for the URA as a regulator is competent and capable staff, in the period under review, the URA recruited a small team of 12 dedicated staff, and, the Authority continues to implement a phased recruitment process to meet the total staff complement required to deliver on the 2019-2022 URA Strategic Plan. The URA continues to invest in staff capacity through cooperation with regional and international organizations, and, both the URA Board and Staff have benefited from tailor-made regulatory training and peer review on the regulatory processes.

The URA activities have continued to be funded through a grant provided by the Government in the period under review. To ensure financial sustainability of URA's future operations, the URA has developed a schedule of license fees which will be implemented after operationalization of the Electricity Act 2005 and after Gazettement of the Licensing regulations.

The grant support received from Government has been utilized to cover payroll costs and other operational costs and supported the development of the following key Legal documents and regulatory tools:

- a) Developed the URA 2019 -2022 Strategic Business Plan
- b) Developed Licensing Regulations with a framework on License fees.
- c) Developed a Complaints handling Framework and Procedures;
- d) Developed KPI's framework for monitoring Licence performance comprising of the KPI's list, KPI's Manual and KPI's Audit Manual
- e) Initiated the process of setting up of the New URA Website which became live in December 2019 and the setting up of an Enterprise Resource Planning (ERP).

The URA has, jointly with other institutions, participated and provided input in various policy initiatives driven by the Ministry of Energy and Public Utilities which, in the period under review, included the 10 Year Electric Vehicle Integration Roadmap for Mauritius, the project on Accelerating the Transformational Shift to a Low-Carbon Economy in the Republic of Mauritius, Development of the MARENA (Renewable Energy Technology Systems) Regulations, 2019, Bioelectricity Strategy in Mauritius, and the High-level Regulatory Assessment for Floating Solar PV, among others.

The URA will continue to build on and consolidate on the achievements made to date and ensure a smooth roll out of the licensing function and compliance monitoring on the technical, legal and financial aspects of the licensed businesses while ensuring an open and transparent engagement process with all our relevant stakeholders.

In closing, I would like to thank the URA Board for the exceptional guidance and direction provided in the period under review. I would also like to take this opportunity to thank URA staff for the hard work and willingness to shoulder additional workloads as we implement the phased recruitment process.

**Eunice Harris Potani Mrs**  
**Chief Executive Officer**  
**Utility Regulatory Authority**

# BOARD'S RESPONSIBILITY STATEMENT AND CORPORATE GOVERNANCE



## BOARD'S RESPONSIBILITY STATEMENT

The Utility Regulatory Authority Board is responsible for the proper keeping of accounting records which disclose, with reasonable accuracy, at any time, the financial Position of the Utility Regulatory Authority.

## CORPORATE GOVERNANCE

The Board, confirm to the best of its knowledge that the Utility Regulatory Authority has complied with all its obligations and requirements under the Code of Corporate Governance.

Signed by:

Signature: Philip Ah-Chuen

Name: Mr Philip Ah-Chuen  
Chairman, URA

Date: 7 September 2020

Signature: Rampiar Luchmun-Roy

Name: Mr Rampiar Luchmun-Roy  
Member, URA

Date: 07 Sept, 2020

## CORPORATE GOVERNANCE

The URA Board is committed to fully implement corporate governance standards, and monitor and ensure compliance with relevant laws and regulations. It also aims to maintain a high standard of reporting and disclosure, keeping in mind the best interests of all stakeholders. In line with its commitments, the Board aspires to develop and align policies, systems and processes to embed sound corporate governance principles as laid down by the URA Act.

The Board is responsible for providing the overall strategic direction of the Authority and through Executive Management oversees the operations and management of the URA that will facilitate the Board's role in the granting of Licenses, Tariff determination and approval, Staff recruitments and setting of remuneration packages and levels.

Throughout the year ending 30<sup>th</sup> June 2019, and to the best of the Board's knowledge, the URA has complied with the Corporate Governance Code 2016 for Mauritius. The summary below is the demonstration of the URA Board Commitment in the application of the principles set out in the Code

### Structure/Composition of the Board

Section 8 of the URA Act 2004 (as amended) provides that:

- (1) The Authority shall be administered and managed by the Board.*
- (2) The Board shall consist of –*
  - (a) a Chairperson; and*
  - (b) 3 Commissioners,*

Accordingly, the URA Board appointment was in line the provisions of Section 9 of the URA Act.

In line with this provision, the composition of the Board is as follows:

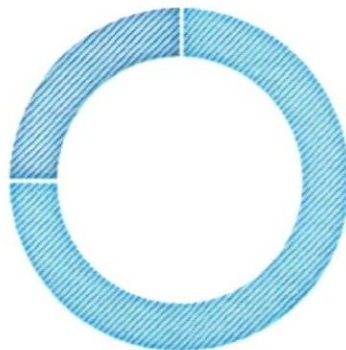


## BOARD APPOINTMENT DATES AND TERMS OF OFFICE

Name of Board Member	Status	Date of Appointment	Term
Mr Philip Ah-Chuen	Chairperson	15 <sup>th</sup> May 2018	5 years
Mr Rampiar Luchmun-Roy	Commissioner	19 <sup>th</sup> September 2016	4 years
Mr Sadatmanund Narain	Commissioner	September 2016	3 years
Mrs Rosemary Elizabeth Winifred Anodin (passed away on 17 <sup>th</sup> September 2018)	Commissioner	15 <sup>th</sup> May 2018	5 years

## BOARD COMPOSITION AND GENDER SPREAD

■ Male ■ Female



## BOARD MEETING ATTENDANCE

In accordance with Section 13 (1) of the URA Act 2004 (as amended), the Board is required to meet at least once every 3 months.

For the Financial year ending 30<sup>th</sup> June 2019, the Board held a total number of eight (8) normal Board meetings and seven (5) extra ordinary board meetings. The commissioners were all present for all the meetings held for the financial year under review as summarized.

BOARD MEMBERS		NR. OF BOARD MEETING HELD DURING THE FINANCIAL YEAR	NR OF EXTRA ORDINARY MEETING HELD DURING THE FINACIAL YEAR
		8	5
Chairman	Mr Philip Ah-Chuen	8	5
Commissioner	Mr Rampiar Luchmun-Roy	8	5
Commissioner	Mr Sadatmanund Narain	8	5
Commissioner	Mrs Rosemary Elizabeth Winifred Anodin (passed away on 17 <sup>th</sup> September 2018)	2	0

Pursuant to Section 14 (5) of the URA Act 2004 (as amended), the Chief Executive officer attended all Board Meetings as a none voting member. In the period under review, the former Chief Executive Officer/Director, Mr. Alfred Byigero attended (5) Board meetings from period 6<sup>th</sup> July to 7<sup>th</sup> December 2018. Mrs Eunice Potani, the succeeding Chief Executive, who joined the URA on 1<sup>st</sup> May 2019, attended all Board meetings as from 7<sup>th</sup> May 2019 till the close of the Financial year.

## BOARD SUBCOMMITTEES

In the period under review, the Board approved the terms of Reference for the Board Committee and operationalization of the Committee would commence as soon as the Board finalizes and approves the profiles for Board Committee members and their remuneration package.

In accordance with Section 27 (1) of the Utility Regulatory Authority (URA) Act 2004 (as amended):

*“The Authority shall as soon as practicable, but not later than six months after the expiry of the financial year, submit to Parliament, through the Minister, a report concerning its activities during that financial year.”*

The Board of the URA has oversight responsibility on the preparation of the annual report and financial statements in accordance with the Statutory Bodies (Accounts and Audit) Act to fairly present the state of affairs of the Authority. Thus, the annual report has been prepared in compliance with the financial reporting and accounting standards issued under section 72 of the Financial Reporting Act.

The responsibility of the Board extends to keeping adequate accounting records and explaining URA's transactions and disclosure with reasonable accuracy. The Board is also required to take reasonable steps to prevent and detect fraud and other irregularities.

## **WHAT AFFECTS US**

The need for ongoing harmonization of laws governing various agencies with different roles in the utility sector will require that URA continuously work to develop various forms of regulations and Memorandum of Understanding to fill the gaps in the laws and provide clarity and complementarity of roles among various key players in the utility service sector. This may retard the pace at which URA rolls out its regulatory mandate.

## **OPERATIONAL REVIEW PERFORMANCE**

The URA three-year Strategic Plan for the year 2019-2022, which was adopted in the review period, provides a roadmap for URA in its drive to deliver on its mandate of ensuring business viability, customer protection, promotion of efficiency and competition in the market. Guided by the aspirations of the Strategic Plan, the URA prepared a roadmap in line with the strategic objectives which formed the basis for business plans and activities implemented in the review period.

## **LEGAL DIRECTORATE**

In line with the URA road map of activities for the period from July 2018- June 2019, the legal directorate's focus and priority in the review period were on the development of the legal and licensing framework for URA. Furthermore, additional focus was given to the development of compliance mechanisms for the post-licensing era while also ensuring that the URA was, at all times, in compliance with any legal obligations as required of it by existing legislation.

Pending the proclamation of the Electricity Act 2005, and in preparedness for the full operationalization of the URA's licensing function, the Legal Directorate, in the period under review, developed supporting tools, procedures and guidelines to support the implementation of the Licensing function of the Authority. These included Licensing Regulations, License fees framework and Complaints handling procedures.

The Legal Directorate also undertook a review exercise of the existing legislative frameworks governing the electricity sector in Mauritius with recommendations for amendments.

The Legal directorate, on an ongoing basis, provided advice and guidance to Management with respect to the implementation of best governance practices in line with relevant legislation. This also included developing an action plan for the implementation of the New Code of Corporate Governance of Mauritius and continued to work in collaboration with the Public Relations and Customer Affairs Directorate and other departments in dealing with complaints received during the year under review.

## **TECHNICAL DIRECTORATE**

During the period under review, the technical directorate was preoccupied with the development of the necessary standards and frameworks that will assist the URA in monitoring the technical performance of licenced entities after the proclamation of the Electricity Act of 2005.

This included the facilitation on the development of a National Electricity Grid Code funded by the United Nations Development Program (UNDP) through the Green Climate Fund (GCF), chairing meetings on the grid code development process and organization of consultative workshops, Grid Code peer reviews and consolidation of stakeholder comments in the process to ensure national ownership of the final grid Code document.

The technical directorate also developed a Key Performance Indicator 's Framework for monitoring technical performance of Licensed entities at the level of Generation, Transmission, Distribution and Customer Service. The KPI's framework, comprising of the KPI's list, KPI's Manual and KPI's Audit Manual, is awaiting a stakeholder consultation process before it is finalised for implementation.

In the period under review, the directorate developed a pre – Licensing inspection Plan with details on the process and procedures which guided the URA Pre-licensing activity. The action plan was discussed with existing operators to ensure its smooth implementation.

## **ECONOMIC DIRECTORATE**

The Economic directorate, which also hosts the finance department, lead and coordinate the developments process of the Tariff Guidelines and Tariff Methodology funded by the United Nations Development Program (UNDP) through the Green Climate Fund (GCF). This document will be used by licensees as a basis for filling electricity tariff applications to the URA for approval. These involved the initial peer reviews and consolidation of stakeholder comments in the process to ensure national ownership of the final Tariff Methodology and Tariff Guidelines document. The work was carried forward and finalized in the subsequent year.

The Economic Directorate also collaborated with other directorates in dealing with the customer complaints that were received by the Authority. The directorate further collaborated with the directorates of Legal and Technical in the development process of the Licensing Fees Schedule which will be the basis for charging license fees and will be the major source of URA funding when the URA rolls out the Licensing process. The Directorate also participated in the development of the financial and economic aspects of the License Application Review checklist and the development of the Power Purchase Agreement (PPA) review guidelines for reviewing PPA proposals submitted by Licensees.

## **FINANCE DEPARTMENT**

### **REVENUES**

The main source of funding for the URA in the formative years has been through Grant funding from Government provided through MEPU, the parent Ministry.

The total grant funding increased by 46.41% from MUR 14,760,511 for the previous year 2017/2018 to MUR 21,610,136 for the year under review.

Revenue Sources	2018/2019			2017/2018		
	Budget Rs	Actual Rs	Variance Rs	Budget Rs	Actual Rs	Variance Rs
Revenues (Grants + Cumulative Savings)	26.58m	21.61m	4.97m	18m	14.76m	3.24m
Licensee fee	Nil	Nil	Nil	Nil	Nil	Nil
<b>Total</b>	<b>26.58m</b>	<b>21.61m</b>	<b>4.97m</b>	<b>18m</b>	<b>14.76m</b>	<b>3.24m</b>

## EXPENDITURE

The main expenditure drivers in the period under review have been payroll and day to day operational expenses. During this formative year, the URA focus was on the development of the road map of activities and the development of supporting tools in preparation of the rolling out of the licensing and other regulatory functions.

Presented below is the expenditure summary for the period under review.

EXPENDITURE SUMMARY						
	2018/2019			2017/2018		
	Budget Rs	Actual Rs	Variance Rs	Budget Rs	Actual Rs	Variance Rs
Operational Expenditure	18m	17.52m	0.48m	12m	11.94m	0.06m
Capital Expenditure	Nil	Nil	Nil	1.2m	1.2m	Nil
<b>Total</b>	<b>18m</b>	<b>17.52m</b>	<b>0.48m</b>	<b>13.2m</b>	<b>13.14m</b>	<b>0.06m</b>

Operational expenditure increased from MUR 11.94 million for the previous financial year 2017/2018 to MUR 17.52 million in the period under review. The increase in the expenditure is attributed to payroll costs associated with new staff recruitments and day to day operational expenses.

## **MANAGEMENT INFORMATION SYSTEM**

During the 2018-2019 financial year, the URA continued to improve business efficiency through effective use of ICT. In this respect, the organization implemented new systems to support and drive its business initiatives. A key component of the ICT focus has been the implementation of the Management Information System (MIS) funded by the United Nations Development Program (UNDP) through the Green Climate Fund (GCF). The MIS projects, that were initiated in the period under review, included the following:

- a) Setting up of the New URA Website which became live in December 2019.
- b) Setting up of an Enterprise Resource Planning (ERP). Steps were taken for the setting up and the implementation of an ERP for various departments such as Legal, Finance and Customer Affairs. The ERP platform was set up and all process owners underwent tailor-made training which was key in the operationalization of the ERP.
- c) Setting up of a New IT Infrastructure. The setting up of the new IT infrastructure at the URA has been an ongoing exercise. The civil works and the installation of new network cables in the URA office started in the year under review. In order to build a reliable technical IT infrastructure and to ensure security, scalability and availability of the IT infrastructure and applications, the ICT Department initiated a process of creating a new server room with all IT equipment such as Server, Firewall, UPS, Server Rack, Switches, PABX, which continued into the following year and is expected to be fully operational by end of March 2020.

## **CONSUMER AND CORPORATE AFFAIRS DIRECTORATE**

The Consumer and Corporate Affairs (CCA) Directorate prioritized the setting up of a visual identity for URA through banners, backdrops, informative brochures and business cards for all staff. The CCA directorate also facilitated the development, sourcing and distribution of corporate branded materials such as Polo Shirts, Formal Shirts, Diaries, Notebooks, USB Flash Drives, among others, to all staff and other stakeholders.

Stakeholder involvements and participation in regulatory matters that affect them is key to ensure buy in and URA is committed to ensure that stakeholders are brought on board and consulted prior to the adoption of regulatory instruments and decisions that affect them.

Two stakeholders' meetings were held in November and December 2018 which discussed two important draft documents, namely:

- (i) The URA 3-year Strategic plan and
- (ii) The URA licensing framework

Besides the URA Board members and staff, other participants included representatives of key stakeholders from the Ministry of Energy and Public Utilities (MEPU), the Mauritius Renewable Energy Agency (MARENA), the Energy Efficiency Management Office (EEMO), the State Law Office (SLO), the Ministry of Finance, Economic Planning and Development (MOFED), the Central Electricity Board (CEB) and Independent Power Producers (IPPs). The AfDB regulatory experts, who developed these key documents extensively, interacted with the audience and their feedback was incorporated in the final documents.

Stakeholder meetings were also held with the CEB, IPPs, Consumer Advocacy Groups and the Parent Ministry, MEPU, through regular consultative meetings to discuss regulatory matters such as model tool for tariff processing licensing and consumer protection for continued and effective cooperation

In the period under review, the CCA Department, along with other departments, handled different complaints that were submitted to the URA covering billing issues, delayed service and quality of service on a goodwill basis as the URA had not kick started the licensing process. One on one meetings with some of the complainants were held on an ongoing basis and site visits were also carried out to validate the complaints.

The CCA directorate was also instrumental in the preparations, profiling and updating stakeholders on the URA hosting of Subcommittee and Portfolio Committee meetings of the Regional Energy Regulatory Association (RERA), the umbrella association of regulators in SADC which took place in Mauritius, in August and September 2019.



## HUMAN RESOURCE, ADMINISTRATIONS AND REGULATORY PARTERSHIPS DIRECTORATE

### URA ORGANISATION CHART

During the review period, the URA Board adopted a new organization chart which formed the basis for the phased implementation of staff recruitment, consistent with the demands of the URA 2019- 2022 Strategic Plan. The new organization chart has a total staff complement of fifty-eight (58) with staff distributed in the following directorates:

- Directorate of Legal Affairs: Seven (7)
- Directorate of Economic Regulation: Ten (10)
- Directorate Technical Regulation (Electricity): Seven (7)
- Directorate Technical Regulation (Water): Seven (7)
- Directorate Consumer and Corporate Affairs: Five (5)
- Directorate Human Resource, Administration & Regulatory Partnerships: Twelve (12)
- CEO office: Ten (10)

During the period under review, the URA embarked on a phased recruitment process. At the start of the year under review, 8 staffs were recruited. The first CEO of the URA, Alfred Byigero, assumed duty on 9 October 2017. However, due to some personal/family commitments, he resigned on 22 December 2018. The Board proceeded to recruit his replacement, Mrs Eunice Harris Potani who reported for duty on 1<sup>st</sup> May 2019. Additionally, the URA recruited a Utility Performance Analyst, a Legal and Compliance Officer, a Confidential Secretary to CEO and a Trainee-Finance. This brought the total count of staff to twelve by the end of the financial Year.

Presented below is a summary of the status on the staff recruitments in the review period.

DIRECTORATE	NO OF POSTS	FILLED POSTS	VACANT POSITIONS
Total URA Staff Complement	58	12	46
CEO's Office	10	4	6
Legal Affairs	7	2	5

<b>Economic and Finance</b>	10	2	8
<b>Technical (Electricity)</b>	7	1	6
<b>Technical (Water)</b>	7	0	7
<b>Consumer and Corporate Affairs</b>	5	1	4
<b>HR, Administration and Regulatory Partnerships</b>	12	1 (Plus 1 Trainee)	11

### **CAPACITY BUILDING AND STAFF DEVELOPMENT**

One key asset for URA to deliver on its mandate is competent and capable staff. Regulation being a new phenomenon, the URA emphasized on the need for continuous and comprehensive specialized training for URA staff at all levels to equip them with skills that will allow them to competently and professionally license and monitor the activities of the licensees.

To ensure that staff are capacitated to execute the URA mandate, the URA, in the period under review, implemented capacity building initiatives as follows:

<b>CAPACITY BUILDING AND STAFF DEVELOPMENT</b>		
<b>Directorate</b>	<b>Area/Type of Training</b>	<b>No of people trained</b>
Legal Affairs	<ul style="list-style-type: none"> <li>- Florence School of Regulation 6-month online training (Universal Access to Energy)</li> <li>- 1-week course on Electricity Appreciation for Non-Technical Personnel at Kafue Gorge Training Centre in Zambia</li> </ul>	2
Technical Regulation	<ul style="list-style-type: none"> <li>- Workshop on Renewable Energy – Reunion Island</li> <li>- Workshop on the creation of a Regional Energy Observatory Online Platform – Mauritius</li> </ul>	1

Directorate Consumer and Corporate Affairs	- 1-week course on Electricity Appreciation for Non-Technical Personnel at Kafue Gorge Training Centre in Zambia	1
Directorate Consumer and Corporate Affairs	- Florence School of Regulation 6-month online training (Universal Access to Energy)	
HR, Administration and Regulatory Partnerships	- BADGE Energy Regulation Training at Ecole de Mines, Paris	1

With the phased approach on staff recruitment, the URA will continue to support and sponsor staff to attend tailor-made regulatory training on an ongoing basis to ensure that staff are up to date on emerging issues in regulation.

#### **REGIONAL AND INTERNATIONAL PARTNERSHIPS**

The URA has reached out to several institutions for capacity building in view of securing training opportunities and to attach its staff to any regulatory member during the time the member regulator is processing some key regulatory activity like, reviewing tariff application, reviewing and processing license application, Grid Code Technical meetings in order to provide effective hands on training for staff and at minimal cost.

#### **African Development Bank (AfDB) technical assistance to the URA**

URA reached out to the African Development Bank (AfDB) and African Legal Support Facility (ALSF) and secured funding for a 6-month technical assistance to URA. The long negotiations that started in November 2017 eventually materialized in June 2018 with the appointment of a Power sector regulation expert who carried out the following assignments:

- a) In-house training for the staff and Board members, who were not familiar with the electricity regulatory business, were introduced to the basics of regulation.
- b) A high-level seminar and senior managers' workshop on electricity regulation attended by over 60 eminent persons including senior Government officials and CEOs and senior Managers of most of the IPPs in the country.
- c) Development of the URA 2019- 2022 Strategic Plan.

### **The Network of Indian Ocean Ocean's Energy Regulators**

The URA has been the initiator of the creation of the "*Réseau des Régulateurs de l'Energie de l'Océan Indien*" in June 2018. Three formal meetings took place in Seychelles (August), Comoros (October) and Mauritius (December) where the URA Chairperson attended 2 meetings, one Commissioner (3 meetings) and the CEO (2 meetings).

### **The Regional Association of Energy Regulators of Eastern & Southern Africa (RAERESA)/ COMESA energy regulatory arm**

The URA was officially admitted as a full-fledged member during the RAERESA Annual General Meeting held in Khartoum, Sudan in November 2018. In the period under review, the URA continued to benefit from sponsored training for staff.

### **The Regional Electricity Regulators Association (RERA)/ SADC Electricity Regulatory arm**

Following URA's earlier request to the RERA Secretariat for membership, the RERA Executive Secretariat, on 17 December 2018, responded favorably and gave the observer status to the URA, pending the payment of the new member's assessed contribution for full-fledged membership. URA has continued to benefit from various RERA funded training initiative.

### **The Network of Energy Regulators for French-speaking countries (RegulaE.Fr)**

The URA officially joined the "*Réseau Francophone des Régulateurs de l'Energie*"- RegulaE.Fr during the seminar held in Montreal, Canada in July 2018. RegulaE.Fr is a 2-year old organization and has 25 members from Europe, North America, West Africa and Caribbean. The CEO and the Finance Officer attended the Annual General meeting and seminar on tariff held on 12-13 November in Dakar, Senegal with full sponsorship of the RegulaE.Fr.

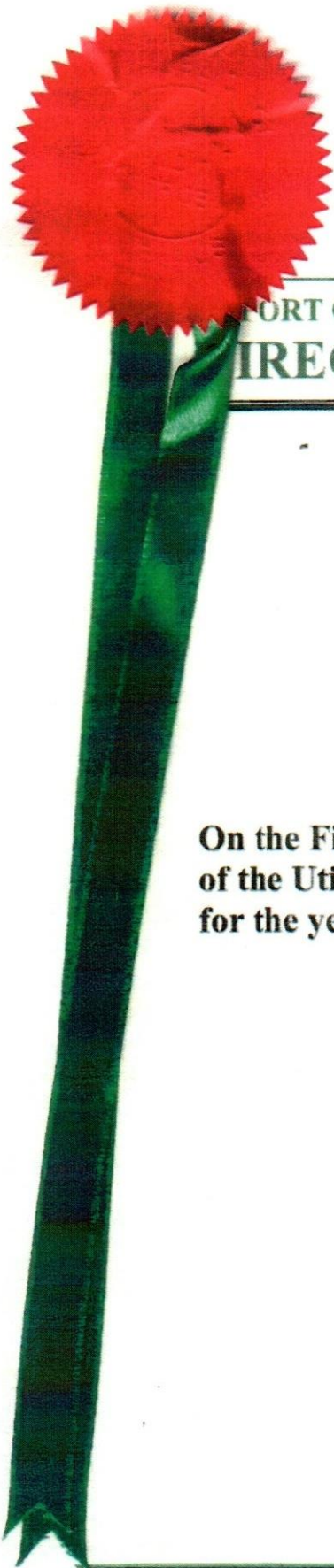
### **Central Electricity Regulatory Commission (CERC) of India**

Through the Ministry of Energy and Public Utilities, discussions have also been initiated with CERC and eventually, a draft Memorandum of Understanding (MoU) was agreed upon in October 2018.

### **Commission de Régulation de l'Energie (CRE) of France**

Following earlier initiatives undertaken with the *Agence Française de Développement* (AFD) and from subsequent meetings between the CEO of URA and CRE Commissioner, on the sidelines of RegulaE.Fr meetings in Montreal

(July 2018) and Dakar (November 2018), it was agreed that a formal request from the URA for a bilateral regulatory partnership be diligently made. URA, in the period under review, initiated the dialogue with CRE on a possible funding partnership agreement focusing on URA capacity development efforts.



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**REPORT OF THE  
DIRECTOR OF AUDIT**

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**On the Financial Statements  
of the Utility Regularity Authority  
for the year ended 30 June 2019**

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**NATIONAL AUDIT OFFICE**

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# NATIONAL AUDIT OFFICE

## REPORT OF THE DIRECTOR OF AUDIT TO THE BOARD OF THE UTILITY REGULATORY AUTHORITY

### Report on the Audit of the Financial Statements

#### Opinion

I have audited the financial statements of the Utility Regulatory Authority, which comprise the statement of financial position as at 30 June 2019 and the statement of financial performance, statement of changes in general fund and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements give a true and fair view of the financial position of the Utility Regulatory Authority as at 30 June 2019, and of its financial performance and cash flows for the year then ended in accordance with the Financial Reporting Standards for Small Entities, issued under Section 72 of the Financial Reporting Act.

#### Basis for Opinion

I conducted my audit in accordance with International Standards of Supreme Audit Institutions (ISSAIs). My responsibilities under those standards are further described in the 'Auditor's Responsibilities for the audit of the Financial Statements' section of my report. I am independent of the Utility Regulatory Authority in accordance with the INTOSAI Code of Ethics, together with the ethical requirements that are relevant to my audit of the financial statements in Mauritius, and I have fulfilled my other ethical responsibilities in accordance with these requirements. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Key Audit Matters

Key Audit Matters are those matters that, in my professional judgment, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have determined that there are no key audit matters to communicate in my report.

### *Other Information*

Management is responsible for the other information. The other information comprises the information included in the annual report of the Utility Regulatory Authority, but does not include the financial statements and my auditor's report thereon.

My opinion on the financial statements does not cover the other information and I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.

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

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the Financial Reporting Standards for Small Entities, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Utility Regulatory Authority's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management intends to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible of overseeing the Utility Regulatory Authority's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Financial Statements**

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

As part of an audit in accordance with ISSAIs, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

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



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

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Utility Regulatory Authority's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Utility Regulatory Authority to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide those charged with governance with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or, when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

## **Report on Other Legal and Regulatory Requirements**

### ***Management's Responsibilities for Compliance***

In addition to the responsibility for the preparation and presentation of the financial statements described above, management is also responsible to ensure that the Utility Regulatory Authority's operations are conducted in accordance with the provisions of laws and regulations, including compliance with the provisions of laws and regulations that determine the reported amounts and disclosures in an entity's financial statements.

### *Auditor's Responsibilities*

In addition to the responsibility to express an opinion on the financial statements described above, I am also responsible to report to the Board whether:

- (a) I have obtained all the information and explanations which to the best of my knowledge and belief were necessary for the purpose of the audit;
- (b) the Statutory Bodies (Accounts and Audit) Act and any directions of the Minister, in so far as they relate to the accounts, have been complied with;
- (c) in my opinion, and, as far as could be ascertained from my examination of the financial statements submitted to me, any expenditure incurred is of an extravagant or wasteful nature, judged by normal commercial practice and prudence;
- (d) in my opinion, the Utility Regulatory Authority has been applying its resources and carrying out its operations fairly and economically; and
- (e) the provisions of Part V of the Public Procurement Act regarding the bidding process have been complied with.

I performed procedures, including the assessment of the risks of material non-compliance, to obtain audit evidence to discharge the above responsibilities.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### *Statutory Bodies (Accounts and Audit) Act*

I have obtained all information and explanations which to the best of my knowledge and belief were necessary for the purpose of my audit.

Based on my examination of the accounts of Utility Regulatory Authority, nothing has come to my attention that indicates that:

- (a) any expenditure incurred was of an extravagant or wasteful nature, judged by normal commercial practice and prudence; and
- (b) the Authority has not applied its resources and carried out its operations fairly and economically.

### *Submission of Annual Report and Financial Statements*

Financial statements for the year ended 30 June 2019 were submitted on 22 May 2020, that is more than six months beyond the statutory time limit of 31 October 2019. Due to errors, these financial statements needed to be amended. The annual report, including the amended financial statements, duly approved by the Board of the Utility Regulatory Authority was submitted to my Office on 7 September 2020.

Except for the late submission of the annual report and financial statements, the Utility Regulatory Authority has complied with the Statutory Bodies (Accounts and Audit) Act, in so far as it relates to the accounts.

***Public Procurement Act***

In my opinion, the provisions of Part V of the Act have been complied with as far as it appears from my examination of the relevant records.



**C. ROMOOAH**  
Director of Audit

National Audit Office  
Level 14,  
Air Mauritius Centre  
PORT LOUIS

28 September 2020


**FINANCIAL STATEMENTS FOR THE YEAR  
1<sup>ST</sup> JULY 2018 - 30<sup>TH</sup> JUNE 2019**

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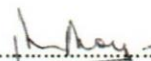
Statement of Financial Position  
as at 30 June 2019

	Notes	30-Jun-19 Rs.	30-Jun-18 Rs.
<b>ASSETS</b>			
<b>Non-Current Assets</b>			
Property, Plant and Equipment (P.P.E)	1	2,265,929	1,952,602
		<u>2,265,929</u>	<u>1,952,602</u>
<b>Current Assets</b>			
Cash and Cash Equivalent	2	8,976,173	4,183,470
		<u>8,976,173</u>	<u>4,183,470</u>
<b>TOTAL ASSETS</b>		<u><u>11,242,102</u></u>	<u><u>6,136,072</u></u>
<b>FINANCED BY</b>			
General Fund		8,702,932	4,135,512
Capital Grant	7	2,144,260	1,830,933
		<u>10,847,192</u>	<u>5,966,445</u>
<b>Current Liabilities</b>			
Trade and other Payables	3	394,910	169,627
		<u>394,910</u>	<u>169,627</u>
<b>TOTAL EQUITY AND LIABILITIES</b>		<u><u>11,242,102</u></u>	<u><u>6,136,072</u></u>

The Financial Statements were approved and authorized for issue by the Utility Regulatory Authority Board at its meeting held on 28 August 2020.



Chairperson  
Mr Ah Chuen, Philip



Commissiöner  
Mr Rampiar Luchmun Roy

Date: 7 September 2020

Date: 07 Sept, 2020

Statement of Financial Performance  
for the year ended 30 June 2019

		30-Jun-19	30-Jun-18
	Notes	Rs.	Rs.
<b>Revenues</b>			
Re-current Grant	4	21,610,136	14,760,511
Deferred Income		476,537	208,556
		<u>22,086,673</u>	<u>14,969,067</u>
<b>Expenses</b>			
Operating Costs	5	16,234,555	11,171,025
Administrative Costs	6	1,284,698	768,124
		<u>17,519,253</u>	<u>11,939,149</u>
<b>Surplus for the year</b>		4,567,420	3,029,918
Other Comprehensive Income		-	-
<b>Total Comprehensive Income</b>		<u>4,567,420</u>	<u>3,029,918</u>

Statement of Changes in General Fund  
for the year ended 30 June 2019

	<b>General Fund</b>
	Rs.
Balance at 01 July 2017	1,105,594
Surplus for the Year	<u>3,029,918</u>
Balance at 30 June 2018	<u><u>4,135,512</u></u>
	Rs.
Balance at 01 July 2018	4,135,512
Surplus for the Year	<u>4,567,420</u>
<b>Balance at 30 June 2019</b>	<u><u>8,702,932</u></u>



Statement of Cash Flows  
for the year ended 30 June 2019

	Note	30-Jun-19 Rs.	30-Jun-18 Rs.
<b>OPERATING ACTIVITIES</b>			
Surplus for the year		4,567,420	3,029,918
<b>Adjustment for items not involving cash</b>			
Depreciation on P.P.E		476,537	208,556
Deferred Income		(476,537)	(208,556)
<b>NET CASH GENERATED FROM OPERATING ACTIVITIES</b>		<u>4,567,420</u>	<u>3,029,918</u>
<b>WORKING CAPITAL CHANGES</b>			
Increase/Decrease in Trade and other Receivables		-	-
Increase/Decrease in Trade and other Payables		225,283	(59,137)
<b>NET MOVEMENT IN WORKING CAPITAL</b>		<u>225,283</u>	<u>(59,137)</u>
<b>INVESTING ACTIVITIES</b>			
Purchase of PPE		(789,864)	(2,039,489)
<b>NET CASH IN INVESTING ACTIVITIES</b>		<u>(789,864)</u>	<u>(2,039,489)</u>
<b>FINANCING ACTIVITIES</b>			
Capital Grant		789,864	2,039,489
<b>NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS</b>		<u>4,792,703</u>	<u>2,970,781</u>
<b>CASH AND CASH EQUIVALENTS AT PREVIOUS YEAR</b>		<u>4,183,470</u>	<u>1,212,689</u>
<b>CASH AND CASH EQUIVALENTS FOR THE YEAR ENDED</b>	2	<u>8,976,173</u>	<u>4,183,470</u>

Notes to Financial Statements  
for the year ended 30 June 2019

**General Information**

The Utility Regulatory Authority (URA) is an independent body set up by the Government of Mauritius to regulate the utility services, namely electricity, water and wastewater. Its objects are to ensure the sustainability and viability of the utility services; protect the interests of consumers; promote efficiency in both operations and investments in respect of utility services; and promote fair competition in the utility services industry. URA Act was enacted in November 2004 and subsequently amended in September 2008. The Act was again amended in June 2016 and gazetted on 29 June 2016 to allow for the appointment of the Chairperson and the Commissioners. The Board was finally set up in September 2016.

**a) Accounting Policies**

Financial Statements have been prepared on a historical cost basis and in compliance with the Financial Reporting Standards for Small Entities (FRSSE) issued by the Financial Reporting Council. They have been prepared on a going concern basis.

**b) Revenue Recognition**

Re-current Government grants are recognised on accrual basis as income is matched against the Re-current expenses of the entity.

Interest and other income are recognised on an accrual basis.

**c) Expenditure**

Expenditure is recognised on accrual basis.

**d) Property, Plant and Equipment**

Property, Plant and Equipment are stated at historical cost less depreciation. Depreciation is the systematic allocation of funds representing the use of an asset over its useful life. Depreciation is provided on the straight-line basis so as to write off the depreciation value of the assets over their expected useful economic lives.

The annual rates of depreciation used for the purpose are as follows: -

d) **Property, Plant and Equipment (continued)**

❖ Equipment	❖ 20%
❖ Furniture and Fixtures	❖ 10%
❖ Computer and Software	❖ 20%
❖ Motor Vehicle	❖ 20%

Depreciation was charged in the year of purchase on a pro-rata basis.

e) **Cash and Cash Equivalent**

Cash and Cash Equivalent comprise of bank balances and cash in hand. Cash equivalent are short-term balances readily available.

f) **Provisions**

A provision is recognised when there is a present obligation as a result of past event, and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are reviewed at each balance sheet date and adjusted to reflect the current best estimates.

g) **Comparative figures**

The current Financial Statements are prepared for a period of 12 months same as the previous Financial Statements.

Figures of last year 2018 confirm to current year's presentations.

h) **Currency and Rounding Off of Figures**

The figures in the Financial Statements are in Mauritian Rupees and have been rounded off to the nearest rupee.

i) **Related Party Transactions**

Related Parties are individual and Companies where the related party or the authority has the ability directly or individually to control the other party or exercise significant influence over the other party in making financial and operating decision. For the year under review, payments were effected to the Board comprising the Chairperson and Commissioners.

**1. Property, Plant and Equipment (P.P.E)**

All fixed assets are stated at historical cost less depreciation. Historical cost includes expenditures that are directly attributable to acquisition of the items.

	<b>Motor Vehicle</b>	<b>Equipment</b>	<b>Furniture and Fittings</b>	<b>Total</b>
<b>Cost</b>	<b>Rs.</b>	<b>Rs.</b>	<b>Rs.</b>	<b>Rs.</b>
At 1 July 2018	1,199,000	671,190	291,999	2,162,189
Additions during the year	-	520,174	269,690	789,864
<b>At 30 June 2019</b>	<b>1,199,000</b>	<b>1,191,364</b>	<b>561,689</b>	<b>2,952,053</b>
<b>Depreciation</b>				
At 1 July 2018	122,199	61,505	25,883	209,587
Charge for the year	239,800	192,369	44,368	476,537
<b>At 30 June 2019</b>	<b>361,999</b>	<b>253,874</b>	<b>70,251</b>	<b>686,124</b>
<b>Net Book Value 30 June 2019</b>	<b>837,001</b>	<b>937,490</b>	<b>491,438</b>	<b>2,265,929</b>
Net Book Value 30 June 2018	1,076,801	609,685	266,116	1,952,602

## 2. Cash and cash Equivalents

	30-Jun-19	30-Jun-18
	Rs.	Rs.
SBM Bank Balance	8,971,473	4,177,356
Cash in hand	4,700	6,114
	<u>8,976,173</u>	<u>4,183,470</u>

## 3. Trade & other Payables

	30-Jun-19	30-Jun-18
	Rs.	Rs.
Accruals:		
Electricity May 19 & June 19	34,659	14,730
Telephone April 19, May & June 19	22,145	17,687
PAYE June 19	79,884	98,474
NPS June 19	34,389	24,650
TDS May 19 & June 19	17,671	8,336
Uniconsults Ltd May 19 & June 19	11,500	5,750
Rent of Building June 19	191,442	-
Rent of Parking June 19	3,220	-
	<u>394,910</u>	<u>169,627</u>

## 4. Revenues

The Revenues are grants received from the Ministry.

**5. Operating Costs**

	30-Jun-19 Rs.	30-Jun-18 Rs.
URA staff salary & Board Members' fees	10,522,052	6,882,022
Electricity	173,237	149,325
Telephone	103,563	257,741
Stationaries	28,553	78,984
Maintenance	677,342	97,532
Office Sundries	8,890	41,644
PAYE	874,215	973,152
NPS	348,564	163,196
TDS	101,031	98,096
Rent of building	2,297,304	2,215,992
Rent of Parking	84,840	-
Depreciation for PPE	476,537	208,556
Bank Charges	9,622	4,785
Overseas Mission	528,805	-
	<u>16,234,555</u>	<u>11,171,025</u>

**6. Administrative Costs**

	30-Jun-19 Rs.	30-Jun-18 Rs.
Publicity	132,903	108,549
Miscellaneous expenses	1,151,795	659,575
	<u>1,284,698</u>	<u>768,124</u>

**7. Capital Grant**

	30-Jun-19 Rs.	30-Jun-18 Rs.
Capital Grant	1,830,933	2,039,489
Amortisation	313,327	(208,556)
	<u>2,144,260</u>	<u>1,830,933</u>

8. **Pending Litigation**

There was no litigation pending.

9. **Events after the Statement of Financial Position date**

There have been no other material events after Statement of Financial Position date which would require disclosure or adjustment to the 30 June 2019 Financial Statements.