

**THE MONTSERRAT FOOTBALL ASSOCIATION INC.**

**FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2022**

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Chartered Accountants &  
business advisers

06<sup>th</sup> September, 2023

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
THE MONTSERRAT FOOTBALL ASSOCIATION INC.**

**Opinion**

We have audited the financial statements of The Montserrat Football Association Inc., which comprise the statement of financial position as at 31st December, 2022, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects the financial position of The Montserrat Football Association Inc., as of 31<sup>st</sup> December, 2022, and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards for Small and Medium-sized Entities (IFRS for SME's).

**Basis for Opinion**

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to our audit of the Financial Statements in Antigua and Barbuda and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

.../2

**PKF** / P.O. Box 159/ Upper Redcliffe Street/ St. John's/ Antigua/W.I.  
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Partner: Wilbur A. Harrigan, OBE Campbell M. Coates

### **Emphasis of Matter**

As outlined in note 7 to the financial statements, the Commissioner of Inland Revenue has caused the President and General Secretary of the Association to be charged with conspiracy to cheat the public revenue. The matters are currently before the courts and we are not in a position to quantify the effects, if any, on the Association's financial statements.

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

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

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

Those charged with governance are responsible for overseeing the Company's financial reporting process.

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

Our 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 an opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatement can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the consolidated 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 our 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.

**Auditor's Responsibilities for the Audit of the Financial Statements (Cont'd)**

- 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 Company'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 Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We 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 we identify during our audit.

The engagement partner on the audit resulting in this independent auditor's report is Wilbur Harrigan, OBE.

**PKF**

A handwritten signature in black ink, appearing to be 'PKF', written over a faint, larger 'PKF' watermark.

**Chartered Accountants**

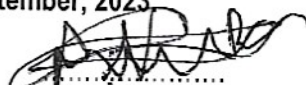
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**STATEMENT OF FINANCIAL POSITION**  
**AS AT 31<sup>ST</sup> DECEMBER, 2022**

(Expressed in United States Dollars)

<b>ASSETS</b>	<b>Notes</b> -----	<b>2022</b> -----	<b>2021</b> -----
Cash and cash equivalents	3	670,277	877,567
Accounts receivable and prepayments	4	12,148	104,087
Inventory		128,058	174,807
Property and equipment	6	8,425,688	7,835,144
<b>TOTAL ASSETS</b>		<b>\$9,236,171</b> =====	<b>\$8,991,605</b> =====
<b>LIABILITIES</b>			
Accounts payable and accruals	5	191,016	342,898
Deferred lease income		951	951
Deferred Women's Football Grant		500,000	500,000
Short term loans payable		70,370	-
		 -----	 -----
		762,337	843,849
		 -----	 -----
<b>EQUITY</b>			
Capital account opening balance		8,147,756	7,092,408
Prior year adjustments – Page 14		-	( 11,077)
Surplus for year – Page 4		326,078	1,066,425
<b>TOTAL EQUITY</b>		<b>8,473,834</b> -----	<b>8,147,756</b> -----
<b>TOTAL LIABILITIES AND EQUITY</b>		<b>\$9,236,171</b> =====	<b>\$8,991,605</b> =====

The financial statements were approved and authorized for issue by the Association on 06<sup>th</sup> September, 2023

  
.....  
Vincent Cassell

: President

  
.....  
Fandica Hughes

: Secretary

The attached notes on pages 9 to 15 form part of these Financial Statements.

**STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2022**

(Expressed in United States Dollars)

	2022	2021
	-----	-----
<b>INCOME</b>		
FIFA Forward Project Funds	-	225,000
FIFA Forward Operations	1,000,000	1,599,888
FIFA Solidarity – Travel	200,000	200,000
Caribbean Football Union	33,652	231,200
One Concacaf Funds	345,000	75,000
Miscellaneous income	7,358	3,277
	-----	-----
<b>TOTAL INCOME</b>	<b>1,586,010</b>	<b>2,334,365</b>
	-----	-----
<b>EXPENDITURE</b>		
Governance	54,148	10,821
Permanent administrative and technical staff	293,005	293,330
Administrative costs	139,754	87,641
Financial management	55,421	80,085
Marketing and communications	21,555	3,344
National teams – Men's	308,911	473,327
Domestic competitions – Boy's	831	31,143
Grassroots activities	575	5,995
Infrastructure and maintenance	112,637	53,429
FIFA subscriptions	3,991	1,037
Travel Solidarity Funds	172,211	204,322
Depreciation	98,226	135,210
	-----	-----
<b>TOTAL EXPENDITURE</b>	<b>1,261,265</b>	<b>1,379,684</b>
	-----	-----
<b>SURPLUS BEFORE TAXATION</b>	<b>324,745</b>	<b>954,681</b>
Taxation – (Note 2 I)	-	-
	-----	-----
<b>SURPLUS AFTER TAXATION</b>	<b>324,745</b>	<b>954,681</b>
<b><u>Other Income</u></b>		
Donated Inventories	-	111,744
Vehicle rental	1,333	-
	-----	-----
<b>SURPLUS FOR THE YEAR – Page 3</b>	<b>\$ 326,078</b>	<b>\$1,066,425</b>
	=====	=====

**STATEMENT OF RECEIPTS AND PAYMENTS  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2022**

(Expressed in United States Dollars)

	Schedule	FIFA	GENERAL	CONCACAF	2022	2021
	-----	-----	-----	-----	-----	-----
<b>RECEIPTS</b>						
FIFA – Forward Project Fund			-	-	-	225,000
FIFA – Forward Funds Operations	1,000,000	-	-	-	1,000,000	1,599,888
FIFA Solidarity – Travel	200,000	-	-	-	200,000	200,000
FIFA - Women's Football Grant	-	-	-	-	-	500,000
Caribbean Football Union	-	33,652	-	-	33,652	231,200
One Concacaf Funds	-	150,000	195,000	-	345,000	75,000
Loan Proceeds	-	70,370	-	-	70,370	-
Other	2,000	5,358	-	-	7,358	-
Transfer	-	-	-	-	-	370,389
<b>TOTAL RECEIPTS</b>	<b>1,202,000</b>	<b>259,380</b>	<b>195,000</b>		<b>1,656,380</b>	<b>3,201,477</b>
<b>PAYMENTS</b>						
Governance	1	25,630	28,518	-	54,148	10,821
Permanent administrative and technical staff	2	201,924	69,548	25,000	296,472	294,579
Administrative costs	3	64,782	53,101	564	118,447	101,651
Financial management	4	46,150	9,271	-	55,421	76,381
Marketing and communications	5	23,395	6,310	-	29,705	3,344
National teams – Men's	6	80,185	40,224	45,936	166,345	473,326
Domestic competitions – Boy's	7	831	-	-	831	31,143
Grassroots activities	8	91	540	-	631	6,013
Infrastructure and maintenance	9	102,351	25,442	-	127,793	174,419
FIFA Subscriptions		-	1,991	2,000	3,991	1,037
Work – in – progress (Dormitory)	10	739,128	98,547	-	837,675	2,147,079
Travel Solidarity expenses		172,211	-	-	172,211	204,322
Transfer		-	-	-	-	370,370
<b>TOTAL PAYMENTS</b>		<b>1,456,678</b>	<b>333,492</b>	<b>73,500</b>	<b>1,863,670</b>	<b>3,894,485</b>
<b>EXCESS RECEIPTS FOR THE YEAR</b>		<b>( 254,678)</b>	<b>( 74,112)</b>	<b>121,500</b>	<b>(207,290)</b>	<b>( 693,008)</b>
<b>BALANCE BROUGHT FORWARD</b>		<b>261,172</b>	<b>604,064</b>	<b>12,331</b>	<b>877,567</b>	<b>1,570,575</b>
<b>BALANCE CARRIED FORWARD</b>		<b>\$ 6,494</b>	<b>\$529,952</b>	<b>\$133,831</b>	<b>\$ 670,277</b>	<b>\$ 877,567</b>

STATEMENT OF RECEIPTS AND PAYMENTS  
(FIFA FORWARD PROGRAMME)  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2022

(Expressed in United States Dollars)

	<u>2022</u>	<u>2021</u>
<b>RECEIPTS</b>		
FIFA – Forward Project Funds (2022/2021)	-	225,000
FIFA – Forward Funds – Travel	200,000	200,000
FIFA – Forward Fund – Operations	1,000,000	1,599,888
FIFA - Women's Football Grant	-	500,000
Miscellaneous	2,000	-
	-----	-----
<b>TOTAL RECEIPTS</b>	<b>1,202,000</b>	<b>2,524,888</b>
	-----	-----
<b>PAYMENTS</b>		
Governance	25,630	10,821
Permanent administrative and technical staff	201,924	265,320
Administrative costs	64,782	99,588
Financial management	46,150	76,381
Marketing and communications	23,395	3,344
National teams – Men's	80,185	470,904
Domestic competitions – Boy's	831	31,143
Grassroots activities	91	6,013
Infrastructure and maintenance	102,351	89,005
FIFA subscriptions	-	1,037
Work-in-progress (Dormitory)	739,128	2,147,079
Travel Solidarity expenses	172,211	204,322
	-----	-----
<b>TOTAL PAYMENTS</b>	<b>1,456,678</b>	<b>3,404,957</b>
	-----	-----
<b>EXCESS RECEIPTS/(PAYMENTS) FOR THE YEAR</b>	<b>( 254,678)</b>	<b>( 880,069)</b>
<b>BALANCE BROUGHT FORWARD</b>	<b>261,172</b>	<b>1,141,241</b>
	-----	-----
<b>BALANCE CARRIED FORWARD</b>	<b>\$ 6,494</b>	<b>\$ 261,172</b>
	=====	=====



**STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2022**

(Expressed in United States Dollars)

	2022	2021
	-----	-----
<b>CASH INFLOWS FROM OPERATING ACTIVITIES</b>		
Net surplus for the year	326,078	1,066,425
Prior year adjustment – Salaries	-	( 11,077)
Depreciation	98,226	135,210
	-----	-----
	424,304	1,190,558
<b>CASH INFLOWS (OUTFLOWS) FROM INVESTING ACTIVITIES</b>		
(Increase)/Decrease in accounts receivable	91,939	( 64,571)
(Increase)/Decrease in inventory	46,749	(111,744)
Increase/(Decrease) in accounts payable and accruals	(151,882)	188,447
Increase/(Decrease) in deferred income	-	500,000
	-----	-----
	411,110	1,702,690
<b>CASH INFLOWS/(OUTFLOWS) FROM FINANCING ACTIVITES</b>		
Proceeds from short term loans	70,370	-
Purchase of property and equipment	(688,770)	(2,395,698)
	-----	-----
	(618,400)	(2,395,698)
<b>NET INCREASE/(DECREASE) IN CASH DURING THE YEAR</b>	<b>(207,290)</b>	<b>( 693,008)</b>
<b>CASH AND CASH EQUIVALENTS – Beginning of year</b>	<b>877,567</b>	<b>1,570,575</b>
	-----	-----
<b>CASH AND CASH EQUIVALENTS - End of year</b>	<b>\$ 670,277</b>	<b>\$ 877,567</b>
	=====	=====

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2022

(Expressed in United States Dollars)

1. **GENERAL INFORMATION**

The Montserrat Football Association Inc. was incorporated on 12<sup>th</sup> December, 2000 under the Companies Act of Montserrat. The registered address and principal place of business of the non-profit company is Blakes, Montserrat. The principal activity is to administer the playing of football in Montserrat.

2. **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The significant accounting policies adopted in the preparation of these financial statements are as follows:

a) **Basis of preparation**

These financial statements have been prepared in accordance with International Financial Reporting Standards for Small and Medium-Sized Entities (IFRS for SME's) issued by the International Accounting Standards Board.

b) **Basis of measurement**

These financial statements have been prepared on the historical cost basis.

c) **Functional and Presentation Currency**

These financial statements are presented in United States Dollars, which is the organisation's functional currency. All financial information presented in United States Dollars has been rounded to the nearest dollar.

d) **Foreign Currency Transaction**

Transactions in foreign currencies are translated at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the Statement of Financial Position date are translated to United States Dollars at the foreign exchange rate ruling at that date. Foreign exchange differences arising on translation are recognised in the statement of income. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are translated to United States Dollars at foreign exchange rates ruling at the dates the values were determined.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2022

(Expressed in United States Dollars)

2. **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)**

**e) Income and expenditure**

Donations are recognized when received and recorded in the Association's books of account. Investment income and expenditure is accounted for on an accrual basis. Gifts of investments are brought in at valuation. Interest income from bank deposits is accrued on a time basis, by reference to the principal outstanding and at the interest rate applicable.

**f) Designated funds**

Funds for specific purposes are treated as unexpected grants and credited to the income and expenditure statement when the activities for which they were provided for have been undertaken. Specific grant pledges that have not been received but for which expenditure has been incurred, as well as the excess of expenditure over receipts for specific grants are recognized as revenue and included in the financial statements as accounts receivable from donors.

**g) Property, Plant and Equipment and Depreciation**

Property, plant and equipment are stated at cost less accumulated depreciation and impairment. Changes in the expected useful life are accounted for by changing the recognized period or method as appropriate, and treated as changes in accounting estimates.

Depreciation is calculated using the straight-line method to write down the cost of property and equipment to their residual value over the estimated useful lives.

**h) Trade payables**

Trade payables are recognized initially at fair value, which is their original invoiced value. Subsequently, they are measured at amortised cost.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2022**

(Expressed in United States Dollars)

2. **SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Cont'd)**

**i) Accounts Receivables**

Trade receivables are recognized and carried at the original invoice amount less an allowance for any uncollectable amounts. An estimate for doubtful debt is made when collection of the full amount is doubtful. Bad debts are written off when identified.

**j) Estimates**

The preparation of financial statements in conformity with International Financial Reporting Standards for Small and Medium-sized Entities requires management to make estimates and assumptions that affects certain reported amounts and disclosures. Accordingly, actual results could differ from these estimates.

**k) Cash and Cash Equivalents**

Cash and Cash Equivalents comprise cash on hand and deposits with banks and short-term funds with original maturities of less than or equal to ninety (90) days and bank overdraft.

**l) Taxation**

Under the Income Tax Laws of Montserrat, The Montserrat Football Association Inc. is registered as a non-profit organization and as such is exempt from payment of corporation tax.

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2022**

(Expressed in United States Dollars)

<b>3. CASH AND CASH EQUIVALENTS</b>	<b>2022</b>	<b>2021</b>
	-----	-----
Bank of Montserrat		
- Forward ECD Account	1,076	23,267
- Forward USD Account	5,419	237,905
Bank of Montserrat		
- One Concacaf ECD Account	2,971	11,627
- One Concacaf USD Account	130,860	704
- General Account ECD Account	159,581	233,675
St. Patrick's Co-operative Credit Union	370,370	370,389
	-----	-----
	<b>\$670,277</b>	<b>\$877,567</b>
	=====	=====
<b>4. RECEIVABLES AND PREPAYMENTS</b>		
Receivables – Airline Tickets	-	35,187
Travel World International	1,333	-
Cable & Wireless	3,259	3,259
Deposit - Cable & Wireless	111	111
Deposit - Montserrat Utilities Limited	778	778
Legal – Retainer	2,084	2,083
Prepaid Insurance	1,260	1,260
Credit Card	-	60,630
Staff receivables	3,323	779
	-----	-----
	<b>\$12,148</b>	<b>\$104,087</b>
	=====	=====
<b>5. ACCOUNTS PAYABLE AND ACCRUALS</b>		
Audit fees	9,259	9,333
Accommodation	5,000	5,000
Statutory deductions	22,100	10,590
Motor vehicle	19,238	1,283
Office expenses	4,817	3,759
Acquisition - Property and Equipment	-	227,692
Infrastructure – General Maintenance	2,754	222
Infrastructure – Dormitory	53,198	1,446
Infrastructure – Retaining Wall	-	17,831
Gratuity	61,260	65,245
Utilities	13,390	497
	-----	-----
	<b>\$191,016</b>	<b>\$342,898</b>
	=====	=====

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2022

(Expressed in United States Dollars)

6. PROPERTY AND EQUIPMENT

CATEGORY	Cost 01/01/22	Additions	Disposals	Cost 31/12/22	Rate	Accumulated Depreciation 01/01/22	Charge For Year	Written Back	Accumulated Depreciation 31/12/22	N.B.V. 31/12/22	N.B.V 31/12/21
Land	800,617	-	-	800,617	-	-	-	-	-	800,617	800,617
Land Development cost	523,583	-	-	523,583	-	-	-	-	-	523,583	523,583
Buildings	16,448	-	-	16,448	2%	3,948	329	-	4,277	12,171	12,500
Stadium	901,523	-	-	901,523	4%	144,243	36,061	-	180,304	721,219	757,280
Infrastructure	225,274	-	-	225,274	5%	69,764	11,264	-	81,028	144,246	155,510
Floodlights	181,127	-	-	181,127	5%	108,674	9,056	-	117,730	63,397	72,453
Field Equipment	57,641	-	-	57,641	10%	47,303	5,764	-	53,067	4,574	10,338
Fencing	64,711	11,086	-	75,797	15%	64,711	1,247	-	65,958	9,839	-
Generator Room	82,712	111,369	-	194,081	2%	-	7,763	-	7,763	186,318	82,712
Generator	215,405	-	-	215,405	7.5%	50,910	10,720	-	61,630	153,775	164,495
Automobiles	194,980	60,146	-	255,126	20%	157,372	-	-	157,372	97,754	37,608
Furniture & Equipment	629,400	136,369	-	765,769	7.5%	23,205	2,812	-	26,017	739,752	603,195
Computer Hardware & Software	85,886	8,150	-	94,036	30%	72,727	6,393	-	79,120	14,916	13,159
Poles and wires	12,222	-	-	12,222	2%	733	244	-	977	11,245	11,489
Communication	2,044	-	-	2,044	20%	1,227	409	-	1,636	408	817
Work - in - Progress (Dormitory)	4,288,750	351,112	-	4,639,862	-	-	-	-	-	4,639,862	4,288,750
Access Road	297,638	10,538	-	308,176	2%	-	6,164	-	6,164	302,012	297,638
<b>Total</b>	<b>\$8,579,961</b>	<b>\$688,770</b>	<b>\$ -</b>	<b>\$9,268,731</b>		<b>\$ 744,817</b>	<b>\$ 98,226</b>	<b>\$ -</b>	<b>\$843,043</b>	<b>\$8,425,688</b>	<b>\$7,835,144</b>

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2022

(Expressed in United States Dollars)

**7. TAXATION/ CONTINGENCY LIABILITY**

In December, 2022, the Commissioner of Inland Revenue has caused the President and General Secretary of the Association to be charged with conspiracy to cheat the public revenue. The matters are currently before the courts and we are not in a position to quantify the effects, if any, on the Association's financial statements.

**8. CAPITAL COMMITMENT**

On 1<sup>st</sup> July, 2019 the Association entered into an agreement with Wall Trading Ltd. for the construction of a Dormitory Building at Blakes, Montserrat. The contract price is EC\$8,635,171.53/US\$3,212,250.40 (free of duty) which is payable in monthly stage payments. The completion date was previously 6<sup>th</sup> December, 2020. However due to the COVID-19 pandemic the project completion date was extended to July, 2021.

Funding for the project has been obtained from FIFA, through the Association's allocation of FIFA Forward Programme funding (Infrastructure) for the 2016-2018 cycle. FIFA has signed a Statement of Approval which outlines the breakdown and stipulations for the funding. MFA Inc.'s contribution to the project has been through the 2014 World Cup Bonus and Operational Funds.

As at 31<sup>st</sup> December, 2022, an amount of US\$6,025,683 (2021: \$5,416,294) was expended on the project is shown as Dormitory Work - in – progress, Generator Room, Generator Upgrade, Furniture & Equipment and Access Road in the Property, Plant and Equipment schedule - Note 6.

In accordance with the provisions of Sub-Clause 10.1 of the contract, the Contractor provided a Take Over Certificate for the whole of the works along with a snag list of works to be completed on 6<sup>th</sup> September, 2021. A 50 % retention release in the amount of EC\$215,879.29/US\$79,955.29 was paid to Wall Trading on 24<sup>th</sup> December, 2021 with a similar amount due on 6<sup>th</sup> September, 2022. This amount has not been paid to date.

The Association has since taken over responsibility for completion of the Dormitory project in 2021 but the project has not been completed to date.

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2022

(Expressed in United States Dollars)

9. **FINANCIAL RISK MANAGEMENT**

The Association's activities expose it to a variety of financial risk, credit risk, liquidity risk, currency risk and interest rate risk. The risk management policies employed by the Association to manage these risks are discussed below.

***Credit risk***

Credit risk is the risk of financial loss to the Association if a customer or counter-party to a financial instrument fails to meet its contractual obligations, and arises principally from loans receivables, accounts receivable and prepayments and cash and cash equivalents.

***Liquidity risk***

Liquidity risk is the risk that the company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The Association's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions without incurring unacceptable losses or risking damage to the Association's reputation.

***Currency risk***

Currency risk is the risk that the value of future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. The Association operates primarily in Eastern Caribbean Dollars and is therefore not subject to significant foreign currency risk. However some of the Association's transactions are in United States dollars, but as the Eastern Caribbean Dollar is pegged to the United States (US) Dollars, there are no significant currency risk exposures.

***Interest rate risk***

Interest rate risk is the risk that the value of future cash flows of a financial instrument will fluctuate due to changes in market interest rates. Interest rate risk is managed by holding primarily fixed rate financial instruments and therefore the company is not significantly exposed to interest rate risk.



SCHEDULE TO THE STATEMENT OF RECEIPTS AND PAYMENTS  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2022

(Expressed in United States Dollars)

	2022	2021
<u>SCHEDULE 1</u>	-----	-----
<b>GOVERNANCE</b>		
Legal fees	54,074	10,278
Compliance	-	89
General governance	74	454
	-----	-----
	<b>\$54,148</b>	<b>\$10,821</b>
	=====	=====
 <u>SCHEDULE 2</u>		
<b>PERMANENT ADMINISTRATIVE AND TECHNICAL STAFF</b>		
Prior year cost	28,549	3,333
Prior year adjustments – Salaries	-	11,077
Operational costs	118,656	76,156
Technical salaries	45,479	119,571
Professional fees – Medical	27,255	30,673
Accommodation	474	-
Directors' fees	31,059	28,769
Honorarium	25,000	25,000
Gratuity payable	20,000	-
	-----	-----
	<b>\$296,472</b>	<b>\$294,579</b>
	=====	=====

SCHEDULE TO THE STATEMENT OF RECEIPTS AND PAYMENTS  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2022

(Expressed in United States Dollars)

<u>SCHEDULE 3</u>	<u>2022</u>	<u>2021</u>
	-----	-----
<b>ADMINISTRATIVE COSTS</b>		
Prior year expenses	7,957	33
Bank charges and exchange difference	7,828	14,337
Office expense	4,391	6,095
Travel	7,258	2,845
Transportation	12,043	11,333
Purchase of asset	-	20,927
Consultancy	59,785	-
Utilities	10,328	6,701
Entertainment	3,422	7,393
Vehicle expenses	5,122	-
Medical	313	31,987
	-----	-----
	<b>\$118,447</b>	<b>\$101,651</b>
	=====	=====
 <b>SCHEDULE 4</b>		
<b>FINANCIAL MANAGEMENT</b>		
Prior year expenses	9,259	22,603
Operational expenses	45,833	53,778
Travel/Meetings	329	-
	-----	-----
	<b>\$55,421</b>	<b>\$76,381</b>
	=====	=====
 <b>SCHEDULE 5</b>		
<b>MARKETING AND COMMUNICATIONS</b>		
Materials	-	1,095
Communication and Media	21,555	2,249
Purchase of assets	8,150	-
	-----	-----
	<b>\$29,705</b>	<b>\$ 3,344</b>
	=====	=====

**SCHEDULE TO THE STATEMENT OF RECEIPTS AND PAYMENTS**  
**FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2022**

(Expressed in United States Dollars)

<u>SCHEDULE 6</u>	2022	2021
	-----	-----
<b>NATIONAL TEAMS – Men’s</b>		
Nations League – Travel	24,749	85,752
Nations League – Meals and Accomodation	-	220,805
Nations League – Coach	-	1,593
Nations League – General expenses	10,000	-
Nations League - Players expenses	36,522	91,313
Medicals	-	32,505
Training	-	41,358
Stadium rental	20,037	-
Match penalty	75,037	-
	-----	-----
	<b>\$166,345</b>	<b>\$473,326</b>
	=====	=====

**SCHEDULE 7**

**DOMESTIC COMPETITIONS – Boy’s**

General expenses	831	433
Education assistance	-	30,710
	-----	-----
	<b>\$ 831</b>	<b>\$31,143</b>
	=====	=====

**SCHEDULE 8**

**GRASSROOTS ACTIVITIES**

Fuel and transport	56	-
Refreshment	35	-
Coaching	540	315
Covid 19	-	4,958
Travel	-	740
	-----	-----
	<b>\$ 631</b>	<b>\$ 6,013</b>
	=====	=====

SCHEDULE TO THE STATEMENT OF RECEIPTS AND PAYMENTS  
FOR THE YEAR ENDED 31<sup>ST</sup> DECEMBER, 2022

(Expressed in United States Dollars)

<u>SCHEDULE 9</u>	<u>2022</u>	<u>2021</u>
	-----	-----
<b>INFRASTRUCTURE AND MAINTENANCE</b>		
Prior year cost	18,260	73,015
Look Out and Salem Mini-Fields	2,000	2,222
Field and road maintenance	62,718	35,057
General maintenance	30,279	3,495
Generator maintenance	9,202	-
Landscaping	5,334	-
Prepaid expenses	-	60,630
	-----	-----
	<b>\$127,793</b>	<b>\$174,419</b>
	=====	=====

SCHEDULE 10

**WORK-IN-PROGRESS (DORMITORY)**

Prior year cost	229,489	-
Construction of dormitory	385,520	1,247,227
Purchase of Furnishings	26,460	360,977
Dormitory – Kitchen	81,806	212,893
Distribution Upgrade	-	155,286
Road Construction	-	87,984
Generator Room	96,569	82,712
Retaining Wall	17,831	-
	-----	-----
	<b>\$837,675</b>	<b>\$2,147,079</b>
	=====	=====