

**Australian Centre for
International Agricultural
Research (ACIAR)**

**ENTITY RESOURCES AND PLANNED
PERFORMANCE**

AUSTRALIAN CENTRE FOR INTERNATIONAL AGRICULTURAL RESEARCH (ACIAR)

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AUSTRALIAN CENTRE FOR INTERNATIONAL AGRICULTURAL RESEARCH (ACIAR)

Section 1: Entity overview and resources

1.1 STRATEGIC DIRECTION STATEMENT

The Australian Centre for International Agricultural Research (ACIAR) contributes to poverty reduction and improved livelihoods through more productive and sustainable agriculture emerging from collaborative international research.

ACIAR's mandate is to amplify the impact of Australia's outstanding capabilities in agricultural science by brokering and funding agricultural research for development partnerships in developing countries. The agency works with public and private research institutions to improve the productivity and sustainability of agricultural systems and the resilience of food systems in partner countries.

ACIAR supports Australia's national interests by contributing to sustainable economic growth, poverty reduction and enhanced regional stability, with a particular focus on economic diplomacy and women's economic empowerment. ACIAR's work aligns closely with Australia's development assistance program, supporting research collaboration while emphasising human capacity building and private sector-led development, targeted at improved livelihoods in agriculture, forestry and fisheries. Our research portfolio encompasses:

- key agriculture sectors – crops, fisheries, forestry, horticulture and livestock;
- science and disciplines supporting these sectors – agronomy, plant genetics, livestock production, agribusiness, social sciences, soil and land management, water and climate; and
- assessment of achievements to guide future investment – impact evaluation.

Our work aims to contribute to poverty reduction and improved regional security, with a particular focus on Papua New Guinea and Pacific Island countries, and in partner countries in East Asia, South and West Asia and Eastern and Southern Africa.

ACIAR builds the knowledge base that underpins six strategic development objectives:

- food security and poverty reduction;
- natural resources and climate change;
- human health and nutrition;
- gender equity and women's empowerment;
- inclusive value chains; and
- scientific and policy capacity building.

ACIAR Budget Statements

These objectives are consistent with ACIAR's purpose under the enabling legislation and reflect the Australian Government's policy imperatives articulated in the Australian Overseas Development Assistance policy framework and the United Nations' Agenda 2030 Sustainable Development Goals.

Around 65 per cent of our research expenditure is implemented through bilateral arrangements between ACIAR and partner countries in the Indo-Pacific region. In 2019-20, ACIAR will continue to develop long-term agreements for research collaboration in the Indo-Pacific region, with a focus on the Pacific. In most countries and regions, these agreements will put into effect a program of research collaboration that is more consolidated geographically and thematically. They will also detail the intent for co-investment by some countries. We will continue to maintain permanent representation in 10 countries.

As a part of our statutory mandate, ACIAR manages Australia's investment in the global agricultural research system, chief among which is the CGIAR. ACIAR represents Australia on the CGIAR System Council. ACIAR will strengthen its regional research support to other multilateral institutions, including the Asia-Pacific Association of Agricultural Research Institutions, the Centre for Agriculture and Bioscience International, the World Vegetable Centre and the Pacific Community to promote and support collaborative research initiatives that progress our six strategic objectives.

ACIAR will grow its research co-investments with larger donors such as DFAT, the Canadian International Development Research Centre and Syngenta Foundation for Sustainable Agriculture and seek to engage with other private sector donors where appropriate.

1.2 ENTITY RESOURCE STATEMENT

Table 1.1 shows the total funding from all sources available to the entity for its operations and to deliver programs and services on behalf of the Government.

The table summarises how resources will be applied by outcome (government strategic policy objectives) and by administered (on behalf of the Government or the public) and departmental (for the entity's operations) classification.

For more detailed information on special accounts and special appropriations, please refer to *Budget Paper No. 4 – Agency Resourcing*.

Information in this table is presented on a resourcing (that is, appropriations/cash available) basis, whilst the 'Budgeted expenses by Outcome 1' tables in Section 2 and the financial statements in Section 3 are presented on an accrual basis.

Table 1.1: ACIAR resource statement — Budget estimates for 2019-20 as at Budget April 2019

	2018-19 (a) Estimated actual \$'000	2019-20 Estimate \$'000
Departmental		
Annual appropriations - ordinary annual services (b)		
Prior year appropriations available	3,682	3,500
Departmental appropriation	9,302	9,312
s74 External Revenue (c)	2,233	1,954
Departmental capital budget (d)	245	243
Total departmental resourcing	<u>15,462</u>	<u>15,009</u>
Administered		
Annual appropriations - ordinary annual services (b)		
Prior year appropriations available	2,423	1,000
Outcome 1	97,966	92,151
Total administered annual appropriations	<u>100,389</u>	<u>93,151</u>
Special accounts (e)		
Opening balance	13,171	28,562
Appropriation receipts	15,391	17,567
Total special account receipts	<u>28,562</u>	<u>46,129</u>
Total resourcing for ACIAR	<u>144,413</u>	<u>154,289</u>
	<u>2018-19</u>	<u>2019-20</u>
Average staffing level (number)	78	78

All figures shown above are GST exclusive - these may not match figures in the cash flow statement.

Prepared on a resourcing (that is, appropriations available) basis.

- (a) Annual appropriation amounts appearing for 2018-19 do not include the Appropriation Bills (No. 3) and (No. 4) 2018-2019, as they had not been enacted at the time of publication.
- (b) Appropriation Bill (No. 1) 2019-20.
- (c) Estimated External Revenue receipts under section 74 of the *PGPA Act 2013*.
- (d) Departmental Capital Budgets are not separately identified in Appropriation Bill (No.1) and form part of ordinary annual services items. Please refer to Table 3.5 for further details. For accounting purposes, this amount has been designated as a 'contribution by owner'.
- (e) Excludes trust moneys held in Services for Other Entities and Trust Moneys (SOETM) and other special accounts. For further information on special accounts, please refer to *Budget Paper No. 4 – Agency Resourcing*. Please also see Table 2.1 for further information on outcome and program expenses broken down by various funding sources, e.g. annual appropriations, special appropriations and special accounts.

Section 2: Outcomes and planned performance

Government outcomes are the intended results, impacts or consequences of actions by the Government on the Australian community. Commonwealth programs are the primary vehicle by which government entities achieve the intended results of their outcome statements. Entities are required to identify the programs which contribute to government outcomes over the Budget and forward years.

Each outcome is described below together with its related programs. The following provides detailed information on expenses for each outcome and program, further broken down by funding source.

Note:

Performance reporting requirements in the Portfolio Budget Statements are part of the enhanced Commonwealth performance framework established by the *Public Governance, Performance and Accountability Act 2013*. It is anticipated that the performance criteria described in Portfolio Budget Statements will be read with broader information provided in an entity's corporate plans and annual performance statements – included in Annual Reports – to provide an entity's complete performance story.

The most recent corporate plan for ACIAR can be found at:

<https://www.aciar.gov.au/publication/Corporate-Plan-2018-19>.

The most recent annual performance statement can be found at:

<https://www.aciar.gov.au/publication/Annual-Report-2017-18>.

2.1 BUDGETED EXPENSES AND PERFORMANCE FOR OUTCOME 1

Outcome 1: To achieve more productive and sustainable agricultural systems for the benefit of developing countries and Australia through international agricultural research and training partnerships

Linked programs

Department of Foreign Affairs and Trade

Programs

- Program 1.2 - Official Development Assistance

Contribution to Outcome 1 made by linked program

ACIAR manages a range of co-investments with DFAT including research and capacity building. These investments enable ACIAR to leverage resources and access complementary expertise. ACIAR overseas offices are located within Australian High Commissions/Embassies and work in close collaboration with DFAT.

Budgeted expenses for Outcome 1

This table shows how much the entity intends to spend (on an accrual basis) on achieving the outcome, broken down by program, as well as by Administered and Departmental funding sources.

Table 2.1.1: Budgeted expenses for Outcome 1

	2018-19 Estimated actual \$'000	2019-20 Budget \$'000	2020-21 Forw ard estimate \$'000	2021-22 Forw ard estimate \$'000	2022-23 Forw ard estimate \$'000
Program 1: International Agricultural Research and Development					
Administered expenses					
Ordinary annual services (Appropriation Bill No. 1)	97,966	92,151	93,942	95,470	97,014
Special accounts	19,666	19,261	17,507	13,178	10,227
Administered total	117,632	111,412	111,449	108,648	107,241
Departmental expenses					
Departmental appropriation s74 External Revenue (a)	9,302 2,233	9,312 1,954	9,376 2,072	9,441 2,160	9,504 2,040
Expenses not requiring appropriation in the Budget year (b)	519	543	558	565	599
Departmental total	12,054	11,809	12,006	12,166	12,143
Total expenses for program 1.1	129,686	123,221	123,455	120,814	119,384
Outcome 1 Totals by appropriation type					
Administered expenses					
Ordinary annual services (Appropriation Bill No. 1)	97,966	92,151	93,942	95,470	97,014
Special accounts	19,666	19,261	17,507	13,178	10,227
Administered total	117,632	111,412	111,449	108,648	107,241
Departmental expenses					
Departmental appropriation s74 External Revenue (a)	9,302 2,233	9,312 1,954	9,376 2,072	9,441 2,160	9,504 2,040
Expenses not requiring appropriation in the Budget year (b)	519	543	558	565	599
Departmental total	12,054	11,809	12,006	12,166	12,143
Total expenses for Outcome 1	129,686	123,221	123,455	120,814	119,384
	2018-19	2019-20			
Average staffing level (number)	78	78			

(a) Estimated expenses incurred in relation to receipts retained under section 74 of the *PGPA Act 2013*.

(b) Expenses not requiring appropriation in the Budget year are made up of depreciation expenses, amortisation expenses, make good expenses and audit fees.

Table 2.1.3: Performance criteria for Outcome 1

Table 2.2 below details the performance criteria for each program associated with Outcome 1. It also summarises how each program is delivered and where 2019-20 Budget measures have created new programs or materially changed existing programs.

Outcome 1 – To achieve more productive and sustainable agricultural systems for the benefit of developing countries and Australia through international agricultural research and training partnerships		
Program 1 – International agricultural research for development for more productive and sustainable agriculture		
Delivery	ACIAR is an investor, broker, facilitator and manager of strategic partnerships in agricultural research for development, and an evaluator and communicator of research findings. The partnership model ensures that partner countries have input into and ownership of research priorities and the delivery of research programs. This approach maximises the relevance of the research undertaken and the likelihood that research outputs and findings will be used and will make a difference to those countries and to Australia. ACIAR has a well established Impact Evaluation Program that helps us to refine our priorities, learn lessons from current and past projects, and report accurately to the Minister, the Parliament and the wider Australian public.	
Performance information		
Year	Performance criteria (a)	Targets
2018-19	<i>Food security and poverty reduction</i>	<i>Improved food security and reduced poverty among smallholder farmers and rural communities</i>
	<i>Natural resources and climate change</i>	<i>Managing natural resources and producing food more sustainably, adapting to climate variability and mitigating climate change</i>
	<i>Human health and nutrition</i>	<i>Enhancing human nutrition and reducing risks to human health</i>
	<i>Gender equity and women’s empowerment</i>	<i>Improving gender equity and empowerment of women and girls</i>
	<i>Inclusive value chains</i>	<i>Fostering more inclusive agrifood and forestry market chains, engaging the private sector where possible</i>
	<i>Capacity Building</i>	<i>Building scientific and policy capability within our partner countries</i>

Table continued on the following page.

Table 2.1.3: Performance criteria for Outcome 1 (continued)

2019-20	<p>Delivery in line with the <i>ACIAR 10 Year Strategy 2018-2027</i> of:</p> <ul style="list-style-type: none"> • Bilateral country research partnerships through ten research programs • Multilateral research collaborations and co-investment with development partners through the Global Program • Capacity building programs targeted to agricultural researchers in partner countries 	<p>Through case studies (quantitative and qualitative), mid- and end-project reviews, long-term adoption studies and impact pathway analyses, ACIAR will measure the extent to which these performance criteria are:</p> <ul style="list-style-type: none"> • Achieved • On track • Not on track
2020-21 and beyond	As per 2019-20	As per 2019-20
Purposes	To contribute to reducing poverty and improving the livelihoods of many in the Indo-Pacific region through more productive and sustainable agriculture emerging from collaborative international research.	

Section 3: Budgeted financial statements

Section 3 presents budgeted financial statements which provide a comprehensive snapshot of entity finances for the 2019-20 budget year, including the impact of budget measures and resourcing on financial statements.

3.1 BUDGETED FINANCIAL STATEMENTS

3.1.1 Differences between entity resourcing and financial statements

There are no differences between the resource information presented in the Budget papers and in ACIAR's portfolio Budget Statements.

3.1.2 Explanatory notes and analysis of budgeted financial statements

Departmental financial statements

The Departmental financial statements represent the assets, liabilities, revenues and expenses which are controlled by ACIAR. Departmental expenses include employee and supplier expenses and other administrative costs which are incurred by ACIAR in undertaking its operations.

Budgeted departmental comprehensive income statement

The total budgeted revenue from government in 2019-20 is \$9.31 million, which represents an increase of \$0.01 million in appropriations from 2018-19 as shown in Table 3.1. The increase is primarily attributable to parameter adjustments for overseas and domestic inflation.

The Income Statement shows a budgeted deficit in 2019-20 of \$0.51 million due to the removal of appropriation funding for depreciation and amortisation funding under the Net Cash funding arrangements.

Budgeted departmental balance sheet

The statement discloses the estimated end of year financial position for ACIAR. ACIAR's budgeted net asset position of \$3.40 million at the end of 2019-20 represents a decrease of \$0.27 million from the 2018-19 estimate actual in Table 3.2. This is mainly due to the variation between capital program funding (\$0.24 million) and estimated depreciation expense (\$0.51 million).

Departmental statement of changes in equity – summary of movement

This statement shows changes in equity resulting from the net impact of movements in accumulated results, assets revaluation and other reserves, and contributed equity.

Total equity at the end of 2019-20 is estimated to be \$3.40 million, a decrease of \$0.27 million mainly due to the variation between capital program funding (\$0.24 million) and estimated depreciation expense (\$0.51 million).

Budgeted departmental statement of cashflows

This statement shows the extent and nature of cash flows as a result of ACIAR's operating, investing and financing activities. ACIAR's cash balance at the end of 2019-20 is estimated to be \$0.01 million.

Departmental capital budget statement

This statement shows all planned departmental capital expenditure on non-financial assets, whether funded through capital appropriations, additional equity, borrowings, or funds from internal sources.

Departmental statements of asset movements

This statement shows budgeted acquisitions and disposals of non-financial assets during the budget year.

Schedule of administered activity

In 2019-20 ACIAR will receive administered appropriation of \$92.15 million for programs administered on behalf of the Government. The expenditure is for 'International Development Assistance'.

Schedule of budgeted assets and liabilities administered on behalf of the Government

This schedule identifies the assets and liabilities administered on behalf of the Government.

Total administered assets and liabilities for 2019-20 are estimated at \$9.36 million and \$4.01 million respectively.

Schedule of budgeted administered cash flows

This schedule shows cash flows administered on behalf of the Government. All cash received is expected to be expended on the relevant programs.

3.2 BUDGETED FINANCIAL STATEMENTS TABLES

Table 3.1: Comprehensive income statement (showing net cost of services) for the period ended 30 June

	2018-19 Estimated actual \$'000	2019-20 Budget \$'000	2020-21 Forw ard estimate \$'000	2021-22 Forw ard estimate \$'000	2022-23 Forw ard estimate \$'000
EXPENSES					
Employee benefits	6,744	6,879	7,014	7,149	7,323
Suppliers	4,823	4,419	4,466	4,484	4,253
Depreciation and amortisation (a)	487	511	526	533	567
Total expenses	12,054	11,809	12,006	12,166	12,143
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	2,233	1,954	2,072	2,160	2,040
Total own-source revenue	2,233	1,954	2,072	2,160	2,040
Gains					
Other	32	32	32	32	32
Total gains	32	32	32	32	32
Total own-source income	2,265	1,986	2,104	2,192	2,072
Net (cost of)/contribution by services	(9,789)	(9,823)	(9,902)	(9,974)	(10,071)
Revenue from Government	9,302	9,312	9,376	9,441	9,504
Surplus/(deficit) attributable to the Australian Government	(487)	(511)	(526)	(533)	(567)
Total comprehensive income/(loss) attributable to the Australian Government	(487)	(511)	(526)	(533)	(567)

Table continued on the following page.

Table 3.1: Comprehensive income statement (showing net cost of services) for the period ended 30 June (continued)**Note: Impact of net cash appropriation arrangements**

	2018-19	2019-20	2020-21	2021-22	2022-23
	\$'000	\$'000	\$'000	\$'000	\$'000
Total comprehensive income/(loss) excluding depreciation/amortisation expenses previously funded through revenue appropriations	(487)	(511)	(526)	(533)	(567)
less depreciation/amortisation expenses previously funded through revenue appropriations (a)	-	-	-	-	-
Total comprehensive income/(loss) - as per the statement of comprehensive income	(487)	(511)	(526)	(533)	(567)

Prepared on Australian Accounting Standards basis.

- (a) From 2010-11, the Government introduced net cash appropriation arrangements where Bill 1 revenue appropriations for the depreciation/amortisation expenses of non-corporate Commonwealth entities (and select corporate Commonwealth entities) were replaced with a separate capital budget (the Departmental Capital Budget, or DCB) provided through Bill 1 equity appropriations. For information regarding DCBs, please refer to Table 3.5 Departmental Capital Budget Statement.

Table 3.2: Budgeted departmental balance sheet (as at 30 June)

	2018-19 Estimated actual \$'000	2019-20 Budget \$'000	2020-21 Forward estimate \$'000	2021-22 Forward estimate \$'000	2022-23 Forward estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	11	11	11	11	11
Trade and other receivables	3,774	3,808	3,808	3,808	3,808
Total financial assets	3,785	3,819	3,819	3,819	3,819
Non-financial assets					
Land and buildings	790	652	515	378	241
Property, plant and equipment	129	84	65	78	99
Intangibles	1,909	1,824	1,699	1,537	1,335
Other non-financial assets	96	96	56	56	56
Total non-financial assets	2,924	2,656	2,335	2,049	1,731
Total assets	6,709	6,475	6,154	5,868	5,550
LIABILITIES					
Payables					
Suppliers	345	351	351	391	391
Other payables	506	466	426	386	386
Total payables	851	817	777	777	777
Provisions					
Employee provisions	2,183	2,251	2,251	2,251	2,251
Total provisions	2,183	2,251	2,251	2,251	2,251
Total liabilities	3,034	3,068	3,028	3,028	3,028
Net assets	3,675	3,407	3,126	2,840	2,522
EQUITY*					
Parent entity interest					
Contributed equity	2,724	2,967	3,212	3,459	3,708
Reserves	147	147	147	147	147
Retained surplus (accumulated deficit)	804	293	(233)	(766)	(1,333)
Total parent entity interest	3,675	3,407	3,126	2,840	2,522
Total equity	3,675	3,407	3,126	2,840	2,522

Prepared on Australian Accounting Standards basis.

*'Equity' is the residual interest in assets after deduction of liabilities.

Table 3.3: Departmental statement of changes in equity — summary of movement (Budget year 2019-20)

	Retained earnings \$'000	Asset revaluation reserve \$'000	Contributed equity/ capital \$'000	Total equity \$'000
Opening balance as at 1 July 2019				
Balance carried forward from previous period	804	147	2,724	3,675
Adjusted opening balance	804	147	2,724	3,675
Comprehensive income				
Surplus/(deficit) for the period	(511)	-	-	(511)
Total comprehensive income	(511)	-	-	(511)
of which:				
Attributable to the Australian Government	(511)	-	-	(511)
Departmental Capital Budget (DCB)	-	-	243	243
Sub-total transactions with owners	(511)	-	243	(268)
Closing balance attributable to the Australian Government	293	147	2,967	3,407

Prepared on Australian Accounting Standards basis.

Table 3.4: Budgeted departmental statement of cash flows (for the period ended 30 June)

	2018-19 Estimated actual \$'000	2019-20 Budget \$'000	2020-21 Forw ard estimate \$'000	2021-22 Forw ard estimate \$'000	2022-23 Forw ard estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Appropriations	9,259	9,278	9,376	9,441	9,504
Receipts from Government					
Sale of goods and rendering of services	2,233	1,954	2,072	2,160	2,040
Total cash received	11,492	11,232	11,448	11,601	11,544
Cash used					
Employees	6,671	6,811	7,014	7,149	7,323
Suppliers	4,781	4,381	4,394	4,412	4,221
Other	40	40	40	40	-
Total cash used	11,492	11,232	11,448	11,601	11,544
Net cash from/(used by) operating activities	-	-	-	-	-
Cash used					
Purchase of property, plant and equipment and intangibles	245	243	245	247	249
Net cash from/(used by) investing activities	(245)	(243)	(245)	(247)	(249)
FINANCING ACTIVITIES					
Cash received					
Contributed equity	245	243	245	247	249
Total cash received	245	243	245	247	249
Net cash from/(used by) financing activities	245	243	245	247	249
Net increase/(decrease) in cash held	-	-	-	-	-
Cash and cash equivalents at the beginning of the reporting period	11	11	11	11	11
Cash and cash equivalents at the end of the reporting period	11	11	11	11	11

Prepared on Australian Accounting Standards basis.

Table 3.5: Departmental capital budget statement (for the period ended 30 June)

	2018-19 Estimated actual \$'000	2019-20 Budget \$'000	2020-21 Forw ard estimate \$'000	2021-22 Forw ard estimate \$'000	2022-23 Forw ard estimate \$'000
NEW CAPITAL APPROPRIATIONS					
Capital budget - Bill 1 (DCB)	245	243	245	247	249
Total new capital appropriations	245	243	245	247	249
PURCHASE OF NON-FINANCIAL ASSETS					
Funded by capital appropriation - DCB (a)	245	243	245	247	249
TOTAL	245	243	245	247	249
RECONCILIATION OF CASH USED TO ACQUIRE ASSETS TO ASSET MOVEMENT TABLE					
Total purchases	245	243	245	247	249
Total cash used to acquire assets	245	243	245	247	249

Prepared on Australian Accounting Standards basis.

(a) Does not include annual finance lease costs. Includes purchases from current and previous years' Departmental Capital Budgets (DCBs).

Table 3.6: Statement of asset movements (Budget year 2019-20)

	Buildings	Other property, plant and equipment \$'000	Computer software and intangibles \$'000	Total \$'000
As at 1 July 2019				
Gross book value	1,369	552	2,795	4,716
Accumulated depreciation/ amortisation and impairment	(579)	(423)	(886)	(1,888)
Opening net book balance	790	129	1,909	2,828
Capital asset additions				
Estimated expenditure on new or replacement assets				
By purchase - appropriation ordinary annual services (a)	-	43	200	243
Total additions	-	43	200	243
Other movements				
Depreciation/amortisation expense	(138)	(88)	(285)	(511)
Total other movements	(138)	(88)	(285)	(511)
As at 30 June 2020				
Gross book value	1,369	595	2,995	4,959
Accumulated depreciation/ amortisation and impairment	(717)	(511)	(1,171)	(2,399)
Closing net book balance	652	84	1,824	2,560

Prepared on Australian Accounting Standards basis.

(a) 'Appropriation ordinary annual services' refers to funding provided through Appropriation Bill (No. 1) 2019-20 for depreciation/amortisation expenses, DCBs or other operational expenses.

Table 3.7: Schedule of budgeted income and expenses administered on behalf of Government (for the period ended 30 June)

	2018-19 Estimated actual \$'000	2019-20 Budget	2020-21 Forw ard estimate \$'000	2021-22 Forw ard estimate \$'000	2022-23 Forw ard estimate \$'000
EXPENSES					
Employee benefits	3,444	3,512	3,583	3,653	3,680
Suppliers	114,188	107,902	107,864	104,995	103,561
Total expenses administered on behalf of Government	117,632	111,414	111,447	108,648	107,241
LESS:					
OWN-SOURCE INCOME					
Non-taxation revenue					
Sale of goods and rendering of services	15,391	17,567	14,198	11,827	9,827
Total non-taxation revenue	15,391	17,567	14,198	11,827	9,827
Total comprehensive income/(loss)	102,241	93,847	97,249	96,821	97,414

Prepared on Australian Accounting Standards basis.

Table 3.8: Schedule of budgeted assets and liabilities administered on behalf of Government (as at 30 June)

	2018-19 Estimated actual \$'000	2019-20 Budget \$'000	2020-21 Forw ard estimate \$'000	2021-22 Forw ard estimate \$'000	2022-23 Forw ard estimate \$'000
ASSETS					
Financial assets					
Cash and cash equivalents	8,906	7,210	3,903	2,552	2,152
Taxation receivables	2,115	2,115	2,115	2,115	2,115
Total financial assets	11,021	9,325	6,018	4,667	4,267
Non-financial assets					
Other non-financial assets	34	34	34	34	34
Total non-financial assets	34	34	34	34	34
Total assets administered on behalf of Government	11,055	9,359	6,052	4,701	4,301
LIABILITIES					
Payables					
Suppliers	2,396	2,396	2,396	2,396	2,396
Other payables	1,403	1,403	1,403	1,403	1,403
Total payables	3,799	3,799	3,799	3,799	3,799
Provisions					
Employee provisions	209	209	209	209	209
Total provisions	209	209	209	209	209
Total liabilities administered on behalf of Government	4,008	4,008	4,008	4,008	4,008
Net assets/(liabilities)	7,047	5,351	2,044	693	293

Prepared on Australian Accounting Standards basis.

Table 3.9: Schedule of budgeted administered cash flows (for the period ended 30 June)

	2018-19 Estimated actual \$'000	2019-20 Budget \$'000	2020-21 Forward estimate \$'000	2021-22 Forward estimate \$'000	2022-23 Forward estimate \$'000
OPERATING ACTIVITIES					
Cash received					
Net GST received	5,000	5,000	5,000	5,000	5,000
Other	15,391	17,567	14,198	11,827	9,827
Total cash received	20,391	22,567	19,198	16,827	14,827
Cash used					
Suppliers	114,188	107,902	107,864	104,995	103,561
Net GST paid	5,000	5,000	5,000	5,000	5,000
Employees	3,363	3,430	3,498	3,565	3,590
Other	81	82	85	88	90
Total cash used	122,632	116,414	116,447	113,648	112,241
Net cash from/(used by) operating activities	(102,241)	(93,847)	(97,249)	(96,821)	(97,414)
Net increase/(decrease) in cash held	(102,241)	(93,847)	(97,249)	(96,821)	(97,414)
Cash and cash equivalents at beginning of reporting period	13,181	8,906	7,210	3,903	2,552
Cash from Official Public Account for:					
- Appropriations	97,966	92,151	93,942	95,470	97,014
Total cash from Official Public Account	97,966	92,151	93,942	95,470	97,014
Cash and cash equivalents at end of reporting period	8,906	7,210	3,903	2,552	2,152

Prepared on Australian Accounting Standards basis.