



GOZO REGIONAL
DEVELOPMENT AUTHORITY

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GOZO REGIONAL
DEVELOPMENT AUTHORITY

Annual Report

GRDA.MT

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Chairman's FOREWORD

Michael Grech

CHAIRMAN

Gozo Regional Development Authority

As the chairman of the Gozo Regional Development Authority, it is with great pleasure that I present this Annual Report, highlighting the Authority's achievements for last year and outlining some future prospects.

The Authority delivered on many fronts during 2023. It organised a good number of events, including public consultations as well as the launching and publication of several documents. Amongst the publications, the Regional Development Strategy for Gozo merits a special mention. This is a very important document that will guide government actions and decisions with regards to Gozo for the next ten years. Other important documents include the GRDA Policy Position on 'Employment and Skills in Gozo' and the GRDA Corporate Plan 2023-2025. The Authority also published its feedback, response, and recommendations on various regional and national topics amongst which were Malta's Sustainable Development Strategy 2050 and the GRDA Feedback on the Partial Review of the Gozo and Comino Local Plan 2006 for Qala (Hondoq ir-Rummien). The GRDA also published various other research notes and surveys on various topics and subjects, including A Regional Analysis on Female Employment, A State of the Nation Survey 2023, the GRDA Vision for Victoria Urban Upgrade and two surveys on Tourism.

In the meantime, the Authority continued with its collaboration with Oxford Economics, a leading company in global economic forecasting and econometric

analysis. With the assistance of this firm, the GRDA is preparing and publishing macro-economic forecasts for the Island of Gozo and quantifying the impact of various projects.

Another important step has been the decision taken by the GRDA in actively participating in various EU funded projects. This has mostly been done in collaboration with local and foreign partners.

The Board of Directors continued to meet regularly, discussing various initiatives, and overseeing strategic decisions. Here I would like to thank all the Board members for their valid contributions. A special mention also goes to the CEO, Mr Mario Borg and all the employees for their dedication and commitment to their job.

In concluding my message, I must heartily thank Onor. Clint Camilleri, the Minister for Gozo, for his unwavering support, Mr John Borg, the Permanent Secretary at the Gozo Ministry, who was always there to promptly support us in all our needs and to various other Ministries and government departments who were and still are supporting our work and initiatives.

I am confident that the Authority will continue to strive to perform in the very best interests of the island of Gozo, an 'Island of Villages', and that of the nation of Malta in general.

CEO's STATEMENT

Mario Borg

CEO

Gozo Regional Development Authority

Year ending 2023 represented the third year of the GRDA since its inception. The first year of its operation, the aim was to put in place a robust structure so that the Authority could start functioning, while the second year the GRDA focused on consolidating its structures. Last year, the GRDA managed to put on more visible deliverables.

An important landmark during 2023 was undoubtedly the publication of the Regional Development Strategy for Gozo. This followed extensive consultation with the public and various government entities. The strategy for Gozo will serve as a roadmap for the next ten years. The GRDA, while not in a position to directly implement the whole strategy, is still responsible for monitoring and ensuring its implementation. To do so, the delegation method is being adopted. Indeed, following discussions with the Permanent Secretary within the Ministry for Gozo, measures in the Regional Development Strategy are being delegated to departments within the same Ministry and where applicable also to national entities. To manage this process, the GRDA has established a number of Working Committees that address key areas within the Regional Development Strategy. Through collaborative efforts, research, and informed discussions, these Working Committees aim to contribute to the achievement of Gozo's development goals while fostering partnerships with government entities and ensuring the timely execution of the strategy. Action plans for implementing the Regional Development Strategy would be developed through these Working Committees.

Apart from the Regional Development Strategy, last year also saw the GRDA publishing a series of documents on various topics related to Gozo. Such documents are extremely important for the regional development of the Island as they fill an important gap in terms of research without which proper evidence based policy would not be possible. Just one example of policy change driven by the GRDA was the announcement made during the national budget whereby the reduced stamp duty on property bought in Gozo was not extended.



This is a stand that the GRDA took and made public in October 2022 and subsequently taken on board by several NGOs and constitutional bodies in Gozo.

The GRDA also published its updated Corporate Plan 2023-2025 which sets the strategic objectives of the Authority together with a very clear and targeted set of deliverables. In this way, the various activities planned in advance by the GRDA can be monitored in a focused and transparent manner. With great satisfaction, during the year 2023, the GRDA managed to complete 89% of its planned deliverables for 2023. More details can be found in Annex A of this Annual Report.

As has been the practice since its inception, the GRDA has emphasised the importance of being transparent in its conduct including its plans and objectives. This commitment was strengthened further during 2023. The GRDA continued to engage continuously with stakeholders, including the general public and NGOs through specific events as well as through the consultative stakeholders' groups. Over the year, the GRDA also continued to provide a platform to NGOs and individuals to share their views on various issues through the production of a series of podcasts.

To end this short introduction, it is fair to publicly thank all the staff at the GRDA. All this was made possible only because of their dedication, professionalism, and commitment. The people at the GRDA are its most valuable asset.

Board of DIRECTORS

During the 2023 period, the Board chaired by Mr. Michael Grech, met regularly and discussed a number of items which included matters related to strategic planning and oversight. The Board of Directors also approved a number of important documents including the updated Corporate Plan 2023-2025 and policy positions on 'Employment and Skills in Gozo' and 'Agriculture in Gozo'. Another important item that was addressed by the Board of Directors was the approval of the Regional Development Strategy for Gozo.

The members of the Board of Directors of the Gozo Regional Development Authority who served during the year under review, were:

Mr. Michael Grech
CHAIRPERSON

Ms. Charlene Xerri Gatt
VICE CHAIRPERSON

Mr. Daniel Borg
MEMBER

Mr. Abraham Said
MEMBER

Dr. Samuel Azzopardi
MEMBER

Mr. Anthony Bezzina
MEMBER

Mr. Mario Borg
EX-OFFICIO

Ms. Marica Sultana
BOARD SECRETARY

| Meeting No. | Date |
|-------------|----------------------------|
| 1/2023 | 20 th January |
| 2/2023 | 3 rd March |
| 3/2023 | 21 st April |
| 4/2023 | 26 th May |
| 5/2023 | 23 rd June |
| 6/2023 | 21 st July |
| 7/2023 | 29 th September |
| 8/2023 | 3 rd November |
| 9/2023 | 1 st December |



Audit COMMITTEE

The Audit Committee assists the Board of Directors in its oversight responsibilities with respect to internal governance and controls, and internal audit functions of the Authority.

During 2023, the Audit Committee approved, amongst other things, the financial Statements of the Authority and the Internal Audit Charter.

Following a successful competitive call for tenders in 2022, the GRDA appointed RSM Malta (with effect from 1st February 2023) as internal auditors to assess compliance management and the effectiveness of the Authority's internal control mechanisms including its accounting processes and corporate governance. The Audit Committee also approved the audit plan for years 2023-2025 which will cover procurement procedures (2023), disbursement and fund management procedures (2024) and the corporate governance and compliance as well as an evaluation of the GRDA's project planning and budgeting processes, including project ethics, monitoring and evaluation (2025).

The Audit Committee was composed of:

Mr. Joe Borg
CHAIRMAN

Mr. Joe Muscat
MEMBER

Ms. Elaine Camilleri
MEMBER

Ms. Marica Sultana
SECRETARY

| Meeting No. | Date |
|-------------|---------------------------|
| 1/2023 | 27 th January |
| 2/2023 | 20 th February |
| 3/2023 | 12 th April |





Our MISSION

The Authority aims to work amongst policy makers so as to ensure that policies, actions and projects are adequate for the specific nature of the Gozitan regional characteristics.

Our VISION

To formulate, streamline and help in the implementation of regional policies to ensure sustainable socioeconomic development for the island of Gozo.

Our VALUES

Sustainable Development:

The GRDA will promote sustainability in development policies as it believes in the critical balance between the social, environmental and economic priorities.

Representation:

The GRDA will strive to ensure that all stakeholders, groups and individuals will be closer to where policy making takes place. Their contribution will be encouraged and channelled through formal and permanent structures that facilitate social dialogue.

Long-term focus:

The GRDA's contribution to regional policy development is to target the long-term challenges faced by Gozo, ensuring that the region is looked at holistically.



Strategic OBJECTIVES

01. Ensure sustainable economic growth, employment, and living standards across the economic, social, natural and human dimensions.
02. Play a key role in the planning stages with regards to the upgrading of infrastructure and improvement of Gozo's accessibility, whilst giving due priority to the region's ecosystem and the region's characteristics.
03. Ensure that national policy and strategies are designed and implemented in full consideration of the regional dimension and Gozo's long-term viability.
04. Strengthen Gozo's institutional framework to improve the planning, decision making, implementation and evaluation processes.

Organisational STRUCTURE



OPERATIONS

In line with the GRDA Act, the Authority handles all its finances and corporate affairs internally. Thus, the Operations function is responsible for overseeing all aspects related to human resources management, finance, and procurement. It is also responsible for supporting the Authority's logistics during events organised by the GRDA.

Finance and Human Resources Management

During 2023, the Operations functions processed 565 payments. These included both invoices and staff salaries. All other statutory reporting concerning finance, HR and procurement were also submitted to relevant authorities including the Ministry for Gozo and the Ministry responsible for public finances in a timely manner. In line with its commitment to operate digitally, the GRDA continued to depend on a digital document system for recording filing. This ensures complete traceability and a permanent audit trail of documents.

| | |
|---|-----|
| Number of payments processed in 2023 | 565 |
| Number of files opened in 2023 | 101 |

Investing in People

For the year under review the workforce complements of the GRDA remained unchanged. The Authority continued to invest in its people by providing opportunities for training and upskilling. For 2023, the GRDA sponsored one of its employees to read for the 'Master of Arts in Public Policy Leadership' at the University of Malta.

The GRDA organised a team building activity in April 2023 in line with its HR strategy to improve communication, cooperation, and motivation among the GRDA workforce. This year, an expert in organisation leadership skills delivered a series of interactive lectures that included games and other related outdoor activities. This event was held during office hours at the GRDA office in Victoria, Gozo.

The staff within GRDA also attended several short courses including:

- Social Media Marketing Masterclass
- First Aid and Fire Warden Course
- Professional Diploma in UX Design

Opening of new premises

The GRDA's new offices in Republic Street, Victoria were officially opened in February. During the inauguration, Prime Minister Robert Abela remarked on the important role, the Authority is playing for the socio-economic development of Gozo.

Over the year, the GRDA continued to upgrade its facilities including work on the conference room with the installation of specific material to improve the acoustic quality during live and online conference sessions.





Call for Tenders 2023

The GRDA follows public financial regulations. The GRDA continuously updated its procurement list above orders of €5000 on its website, on a monthly basis.

| CfT Reference No. | Award Supplier Name | Description |
|--------------------------------------|-----------------------------|--|
| GRDA_CFT_001_2023 (SPD3/2023/002) | Price Waterhouse Coopers | Tender for the Provision of Maintenance, Support and Backup Services on 2 Virtual Machines for the Gozo Regional Development Authority (GRDA). |

Call for Quotations 2023

| CfQ Reference No. | Award Supplier Name | Description |
|-------------------|---------------------|--|
| GRDA/CfQ/001/2023 | Not Awarded | Call for Quotations for the Supply, Delivery and Installation of a 3 Phase Voltage Stabiliser System for the GRDA. |

Legal & COMPLIANCE

During the year, the GRDA continued to formulate new internal policies and procedures to strengthen its already robust and efficient corporate framework. This enables the smooth running of the Authority and ensures accountability and transparency.

GENDER EQUALITY PLAN

The GRDA prepared and finalised its Gender Equality Plan which creates better working environments and helps maximise the potential and talent of all its employees. The Gender Equality Plan is an all-year round strategy that comprises the collection and assessment of data, planning, implementation, monitoring progress and evaluation of new measures or necessary revisions that need to be carried out with respect to gender mainstreaming.

INTERNAL AUDIT CHARTER

The GRDA formulated its Internal Audit Charter which established the principles and framework that should guide the GRDA in its oversight responsibilities for the internal governance, control practices, financial statements, and risk management. This was approved by the Board of Directors. Through this Charter, the internal audit function is being recognised as an independent, objective and consulting activity designed to add value to and improve the operations of the Authority.

DATA PROTECTION POLICY

In line with the General Data Protection Regulation (EU) 2016/679 (GDPR), the GRDA is fully compliant with the data protection principles as set out in the legislation. For this purpose, the Authority prepared a Data Protection Policy which comprises a set of documents (to come in force at a later stage) that shall regulate the collection, processing, and storage of personal data by the GRDA. Personal data will be collected through the consent form and then stored as specified in the Retention Policy.

Memorandums of Understanding and Agreements

Close collaboration with stakeholders is crucial for the Authority. For this reason, the GRDA continued to formalise such relationships through a number of agreements.

NATURE TRUST MALTA

The GRDA signed an MoU with Nature Trust Malta. Nature Trust is an established environmental NGO and is very active in environmental education. The scope of the agreement is to engage in further discussions on potential collaborative opportunities that are related to the safeguarding of the natural environment and its sustainability. Through this MoU, the GRDA also intends to support Nature Trust Malta to enhance their services where appropriate for the local communities.

GOZITANO AGRI COOP

The GRDA has pursued its collaborative initiatives with Gozitano Agri Coop, signing a second Specific Agreement. Through this Specific Agreement, Gozitano Agri Coop assisted the GRDA with the preparation of its discussion paper 'Agriculture in Gozo' and in meetings on subjects related to agriculture.

MALTA CHAMBER OF GEOLOGISTS

The GRDA has entered into a Framework Collaborative Agreement with the Malta Chamber of Geologists. The GRDA aims to build and foster a collaborative relationship, in order to draw on each other's missions and strengths for the implementation of its Regional Development Strategy.

ECONOMIC DEVELOPMENT AGENCY OF CORSICA

The GRDA has widened its reach by entering into a Memorandum of Understanding with the Economic Development Agency of Corsica. Through this MoU, it has been agreed that both parties shall cooperate in promoting sustainable economic development through policy making by earmarking growth in specific sectors particularly in key areas of the green economy. The parties also agreed to cooperate in reducing the carbon footprint of their economies by developing coordinated strategies and action plans to reduce greenhouse gas emissions; encouraging the use of renewable energy sources; and promoting efficient use of natural resources.

Communication & SOCIAL DIALOGUE

Fostering an open relationship with stakeholders is a key objective for the Authority. During 2023, the GRDA continued to work on this aspect as well as taking a transparent approach by promoting the activities undertaken by the GRDA both on our social platforms and the Authority's website.

Stakeholders Consultative Working Groups

The GRDA continued to organise regular 'Stakeholders' Consultative Working Groups. The Stakeholders Groups are composed of NGOs and individuals who accepted to be part of these groups following a public call by the GRDA. During 2023, these Working Groups met every quarter, discussing several issues. During the first stakeholders' meeting held in 2023, some of the items included the discussion paper on Employment and Skills in Gozo while for the second stakeholders' meeting the two main items were the GRDA tourism survey and the discussion paper concerning the agricultural sector in Gozo. The third stakeholders' meeting centred on the GRDA's formal feedback on the "Għal Għawdex" coalition's eight proposals. The last stakeholders' meeting for the year focused on the draft GRDA feedback statement on its Vision for Victoria Urban Upgrading, a Note on Female Employment and the GRDA Feedback on the partial review of the Gozo and Comino Local Plan 2006 for Qala (Hondoq ir-Rummien).

Digital Outreach and Social Media Platforms

Over the past year, more effort was directed towards the GRDA's digital platforms, with a significant increase in digital presence for the Authority being recorded, where the followers on Facebook surpassed the 1,200 mark. Over last year, the GRDA's Facebook page had a reach of 83,771 unique visitors who engaged with our content, which included posts, stories, and ads. Throughout 2023, over 120 posts were uploaded on Facebook to keep the audience abreast of the developments. Encouraging increases were also recorded on Instagram and LinkedIn where the audience on LinkedIn increased threefold over the year. The GRDA also set up a Google Business Page.

Webinars

The GRDA held two webinars in 2023. The first webinar was held in January and presented the GRDA discussion paper on 'Employment and Skills in Gozo'. The webinar

provided an in-depth regional assessment of the demand for and supply of employment as well as outlining the challenges, the strengths, and the opportunities that Gozo faced in this regard. The feedback from the webinar was used to help formulate the formal GRDA position on employment and skills in Gozo.

The webinar also included contributions from Mr. Melchior Vella, visiting lecturer at the University of Malta, and Prof. Manwel Debono, who discussed labour market development. Mr Daniel Borg, CEO of the Gozo Business Chamber, discussed Gozitan employers' current perspective, while Mr Raphael Scerri, Head of Employer Services Division at JobsPlus, discussed the skills mismatch and JobsPlus role in providing training. MCAST Gozo Director Ing. Godwin Grech spoke about MCAST's impact on future skills. The webinar was concluded by GRDA CEO Mr Mario Borg.

The second webinar was held in June. The GRDA presented a discussion paper on Agriculture in Gozo. This paper assessed Gozo's agriculture, presenting a historical analysis, and offering perspectives in relation to the EU's Common Agricultural Policy (CAP). Participants included Dr. Joseph Grech, who spoke on Gozo's agricultural industry from the producers' perspectives while Mr. Laurence Attard, Principal Agricultural Officer at the Government Experimental Farm in Xewkija, discussed innovative sector practices being carried out at the Government Farm's operations. Moreover, Mr. Brian Vella, CEO of the Malta Food Agency, discussed the local food system and the agency's function, while Dr. Darren Grosso, Project Support Unit head at SEM, discussed EU funding opportunities and SEM's participation.

Social Participations and Events

TOURISM IN GOZO CONFERENCE

In April, the Authority organised a tourism conference entitled - Tourism in Gozo: A Visitor's Perspective. During the event, Mr. Lawrence Zammit from MISCO presented the results of a survey among tourists and visitors, while economist Mr. Reuben Ellul Dimech gave an insight into the TripAdvisor data he analysed. A panel discussion followed with the participation of Mr. Ronald Sultana, Director for Tourism and Economic Development at

the Ministry for Gozo, Mr. Leslie Vella, Deputy CEO at the Malta Tourism Authority, Mr. Joe Muscat, CEO of the Gozo Tourism Association, and Prof. Marie Avellino, Director at the Institute for Tourism, Travel, and Culture at the University of Malta.

MCAST EVENT – ENCOUNTER MCAST MEETS INDUSTRY

The GRDA participated during a conference entitled 'ENCOUNTER MCAST meets Industry'. During this conference, the GRDA gave a presentation on a study which looked at employment and skills in Gozo.

MARE SUMMIT

The GRDA also participated in this year's edition of MARE Summit – the property summit, which was held at the beginning of June. The two-day event brought together some of the biggest names in the industry

who provided insights into the future of the property industry, discussed new technologies, challenges and opportunities, sustainability, investments and much more. Mr Mario Borg, CEO of the GRDA participated in a panel discussion which focused on 'Balancing Economic Growth and Sustainable Development in Gozo's Real Estate and Construction Sectors'.

Needs' Analysis – Marsalforn and Xlendi

The Gozo Regional Development Authority, in conjunction with The Malta Trust Foundation, hosted a meeting between various stakeholders, during the month of April, through which a needs' analysis study of the localities of Marsalforn and Xlendi, concerning topics such as migration, mental and social well-being, and inclusion, were discussed.



GRDA Podcast

After the successful publication of the first series of the 'GRDA Podcast', the Authority produced and published the second series of such podcasts. The new 14 episodes, which are grouped under Season 2, started to be aired every fortnight as from February with the last episode was scheduled for mid-July.

During November 2023, the GRDA launched the 3rd season of the 'GRDA Podcast'. This season will cover 15 episodes, which will go through all the way till May 2024, and it will continue to inform the public about Gozitan personalities and their endeavours.

Interviewees of the GRDA podcasts (Season 2)

Mr. Joe Cordina (*aired during 2023*) - Gozo Channel

Mr. Brian Azzopardi (*aired during 2023*) - Diving industry in Gozo

Mr. John Xuereb (*aired during 2023*) - Cultural Heritage Directorate

Mr. Noel Formosa (*aired during 2023*) - The future of Dwejra

Mr. Manuel Tabone (*aired during 2023*) - NSO in Gozo

Mr. Joe Muscat (*aired during 2023*) - Tourism in Gozo

Dr. Josianne Cutajar (*aired during 2023*) - Gozo and the EU

Mr. Robert Tabone (*aired during 2023*) - Gozo as an island region

Profs. Josianne Cutajar (*aired during 2023*) - The role of women in society

Mons Dr. Joe Vella Gauci (*aired during 2023*) - The role of UNESCO and FSWS

Dr. Joseph Caruana (*aired during 2023*) - Light pollution

Ing. Godwin Grech (*aired during 2023*) - MCAST Gozo Campus

Interviewees of the GRDA podcasts (Season 3)

Mr. Mario Borg (*aired during 2023*) - Gozo Regional Development Strategy

Mr. Charles Buttigieg (*aired during 2023*) - Gozo's baritono and the music

Mons. George Bugeja (*aired during 2023*) - The role of the Church in Libya

Mr. Luke Said (*aired during 2023*) - Protection of Gozo's natural environment

Mro. Colin Attard (*aired during 2023*) - Culture in Gozo

Public Meetings

A pivotal role of the GRDA is to keep the public abreast of any projects or initiatives that might impact their well-being. Over the past year, the Authority organised two public meetings. One was organised in collaboration with Infrastructure Malta, the Government agency entrusted with the upgrade of Malta's arterial and secondary roads. The meeting focused on the Għadira Road project and how the new revised plans will impact the Gozitan community.

The other public meeting concerned the GRDA's proposal for the Victoria Urban Upgrade proposal. During the meeting, the GRDA presented its ideas and approach to the regeneration of Victoria's core area including the creation of more open spaces, parking facilities and to target traffic congestion.

1948 Tragedy in the Gozo Channel

The Gozo Regional Development Authority commissioned Msgr. Dr Joseph Bezzina to research material that was eventually published in a book titled, '1948 Tragedy in the Gozo Channel – The Untold Account'. The book was launched on the 75th anniversary of this tragedy. The research for the book was part of the GRDA efforts to revalue Gozo's identity and its collective memory.

Perspettivi: A Gozo Review

In 2023, the Authority published the second and third editions of its Journal "Perspettivi," a journal dedicated to publish research material pertaining to Gozo.

The second issue of the Journal, published in March, featured four papers. The first paper explored public spaces in Gozo for children and young individuals. The second paper analysed data available on TripAdvisor, concerning reviews and feedback provided by visitors on Gozo. The third paper explored the historical background and early developments of the Malta-Gozo air service providing a comprehensive overview of the initial efforts, challenges, and achievements in establishing an air connection between Malta and Gozo. The fourth paper focused on the topic of migration and its impact on social well-being in two particular localities in Gozo.

The third issue of the Journal was published in November. The first paper looked at Gozo's stance vis-à-vis the established climate targets listing several policy proposals that could help Gozo achieve the desired climate goals. The second paper published delved into the role of external influencers on Gozitan employees' work values and career paths. The third paper analysed the impact of active labour market policies and how these can enhance employment opportunities for Gozitans. The fourth paper looked at small islands, with an emphasis on the island of Gozo, from a literary point of view.

GRDA Newsletter

The Authority continued to issue its quarterly newsletter. Through the newsletter, the GRDA keeps its subscribers abreast with the regular activities organised by the Authority and on the implementation of the regional strategy. The newsletters issued are available on the GRDA website, as well as, online through the Authority's social media platforms.



Project Management & IMPLEMENTATION

During the year under review, the GRDA continued to build on its project management and implementation role. The role of the GRDA varies considerably in terms of level of involvement in projects and initiatives, ranging from oversight and coordination to direct project management and implementation.

Projects and measures managed and implemented by the GRDA include activities, operations, and projects within the Corporate Plan for 2021-2023. Apart from the measures included within the Corporate Plan, the GRDA undertook several initiatives to manage and report on other projects and measures, including budget measures assigned to the GRDA. The GRDA also took initiatives to manage internal tasks and activities through the use of modern project management software and tools.

Corporate Plan 2023-2025

A key initiative undertaken by the GRDA last year, was the preparation of a Corporate Plan for 2023-2025. This initiative entailed a review of the previous Corporate Plan (2021-2023), followed by extensive research, consultation with stakeholders, and analysis of key data to identify emerging challenges and opportunities.

Through the Corporate Plan for 2023-2025, the GRDA is committing to implement new measures to drive further progress in the region. The plan encompasses a range of initiatives aimed at promoting sustainable development, enhancing infrastructure, boosting tourism, conserving the environment, and strengthening social engagement. By continuing on the foundation of the previous corporate plan, the GRDA ensured a seamless transition and alignment with the evolving needs of Gozo's residents and businesses.

Implementation of Measures in the GRDA Corporate Plan

The corporate plan outlines the Authority's strategic objectives through a list of strategic deliverables. For each of these strategic deliverables that the Authority has committed to achieving, the Corporate Plan outlines the accompanying activities that will be carried out, for which one or more performance measures have been identified. Full details of the measures listed in the Corporate Plan together with an indication of the progress achieved by the end of 2023 are presented as Annex A.



Regional Impact Assessment

As part of its function in ensuring that a Regional Impact Assessment Study (RIAS) is carried out whenever a Government entity intends presenting a proposal that would affect Gozo, the GRDA has developed an online tool known as the Regional Impact Assessment (RIA) Online System. The RIA Online System serves as a preliminary screening tool for assessing the potential impacts of proposed projects or developments on the Gozo region.

The online tool is designed to facilitate a comprehensive analysis of various factors, such as infrastructure, transportation, environment, heritage, and socio-economic aspects. It provides a systematic framework for evaluating the potential positive and negative consequences of a proposed development, enabling the proponent of a project or policy to determine whether it needs to inform the GRDA of the proposed intervention.

During 2023, the GRDA launched the RIA Online Tool and disseminated this system to Ministers, Authorities, and government entities. The RIA Online Tool, together with an accompanying user manual can be accessed from the GRDA's website.

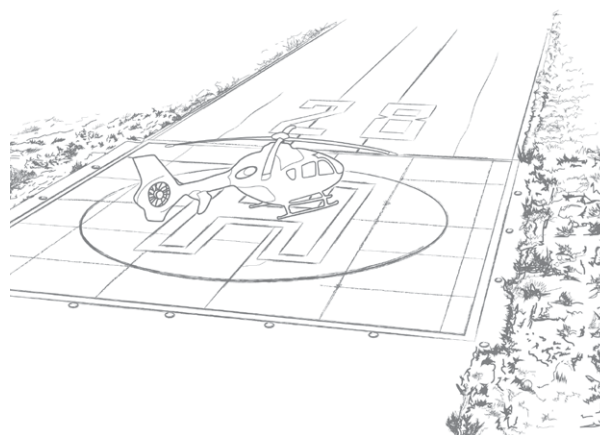
Risk Management

The GRDA employs a risk-based approach towards the identification and mitigation of risks that could affect the Authority's operations, reputation and have adverse impact on stakeholders. Through its risk management framework, the GRDA established procedures to avoid potential threats or mitigate their impact should they occur. The GRDA monitors and manages potential threats and risks using the risk register and the mitigation plan, approved by the Board of Directors. As part of this function, clear communication is maintained among the GRDA team including the Board, the management, employees, and stakeholders.

During 2023, the GRDA also established a Compliance and Internal Control monitor to ensure that the GRDA maintains conformity with the GRDA provisions mandated by the GRDA Act, and to ensure that the Authority complies with the established policies and procedures. The internal control monitor also identifies a list of time critical activities, without which the operations of the Authority would be adversely impacted, such that these are given due importance.

Gozo Rural Airfield

The GRDA plays an important role in supporting the Ministry for Gozo through its consultative function and by actively engaging in discussions that influence the socio-economic development of Gozo. In this regard, following the conclusion of the Regional Impact Assessment Study (RIAS) on the proposed development of the Gozo Rural Airfield, the GRDA thoroughly assessed different options that could be adopted to manage the Gozo Rural Airfield, and prepared a report through which it presented its analysis and recommendations to the Ministry for Gozo. The report on the management of the Gozo Rural Airfield was intended to provide valuable insights to facilitate the Ministry's decision-making process, enabling decisions to be based on detailed analysis and recommendations.

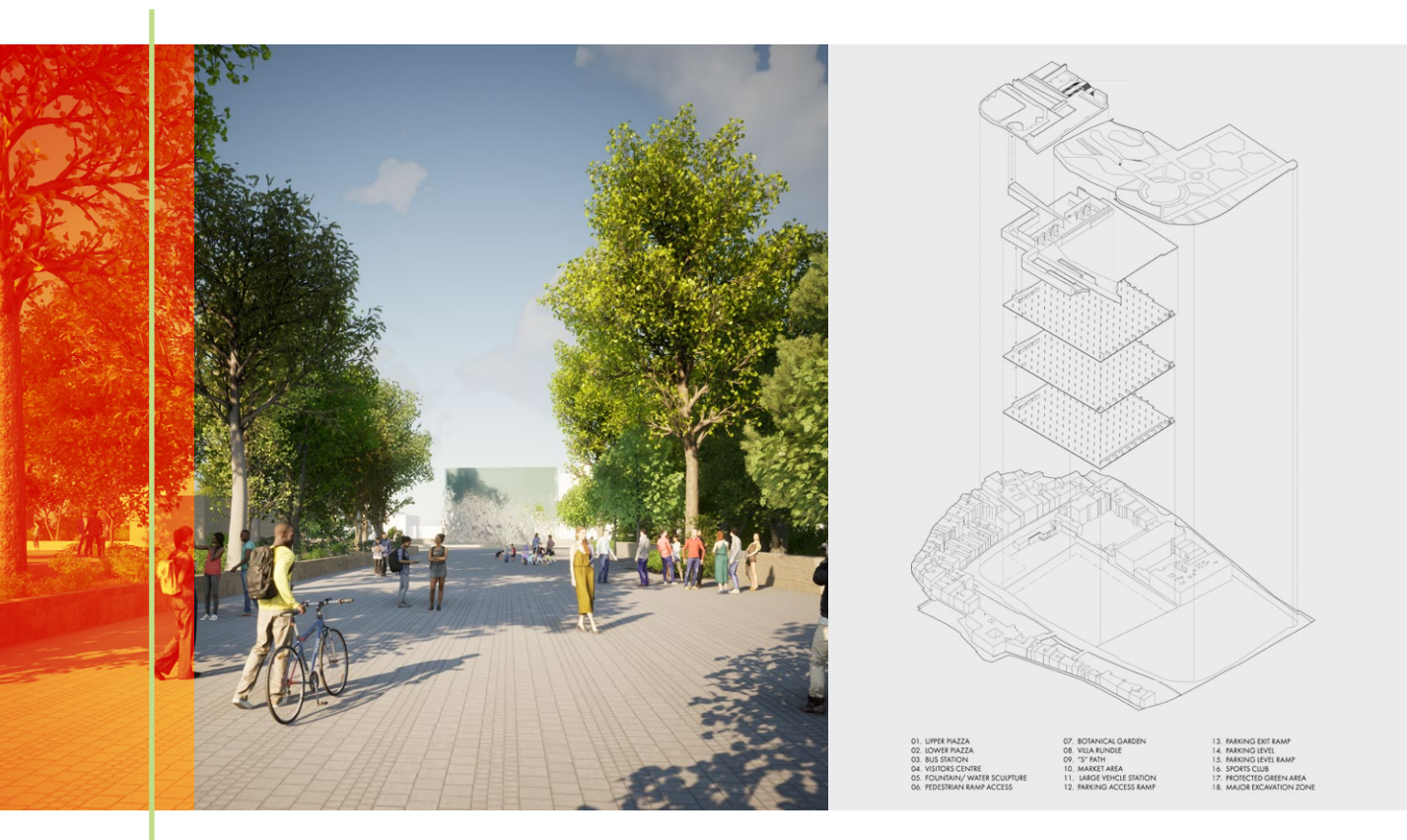


To conduct this analysis and prepare the report, the GRDA sought the expertise of various stakeholders involved in the field of aviation, including the Civil Aviation Directorate within Transport Malta, Malta Air Traffic Services, Aviation Security, and the Civil Protection Department. Furthermore, the GRDA also looked at management set-ups adopted in similar Short Take Off and Landing (STOL) airfields in other European countries.

GRDA Vision for Victoria Urban Upgrading

In view of Victoria's present challenges, namely lack of open spaces, lack of parking spaces, and traffic congestion, the GRDA was entrusted with providing a long-term vision for Victoria. During 2023, the GRDA published its vision for Victoria urban upgrading, through a number of documents that included economic studies and visual material, and launched a public consultation focused on the proposed vision. The public consultation enabled the public and important stakeholders to engage with the GRDA and actively contribute to the urban planning process, aimed at drawing a sustainable solution that creates a vibrant and inclusive environment in Victoria.

GRDA's vision centred around a proposal to transform the existing parking area in Victoria (adjacent to the Villa Rundle Gardens and the Bus Terminus), including the adjacent football ground and surrounding area, into a green park. This entails relocating the parking spaces underground. The proposal put forward by the GRDA seeks to contribute towards the regeneration of the area and challenge the prevailing car-centric hierarchy by prioritising pedestrians and cyclists, thereby making several streets more people centric. The concept proposal for Victoria urban upgrading forms part of GRDA's wider plan to design a long-term and holistic sustainable master plan for the island of Gozo.



Regional Development Strategy Working Committee

The Regional Development Strategy for Gozo was published in September 2023 and is an important document designed to set the course for the socio-economic and environmental development of Gozo. Article 8 (e) of the Gozo Regional Development Authority (GRDA) Act mandates the establishment and operation of the Working Committee to address key areas within the Regional Development Strategy and to develop action plans for its implementation.

Through collaborative efforts, research, and informed discussions, these Working Committees aim to contribute to the achievement of Gozo's development goals while fostering partnerships with Government Entities and ensuring the timely execution of the strategy.

Research & Policy

DEVELOPMENT

Over the course of the year, the GRDA committed resources and efforts to develop new analytical tools. These tools permitted the research and policy development function to make better decisions, monitor regional economic trends, produce forecast economic developments, and assess better the impact of policies.

Discussion Papers

Throughout the year, the GRDA released its first series of discussion papers, aiming to facilitate a broader discussion on relevant topics and contribute to the formulation of research-based policy recommendations. The first discussion paper, presented by the GRDA, focused specifically on 'Employment and Skills in Gozo'. This comprehensive analysis delved into the dynamics of skill demand and supply in the region, shedding light on existing skill mismatches. The second discussion paper provided a comprehensive vision for the Gozo agricultural sector, offering an extensive examination of existing schemes, policies, and measures available within this domain. This paper presented a holistic perspective aimed at guiding the future development and growth of the agricultural sector in Gozo.

The publication and dissemination of these discussion papers not only facilitated informed discussions and debates but also paved the way for evidence-based policymaking and strategic decision-making.

Policy Positions

Building upon the insights and recommendations put forth in the GRDA discussion papers, the Authority engaged in consultations with stakeholders to ensure a well-rounded and inclusive approach. Through this collaborative approach, the GRDA released its official policy stance on employment and skills and on the agricultural sector.



Macro-Economic Regional Research

The Authority also published the short-term macroeconomic and tourism outlook for Gozo based on the Oxford Economics macroeconomic and tourism models. The note outlined the expected macroeconomic and tourism developments for Gozo for the 2023-2025 period as well as the expected risks to these projections. The note also provided an analysis on the Island's demographic developments and outlook. The note concluded with a set of policy proposals for the 2024 Budget. The Authority's proposals draw on the extensive research, as well as consultations with the stakeholders. Some of the proposals included in this year's submission also featured in last year's publication. The GRDA reaffirmed these measures as it firmly believes in the significance of implementing these proposals as they closely align with the Authority's vision for the Island. These proposals were complimentary with and in addition to the measures of the Gozo Regional Development Strategy.

Tourists' Perceptions of Gozo Survey

In 2023, the GRDA published the first survey on tourism in Gozo. This survey follows a previous study conducted among Gozitan residents, which examined their perspectives on various aspects. Recognising the potential disparities between residents' viewpoints and those of tourists, the GRDA conducted a separate survey specifically targeting tourists who visited the Island. The objective of this survey was to gain insights into the perceptions of tourists regarding Gozo, including their likes and dislikes about the destination.

The findings of this tourist-focused survey were presented during a GRDA Tourism Conference held in April and subsequently made available to the public through two separate publications on the Authority's official website. These publications aim to provide a comprehensive understanding of tourists' experiences and perspectives in order to inform future tourism strategies and enhance the overall visitor experience in Gozo.

The Sustainable Urban Mobility Plan (SUMP)

Following the publication of the Sustainable Urban Mobility Plan (SUMP) for the Northern and Southern Harbour Region, discussions were held with GRDA, leading to the finalisation of measures for the SUMP of the Gozo Region. Currently, with the assistance of a foreign delegation appointed by the European Commission to support Malta in this exercise, the measures for the SUMP are being presented, with the GRDA providing its input for the Gozo SUMP.

Regional Development Strategy for Gozo

Following a thorough consultation process and discussions with Ministries, government departments, Authorities, and agencies, the Authority published the Gozo Regional Development Strategy. This strategy is designed to promote economic growth, enhance quality of life, preserve cultural heritage, and protect the natural environment in Gozo. The strategy promotes sustainable economic activities, the preservation of cultural identity, and the improvement of social infrastructure to enhance the overall well-being of the local population. The Strategy will serve as a roadmap for the development of Gozo, guiding decision-making processes, resource allocation, and project prioritisation.

Carrying Capacity Study

Throughout the year, the Authority persisted in its initiative to undertake a comprehensive study on Gozo's carrying capacity. Assessing carrying capacity is essential for achieving sustainable management while addressing the needs of a growing population. The initial phase of the carrying capacity study, involving the development of a technical framework, was completed and the GRDA plans to publish it during 2024.

Technical Assistance to the Ministry for Gozo

The Authority produced a number of internal reports as part of its consultative function in support of the Ministry for Gozo. These reports were aimed at assisting the Ministry in various aspects, including project design and policy formulation. By leveraging its expertise and knowledge, the GRDA provided valuable insights and analysis to inform the Ministry's decision-making processes and ensure effective project implementation and policy development based on sound research and expert advice.

Contributing to National and Regional Policy Development

During 2023, different topics were made available for public consultation. The GRDA also provided feedback on various consultation documents, highlighting potential impacts, and reinforcing the Gozitan perspective in public policy matters. During 2023, certain feedback statements were issued by the GRDA and made public on the GRDA's website and social media platforms. The below list refers:

- Feedback on Malta's Sustainable Development Strategy for 2050 – Issued by the Ministry for the Environment, Energy and Enterprise.
- Feedback on the National Biodiversity Strategy and Action Plan to 2030 – Issued by the Environment & Resources Authority.
- Feedback on Għal Għawdex coalition 8 proposals – Issued by Għal Għawdex NGO.
- Feedback on the Partial Review of the Gozo and Comino Local Plan 2006 for Qala (Hondoq ir-Rummien) Phase 1 – Issued by the Planning Authority.
- Feedback on the Gateway to Better Quality Employment in the Hospitality and Tourism Industry – Issued by the Institute of Tourism Studies.

The GRDA provided other feedbacks which were not published on the Authority's website. These include:

- Feedback on Malta's National Strategic Action Plan for Further and Higher Education 2022 – 2030 – Issued by the Malta Further and Higher Education Authority.
- Feedback on Malta's National Research and Innovation Strategic Plan 2023 – 2027 Document for Public Consultation – Issued by the Malta Council for Science and Technology (Ministry for Education, Sport, Youth, Research and Innovation).
- Feedback on the Sustainable Urban Mobility Plan – Issued by Transport Malta.
- Feedback on The Minimum Energy Performance Requirements in Buildings (Document F) – Issued by the Building and Construction Authority.
- Feedback on the National Strategy for the Environment post public consultation – Issued by the Environment & Resources Authority.

- Feedback on the National Policy for the Deployment of Offshore Renewable Energy – Issued by the Energy and Water Agency.
 - Feedback on the Air Quality Plan for Malta 2023 – Issued by the Environment & Resources Authority.
 - Feedback on the Partial Review of the Cemeteries Policy and Design Guidance 2015 – Policy and Design Guidance for the Development of Standalone Crematoria – Issued by the Planning Authority.
 - Feedback on the Construction and Demolition Waste Framework Regulations – Issued by the Environment & Resources Authority.
 - Feedback on the Discussion Paper on Proposed Amendments Related to the Suspension of the Executability of Development Permissions – To Amend the Environment and Planning Review Tribunal Act and Development Planning Act – Issued by the Ministry for Public Works and Planning.
 - Feedback on the National Cycling Strategy – Issued by the Ministry for Transport, Infrastructure and Capital Projects.
 - Feedback on the White Paper Reforming the Condominium Act – Issued by the Ministry for Public Works and Planning and by the Ministry for Justice.
- Moreover, the Ministry for Gozo requested the GRDA to provide feedback on different matters. The Authority contributed as follows:
- Reporting on the Sustainable Development Goals – Issued by the Ministry for Environment, Energy and Enterprise.
 - Feedback on the EU's adherence to the OECD Council Recommendation on "Regional Development Policy" – Issued by the Council of the European Union.
 - Feedback on the approval of the content of a draft for a Commission Regulation on the application of Articles 107 and 108 of the Treaty on the Functioning of the European Union to de minimis aid granted to undertakings providing services of general economic interest – Issued by the European Commission.
 - Feedback on the importance of the SEA Regulations, Circular MESDC No 1/2018 entitled Responsibility under the Strategic Environmental Assessment Regulations (S.L. 549.61) – Issued by SEA focal point.
 - Feedback on the concept note – How to commit Europe to its youth? Education, rights and welfare of young people – Issued by an Informal Meeting of Ministers for Education and Youth.
 - Feedback on the National Education Strategy 2024-2030 – Issued by the Ministry for Education, Sport, Youth, Research and Innovation.
 - Feedback on the Sustainable Development Strategy 2050 post public consultation amendments – Issued by the Ministry for Environment, Energy and Enterprise.
 - Feedback on the background Note for the development of "Policy options and recommendations for a strategy to 2030 and for a five-year action plan on Sustainable Blue Economy in Malta aligned to the 2050 Sustainable Development Strategy – Issued by the OECD.



Public Events

PARTICIPATION

Throughout the course of the year 2023, the GRDA was present at a number of public events, and presentations were given at these occasions:

- **GTI Observatory Summit:** The GRDA presented an overview of the Gozo & the Prima Med-Wet project which subsequently won the Greening The Islands Award.
- **MCAST meets Industry - Going Forward - Employment and Skills in Gozo:** The results of the GRDA's discussion paper on employment and skills in Gozo was presented by the GRDA.
- **Institute for Tourism Travel and Culture – Gozo Tour:** Presented an overview of the GRDA and the salient results from the GRDA tourism survey was presented.
- **Reġjun Għawdex – Gozo Tour:** An overview of the GRDA was presented.
- **UN WGDWV Visit:** A detailed overview on females in Gozo, covering employment, participation, life satisfaction, and education was presented. The analysis made reference to some of the GRDA's publications including the discussion paper on employment and skills paper, the GRDA survey amongst Gozitans and the extract from the state of the nation survey.
- **World Bank Delegation Visit:** An overview of the socio-economic realities of Gozo with a particular focus on mobility was presented.
- **Fast-Tracking Innovation Mobility:** This workshop titled "Setting the Scene for the Procurement of Mobility and Technology Innovation" was an initiative by EIT Urban Mobility Malta and Project Eagle Foundation. The GRDA presented a case study of an innovative mobility solution for Gozo to initiate a discussion during the workshop.

During 2023, officers from the GRDA attended various conferences, at a national level. In 2023, the GRDA's staff participated in the following conferences:

- Sustainable Transport: Adaptation and Resilience to the Maltese Islands as part of the Sustainable Multi-Intermodal Transport Hubs (SMITHS) Project.
- Fast tracking Mobility Innovation course organised by the EIT Urban Mobility RIS Hub Malta.
- Horizon Europe Missions Day organised by the Malta Council for Science and Technology.
- Horizon Europe Cluster Session with National Contact Points organised by the Malta Council for Science and Technology.
- Expert Mission on Enhancing Capacity-building related to Strategic Environmental Assessment process in Malta organised by the Strategic Environment Assessment Focal Point.
- Sustainable Tourism in Malta workshop organised by the University of Malta Island Tourism Platform.
- Session on the Potential of Renewable Energy Cooperatives by the Malta Co-operative Federation and Friends of the Earth.
- Meeting with the High Commissioner of India.
- JobsPlus Annual Stakeholders meeting.
- DETOCS Regional Stakeholders meeting.
- Smart City World Expo.
- Infrastructure Malta Information Session on Marfa Road at the GRDA premises.
- The GRDA sponsored the *Youth 4 Entrepreneurship* contest organised by the Gozo Business Chamber.

IN NUMBERS

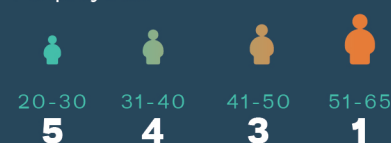


Operations

Qualifications of Employees:

MQF 7  5MQF 6  6MQF 4  2

Age Distribution amongst GRDA Employees:



Employees at GRDA by gender:



Training hours amongst GRDA employees:



TRAINING HOURS

EMPLOYEES UNDERTAKING TRAINING



Communication



Documents published: 2022 21 2023 27

OFFICIAL DOCUMENTS 5

RESEARCH NOTES 3

DISCUSSION PAPERS 2

GRDA JOURNAL PERSPETTIVI 2

SURVEYS 2

ANNUAL REPORT 1

FEEDBACK STATEMENT 6

GRDA NEWSLETTER 4

VISION FOR VICTORIA DOCUMENT 2



SOCIAL MEDIA POSTS



PAGE VISITS



PAGE REACHES



PODCASTS



WEBINARS

2022 87

4,720

48,077

14

2

2023 129

16,128

83,771

15

2



Procurement

1

Call for Tenders Published:



Events

2022

2023

Organised by GRDA

3

8

Participated by GRDA

10

17



Legal



Internal policies and procedures created by the GRDA

3



Number of MoUs signed by GRDA

3



Specific Agreements signed

1



Deed of Partnership signed

1

EU & International AFFAIRS

During 2023, the GRDA continued to engage in policy dialogue and discussions with international bodies (bilaterally and multilaterally) in order to promote the GRDA's interest at an international level and to aid the transfer of knowledge from, and to other regional development agencies.

EURADA Winter School: Smart Specialisation for Competitive, Sustainable, and Resilient Local Development

Two staff members attended a residential winter school in Trento, Italy, which was organised by the EURADA Association, of whom GRDA is a member. The winter school provided capacity building for two managers working at the GRDA and provided training in relation to Smart Specialisation for competitive, sustainable, and resilient local development.

European Week of Regions and Cities

The GRDA was present at the European Week of Regions and Cities, held between the 9th and 12th of October 2023 in Brussels, Belgium. During these few days, the GRDA participated in a roundtable conference along with the regions of Sardinia, Gotland and the Åland islands, within which the GRDA presented its strategy and discussed further cooperation through the islands' network. GRDA also participated in a seminar held at the European Committee of the Regions discussing the following topic: "After the European Parliament's resolution on island regions: what's next?". The session aimed at gathering key elements and solutions to foster a European Strategy for islands, in line with the European Parliament resolution of 7 June 2022 on "EU islands and cohesion policy: current situation and future challenges". The GRDA also had a formal meeting with HE Ambassador Marlene Bonnici, the Permanent Representative of Malta to the European Union, at Dar Malta. During this short visit, the GRDA also managed to have meetings with the European Business Network, and with the European Association of Development Agencies (EURADA).

Visit to Bornholm, an island region in Denmark

Representatives from the GRDA, GBC, and Europe Direct participated in a two-day visit to the island region of Bornholm. Several meetings with local entities

were organised providing valuable insights into the administrative setup of the region. Meetings were held with representatives of Destination Bornholm, the local tourism entity on the island and Baltic Energy Island and Bornholm Energy & Supply which explained to the delegation the transition undertaken by the Municipality to convert from fossil fuels to renewable energy. Other meetings were held with Bornholm Mayor, Mr Jacob Tröst, the Bornholm Agriculture & Food Agency and Ms Samantha Högstedt Terry, responsible for the Rønne Swimming Hall.

Tomorrow.Mobility Conference in Barcelona

Tomorrow.Mobility is the flagship event of EIT Urban Mobility, gathering 25,000+ attendees, 1000+ exhibitors, including industry executives, Government leaders, and global experts in the urban mobility field. This event serves as a platform to exchange ideas, showcase innovations, and explore partnerships that can drive sustainable urban mobility solutions. The GRDA participated in this conference held in Barcelona, Spain during November 2023, due to its role in its quest to attain a climate-neutral island by 2030. Tomorrow.Mobility did not only serve to elevate the visibility of Gozo, but also to connect with like-minded organisations, gain insights into urban mobility best practices, and explore opportunities for collaboration, including establishing Gozo as a test bed for innovation.



Exploring Funding Opportunities

The GRDA actively looks for funding options and technical assistance that will enable the GRDA and Gozo to achieve the ambitious targets set out in the Gozo Regional Development Strategy. In 2023, the GRDA participated in a total of six European programmes including those of Horizon.

The Authority's participation in such programmes is summarised in Table 1. Not all of the initiatives that were submitted for funding/ technical assistance were granted. However, for the GRDA participating in such projects was a learning and collaborative experience.

Table 1: GRDA participation in EU funded projects

| Call | Project Title | Description of the Project | Role of the GRDA | Selected (Yes/ No/ Awaiting Result) |
|--|---|--|-----------------------|---|
| Horizon | Shared Green Deal Social Experiment | Social experiments on climate change. | Lead and sole partner | Not selected |
| Horizon | Climate Adaptation through Self-Determination (CAST) | The CAST initiative promoted climate change awareness, resilience, and proactive adaptation. | Partner | Not selected |
| Twinning Partnership | Mitigation Enabling Energy Transition in the Mediterranean Region (meetMED) | This initiative promotes building energy efficiency by exchanging best practices amongst cities. | Partner | Selected. Project has not yet commenced |
| Asylum, Migration and Integration Fund | PATHS: Paths for Inclusion | This effort targeted migrant education, employment, and health. This project's topic for Gozo was migrant labour and market entrance. | Partner | Not selected |
| Clean Energy for EU Islands | 30 Islands to become 100% Renewable by 2030 | Through this project, Gozo would have acquired the technical assistance to become a 100% renewable island by 2030. | Lead partner | Not selected |
| Net Zero Cities Pilot Call | Climate 4 EU Funding | This initiative raises climate awareness in Klagenfurt, Vilnius, and Gozo. Climate mitigation pilot projects will be undertaken in the three cities. | Partner | Awaiting result |

Apart from these projects, the GRDA provided four letters of support for projects submitted for EU funding. Table 2 refers.

Table 2: GRDA letters of support for EU funded projects

| Call | Project Title | Description of the Project | Role of the GRDA | Selected (Yes/ No/ Awaiting Result) |
|---------------------------------|--|--|--|-------------------------------------|
| EIT Urban Mobility | School 2 Walk | A tool which will match students with parents, in order to walk to and from school. This will enhance active mobility within localities. | The GRDA signed a letter of support, where it agrees with the principle and if an opportunity arises Gozo may be a participant in the project. | Project selected |
| EIT Urban Mobility 2nd RIS call | IPROMO: Innovative Procurement Roadmap Methodology in Overcoming Obstacles | A course will be held in order to enhance the innovation procurement concept. | In a letter of support, the GRDA affirmed Gozo's participation as a procurement innovation case study. GRDA will also promote this initiative on social media. | Awaiting result |
| European Innovation Council | Procurement Realised and Leveraged among EIC Awardees and Buyers | Companies need to use innovation to solve various issues related to sustainable development. | The GRDA signed a letter of support confirming Gozo's involvement and giving a challenge to entrepreneurs which need to be addressed using new technology. | Awaiting result |
| Excellence Hubs | Blue Culture Technology Excellence Hubs in EU Widening Member States | This project will identify scientific and innovative solutions and products in areas of sustainable Blue Economy and Culture. | Dissemination of related initiatives and necessary support through adequate policy actions and discussions. | Project selected |

FURTHER DETAILS ABOUT ONGOING EU FUNDED PROJECTS

The GRDA continues to participate in a number of EU funded projects and initiatives that were selected during the previous periods and are still ongoing to date.

CLIMATE NEUTRAL AND SMART CITIES MISSION

The aim of the Climate Neutral and Smart Cities Mission is to have 100 cities by 2030 which are climate-neutral and smart. To achieve this ambitious target a Climate City Contract is to be submitted, and if successful a mission's label will be granted to Gozo. Cities granted

this label will have increased chances of getting EU funding and technical assistance for their climate related initiatives. Since this Mission involves various sectors to achieve the target, different Ministries and entities need to be roped in. In fact, throughout 2023 the GRDA focused on informing key stakeholders about this Mission. In April 2023, the city advisor Mr. Bob D' Haesseler, visited Gozo to better understand the Island's context, by meeting key and local stakeholders. The next phase within this mission is to submit the Climate City Contract involving three main components: the action plan, investment plan and commitments. Hence, in 2024 the GRDA will be using the available tools and resources to complete this crucial and key phase.

CIRCULAR ECONOMY ON SMALL EU ISLANDS

This Erasmus + project involves sharing of experiences related to circular economy between the project partners hailing from Mediterranean islands. Following the visit to Frioul in November 2022, where two GRDA personnel were present, in March 2023, the project partners visited Gozo. The three-day visit to Gozo consisted of sessions focusing on different topics, relevant for Gozo and for the participating islands. Topics discussed included: tourism, agriculture, water and energy. Furthermore, site visits were organised for the participating islands, to better understand the Gozitan context. Two site visits which raised a lot of enthusiasm were, the site visit to the Reverse Osmosis plant in Hondoq and the sewage treatment plant in tal-Kus. Furthermore, in September 2023, two GRDA personnel visited Pakleni islands in Croatia, where the theme of maritime activity was key in the discussions held. The discussions were supported by site visits on Pakleni islands. During this visit, the GRDA had the opportunity to present the island of Gozo.

ACTIVE MOBILITY INNOVATIONS FOR GREEN AND SAFE CITY SOLUTIONS (AMIGOS)

This Horizon project entails participating cities to implement various measures related to sustainable urban mobility and safety. Gozo is a twin city within this

project, where it will implement suitable measures which have already been implemented on a larger scale in the living labs (i.e., Main implementation cities). Moreover, the GRDA is the leader of the work package concerning implementation of measures in twin cities. Another role of the GRDA within this project is to share the outcomes using the various social media platforms. In May 2023, a GRDA representative travelled to Hamburg for the kick-off event of this project. This was followed by other online meetings in November 2023 which further explained the work packages.

Other collaborations

SMILO – SMALL ISLANDS ORGANISATION

The GRDA is currently working on getting the SMILO sustainable island label. This label will recognise Gozo's efforts towards becoming a more sustainable island and further improve Gozo's visibility amongst islands fora.



Annex A:

CORPORATE PLAN 2023-2025



ASSIGNED
MEASURES FOR 2023:

32

COMPLETION OF MEASURES
ASSIGNED TO 2023:



0% - 25%



26% - 50%



51% - 75%



76% - 100%

Our strategic objectives in numbers:

S1 Promote sustainable economic growth, employment, and living standards across the economic, social, natural, and human dimensions

4 MEASURES FOR 2023



S2 Play a key role in the planning stages with regards the upgrading of infrastructure and improvement of accessibility to Gozo, whilst giving due priority to the region's characteristics

6 MEASURES FOR 2023



S3 Work so that the national policy and strategies are designed and implemented in full consideration to Gozo's regional dimension and long-term viability

11 MEASURES FOR 2023



S4 Strengthen Gozo's institutional framework to improve the planning, decision making, implementation and evaluation processes

7 OBJECTIVES FOR 2023



S5 Enhance 'Governance' in internal affairs to promote effective communication and overall operational excellence

4 OBJECTIVES FOR 2023



| Reference in Corporate Plan | Target Date Indicated in Corporate Plan | Proposal Name as per Corporate Plan | Description of Main Deliverables Achieved in 2023 | Indicative Completion Rate (%) |
|-----------------------------|---|---|---|--------------------------------|
| 1.1.1 | 2024 | Promote Gozitan youth's entrepreneurship by supporting initiatives organised by their representatives and other stakeholders. | Initiated meetings with GBC, Action Group Foundation and Gozo Artesian Network with a view of reaching formal agreement for the GRDA to support further local initiatives for Youth Entrepreneurship. | 44% |
| 1.1.2 | 2025 | Work with competent Entities to explore introducing training programmes to young self-employed that wish to develop their business. This might include setting up of incubation centres. | GRDA is currently conducting a comprehensive needs assessment to identify specific skills and knowledge gaps while exploring EU funding programs that enhance youth training programmes. | 25% |
| 1.1.3 | 2024 | Launch a scholarship scheme to encourage researchers including post-graduate students to pursue research in matters related to Gozo. | Cooperation Agreement/ Memorandum of Understanding were signed with University of Malta. GRDA is drafting Terms of Reference for scholarships to be launched in 2024. | 38% |
| 1.1.4 | 2023 | Employment and skills are critical for economic and social development. GRDA will study these important factors and will publish a study that analyses employment and skills in Gozo. Prepare a study on Gozo's employment and skills profile and assess policies that can enhance the Gozitan skill set. | A Discussion Paper entitled 'Employment & Skills in Gozo' was published in January 2023. A Webinar discussing the Paper was organised. Subsequently, the GRDA published its Policy Position on the matter. | 100% |
| 1.2.1 | 2025 | In collaboration with competent authorities promote Gozo as a place conducive to remote working making use of the digital infrastructure. | | 0% |
| 1.2.2 | 2025 | To help guide emerging sectors in Gozo and to advocate support where necessary. | | 0% |
| 1.2.3 | 2024 | Promoting business incentives applicable to Gozo. | Following the publication of a document listing the various incentives applicable to businesses operating in Gozo, the GRDA is in discussion with the Ministry for Gozo for the setting up of an online portal. | 75% |

| Reference in Corporate Plan | Target Date Indicated in Corporate Plan | Proposal Name as per Corporate Plan | Description of Main Deliverables Achieved in 2023 | Indicative Completion Rate (%) |
|-----------------------------|---|---|---|--------------------------------|
| 1.2.4 | 2025 | In collaboration with Servizzi Ewropej f'Malta (SEM), the GRDA will organise periodic public meetings to help keep the general community informed on EU funding opportunities. | GRDA is discussing with Servizzi Ewropej f'Malta on the possibility of organizing specific workshops in Gozo. | 6% |
| 1.3.1 | 2024 | Together with competent authorities consult with local businesses in the tourism sector to further improve their quality and promote their businesses through digital marketing and e-management systems. | GRDA is assessing the feedback on quality from the tourism survey, the next step is to assess the effectiveness of the current schemes with the Ministry for Gozo. | 44% |
| 1.3.2 | Open ended | Publish regular surveys on tourists' perspective of Gozo and their average expenditure. | An annual survey was carried out on tourist perspectives and expenditure. The survey results were published and presented during the tourism conference. | 100% |
| 1.3.3 | Open ended | Publish short-term tourism forecast for Gozo, including number of arrivals and their expected expenditure. | In collaboration with Oxford Economics, short-term tourism forecasts are produced bi-annually. These are also published as part of the outlook and as proposals for the national budget on an annual basis. | 100% |
| 1.3.4 | 2025 | In collaboration with stakeholders, implement and communicate measures that can develop sustainable tourism in Gozo. | GRDA is collaborating with the Ministry for Gozo on assessing the implementation of the diving masterplan in Gozo while exploring EU funds to apply best practices. | 19% |
| 1.3.5 | Open ended | Continue making the case in favour of ring-fencing eco-contributors collected in Gozo with the aim of investing such funds on the Island. | GRDA prepared a position paper that outlines the benefits of ring-fencing eco-contributions collected in Gozo. The position paper will be published in 2024. | 38% |

| Reference in Corporate Plan | Target Date Indicated in Corporate Plan | Proposal Name as per Corporate Plan | Description of Main Deliverables Achieved in 2023 | Indicative Completion Rate (%) |
|-----------------------------|---|--|--|--------------------------------|
| 1.4.1 | 2025 | Over the last decade social and economic development had a considerable impact on the Gozitan social fabric. The GRDA will conduct studies on the socio-economic situation of the non-local communities in Gozo. | GRDA in collaboration with the Malta Trust Foundation commissioned a study on the social realities in Xlendi and Marsalforn. The GRDA will extend such study to the entire Island and is currently scoping data and parameters for such study. | 25% |
| 1.4.2 | 2025 | Inclusiveness of all is vital for a strong society. The GRDA will continue working with local NGOs to promote social integration. | The GRDA is assessing and plans to identify areas of improvement in order to expand collaboration. | 10% |
| 2.1.1 | 2023 | Present a detailed concept for the Urban Upgrading of Victoria. | The GRDA developed a concept proposal and engaged with stakeholders to seek feedback. The GRDA also conducted a public consultation where feedback was analysed thoroughly. | 100% |
| 2.1.2 | 2023 | Monitoring the proposed regional airfield and assess its impact on Gozo. | The GRDA carried out a Regional Impact Assessment which included a public consultation during 2022. GRDA is currently coordinating and monitoring the planning application on behalf of the Ministry for Gozo. | 100% |
| 2.1.3 | Open ended | Continue exploring options on the possible expansion of Mgarr harbour and an alternate route leading to the harbour. | The GRDA reviewed past studies on the matter. A presentation was delivered to the Gozo Affairs Committee (National Parliament). GRDA is currently assessing the viability of expanding the Mgarr harbour. | 6% |
| 2.1.4 | 2024 | Prepare a study to identify a model to manage the Gozo Rural Airfield. | The GRDA analysed possible options for the management of the facilities. An internal report was prepared proposing a model for the management of the Gozo Airfield. | 81% |

| Reference in Corporate Plan | Target Date Indicated in Corporate Plan | Proposal Name as per Corporate Plan | Description of Main Deliverables Achieved in 2023 | Indicative Completion Rate (%) |
|-----------------------------|---|--|--|--------------------------------|
| 2.1.5 | 2024 | Prepare a similar study for the provision of an airlink service. | The GRDA analysed possible options for an airlink service. A report was also prepared in order to propose a suitable model for the provision of the service. | 60% |
| 2.2.1 | 2025 | Assess the possibility of proposing the introduction of a Gozo Foodscapes Market. | The GRDA started compiling data on the basis of the discussion paper entitled 'Agriculture in Gozo: A Regional Perspective'. | 6% |
| 2.2.2 | 2025 | With relevant stakeholders, establish and implement a long-term strategy on Gozitan foods and produce, to increase awareness and knowledge on local food and recipes along with agriculture and farming processes. | Following the publication of a discussion paper entitled 'Agriculture in Gozo: A Regional Perspective', the GDRA is preparing an action plan to be developed with stakeholders. | 6% |
| 2.2.3 | 2023 | Publish a study that analyses the agricultural sector in Gozo. | A discussion paper entitled 'Agriculture in Gozo: A Regional Perspective' was published followed by a public discussion. | 100% |
| 2.2.4 | 2025 | Support ongoing discussions with various stakeholders on climate neutrality and the island of Gozo. | Currently the GRDA is exploring the role of various national Entities that can contribute to climate neutrality in Gozo. Preliminary market consultation is also being conducted by the Authority. | 25% |
| 2.3.1 | 2023 | Publish a study on the energy consumption on a regional level. | The parameters of the study were established through the assistance of the Clean Energy for EU Islands Secretariat. A report was later published. | 100% |
| 2.3.2 | 2024 | Prepare and publish guidelines on 'Design According to Context'. | A report was drafted which outlines design recommendations. | 50% |
| 2.3.3 | Open ended | Continue working with local NGOs and national authorities to protect the urban and rural dimension of Gozo. | A collaborative action plan was developed in partnership with local NGOs and national authorities. The GRDA is engaging in policy advocacy by providing recommendations and feedback. | 50% |

| Reference in Corporate Plan | Target Date Indicated in Corporate Plan | Proposal Name as per Corporate Plan | Description of Main Deliverables Achieved in 2023 | Indicative Completion Rate (%) |
|-----------------------------|---|---|---|--------------------------------|
| 3.1.1 | 2024 | Prepare and publish a methodology to adopt an index which complements the more traditional indicators, such as per capita GDP, and factors the well-being aspect including the social and environmental dimension. | The GRDA identified indicators that factor well-being aspects. Data has been collected and a report will be published in 2024 assessing the well-being impact of the Regional Development Strategy. | 75% |
| 3.1.2 | 2023 | Publish the Regional Development Strategy. | The Regional Development Strategy was approved by the cabinet and published. | 100% |
| 3.2.1 | Open ended | Communicate with various Government Entities to utilise the Regional Impact Assessment tool on projects/policies pertaining to Gozo. | The GRDA published a set of documents related to the Regional Impact Assessment tool and is continuously monitoring the tool for projects/policies to be vetted within the system. | 100% |
| 3.2.2 | Open ended | Ensure that a Regional Impact Assessment is carried out when Government Ministries intend to present to Cabinet a national strategy, policy or action plan, major new projects or services, regulatory or legislative provisions which affect Gozo. | Templates and other technical manuals were disseminated between the Ministries. The GRDA is in continuous discussions with different Entities and Ministries on the importance of vetting projects and policies through the RIA tool. | 100% |
| 3.3.1 | 2023 | Develop and publish a framework for a study on Gozo's carrying capacity. | A framework on the carrying capacity of Gozo has been concluded. | 19% |
| 3.3.2 | Open ended | Produce and publish quality research papers and analysis that can help policy makers and other Entities take informed decision with regards to Gozo. | Research gaps were identified and an action plan with priorities for research were established. A number of research papers/notes/analysis are periodically published. | 100% |
| 3.3.3 | Open ended | In collaboration with Oxford Economics, publish short-term economic forecasts for Gozo. | The GRDA in collaboration with Oxford Economics publishes short-term economic forecasts on a regular basis. | 100% |
| 3.3.4 | Open ended | On a yearly basis, prepare and publish a set of budget proposals for the consideration of the Government and the Ministry responsible for Finance. | The GRDA prepared a detailed annual budget proposal where stakeholders were engaged for feedback. The set of budget proposals were published on the GRDA's website. | 100% |

| Reference in Corporate Plan | Target Date Indicated in Corporate Plan | Proposal Name as per Corporate Plan | Description of Main Deliverables Achieved in 2023 | Indicative Completion Rate (%) |
|-----------------------------|---|--|--|--------------------------------|
| 3.3.5 | Open ended | Produce and publish Economic Indicators in relations to specific sectors for the Gozo. | Economic indicators were established for specific sectors in Gozo. The GRDA established a regular publication schedule for such economic indicators. Through various consultation with stakeholders for verification the economic indicators were published. | 100% |
| 3.3.6 | Open ended | Provide feedback on the different issued consultations which are relevant to the Island of Gozo and its community. | The GRDA continuously monitors public consultation documents from different Entities and provides feedback as necessary. Most of the feedback is published on the GRDA website. | 100% |
| 3.3.7 | Open ended | Continue promoting the regional identity of Gozo by producing podcasts and publication of an annual journal on themes pertaining to Gozo. | The GRDA produces a yearly series of podcasts that explore various themes related to Gozo. The GRDA also publishes its journal 'Perspettivi: A Gozo Review'. Moreover, books on matters important to Gozo identity are produced and published. | 100% |
| 3.3.8 | Open ended | Participate in various EU funded projects mainly in those related with sustainability and agriculture. Such projects entail an opportunity for Gozo to serve as a test bed, where new technologies and techniques are key, while also reaping benefits for Gozo and its community. | EU-funded projects related to agriculture and sustainability were identified and assessed. The GRDA developed project proposals outlining Gozo's role and actively participated in the selected projects. | 100% |
| 4.1.1 | Open ended | Prepare an Annual Report that gives an evaluation of the performance agreements signed with Entities entrusted with the delivering aspects of the strategy and input to specific projects that the GRDA would be coordinating from time to time. | A reporting methodology was established, and templates are being updated accordingly. Such updates will be presented to the Board for approval. | 63% |

| Reference in Corporate Plan | Target Date Indicated in Corporate Plan | Proposal Name as per Corporate Plan | Description of Main Deliverables Achieved in 2023 | Indicative Completion Rate (%) |
|-----------------------------|---|--|--|--------------------------------|
| 4.1.2 | Open ended | Active participation in governmental and non-governmental fora that are responsible for matters pertaining to Gozo and its economic, social, and ecological spheres. | Priorities were identified. Active participation, including the presentation of the position papers is regularly undertaken. | 75% |
| 4.1.3 | Open ended | Annual Report on activities carried out by the GRDA directed towards the implementation of the regional strategy. | A reporting methodology was established, and templates are being updated accordingly. Such updates will be presented to the Board for approval and published through the Annual Report . | 50% |
| 4.2.1 | Open ended | Prepare an Annual Report on ministerial meetings held by the GRDA as part of its functions to ascertain the effective and expedient implementation of the Gozo Regional Development Strategy. | The GRDA established a reporting methodology, and templates are being updated accordingly. Such updates will be presented to the Board for approval and published through the Annual Report . | 50% |
| 4.2.2 | Open ended | Communication through various channels that ensure an open and two-way communication at all times both as a means for the GRDA to provide updates on progress of implementation of its Strategic Plan and its policy direction; an at the same time to receive the necessary input in the form of concerns, feedback proposals from key stakeholders and the community at large. | Consultative groups were established, and constant communication was kept through social media platforms. Such actions were reported to the GRDA Board for verification. | 100% |
| 4.3.1 | Open ended | Hold regular Stakeholders Working Groups to discuss specific themes. | Specific themes for the consultative Stakeholders Working Groups were established. An open call was published inviting interested parties to participate. Consultative Stakeholders Working Groups held meetings on a quarterly basis. | 100% |

| Reference in Corporate Plan | Target Date Indicated in Corporate Plan | Proposal Name as per Corporate Plan | Description of Main Deliverables Achieved in 2023 | Indicative Completion Rate (%) |
|-----------------------------|---|---|---|--------------------------------|
| 4.3.2 | Open ended | Sign a number of Agreements and MoUs with NGOs and other organisations, including international ones. | Regional and international authorities having similar objectives to the GRDA were identified and cooperations agreements were also established. The GRDA monitors such agreements and updates are done accordingly. | 100% |
| 5.1.1 | Open ended | Engage external auditors, to obtain independent assessments of the GRDA's financial statements and compliance and such feedback is published in the Annual Report. | External auditors conducted a thorough examination of the GRDA's operations where necessary financials and documents were provided. The results of the external auditors are to be published in the Annual Report. | 100% |
| 5.1.2 | Open ended | Carry out Internal Audit functions to maintain a robust governance structure. | A comprehensive internal audit plan was developed and executed. The internal audit findings were documented and published in the Annual Report. | 100% |
| 5.1.3 | Open ended | Compilation of a monitoring dashboard that tracks compliance with the Act. Annual compliance report presented to the Minister highlighting compliance issues and the degree of compliance with the Act. | The GRDA Act was reviewed to establish statutory requirements. A draft compliance report including a dashboard was prepared. This will be presented to the Minister for Gozo on an annual basis. | 100% |
| 5.1.4 | Open ended | Identify, analyse, and evaluate potential risks across various areas of operations and implement proactive risk management strategies. | The GRDA is in continuous monitor for evaluating any potential risk within operations and such risks were registered on the risk registry while finding means of mitigating such risks were identified. | 100% |

Financial STATEMENTS

FOR PERIOD ENDING 31 DECEMBER 2023

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Authority Board's report

The members of the Authority Board present their report and the audited financial statements for the year ended 31 December 2023.

Principal activities

The functions of the Gozo Regional Development Authority ("Authority") are specified in Part 2 article 8 sub-article 1 of the Gozo Regional Development Authority Act (Cap. 600).

The Authority has a regulatory and consultative role and addresses an important gap in the socio-economic development of Gozo by developing and streamlining regional policies and by overseeing their implementation through the adoption of modern project management tools.

Review of business development and financial position

The financial position of the Authority as at 31 December 2023 is disclosed on page 7, while the results for the year under review are disclosed on page 8.

Results

The Authority registered a surplus of €30,840 (2022: €31,309) for the year ended 31 December 2023.

Board members

The board members of the Authority who held office during the year were:

Mr. Michael Grech - Chairperson
Ms. Charlene Xerri Gatt - Vice Chairperson
Mr. Mario Borg - Chief Executive Officer
Mr. Anthony Bezzina - Member
Mr. Samuel Azzopardi - Member
Mr. Abraham Said - Member
Mr. Daniel Borg - Member

Audit committee members

The audit committee members of the Authority who held office during the year were:

Mr. Anthony Bezzina - Chairperson (appointed on 12th January 2024)
Ms. Charlene Xerri Gatt - Member (appointed on 12th January 2024)
Ms. Elaine Camilleri - Member
Mr. Joseph Borg - Member (end of appointment on 12th January 2024)
Mr. Joseph Muscat - Member (end of appointment on 12th January 2024)

Authority Board's report - continued

Statement of the Authority Board's responsibilities for the financial statements

The Authority is governed by a Board consisting of a Chairperson, Vice Chairperson, CEO, secretary, and four members. They are required to prepare financial statements which give a true and fair view of the state of affairs of the Authority as at the end of each reporting period and of the surplus or deficit for that period.

In preparing the financial statements, the Authority Board is responsible for:

- ensuring that the financial statements have been drawn up in accordance with International Financial Reporting Standards as adopted by the EU;
- selecting and applying appropriate accounting policies;
- making accounting estimates that are reasonable in the circumstances;
- ensuring that the financial statements are prepared on the going concern basis unless it is inappropriate to presume that the Authority will continue in business as a going concern.

The Authority Board is also responsible for designing, implementing and maintaining internal control as the Authority Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and that comply with the Gozo Regional Development Authority Act (Cap. 600). It is also responsible for safeguarding the assets of the Authority and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The financial statements of the Authority for the year ended 31 December 2023 are included in the Annual Report 2023, which is published in hard-copy printed form and may be made available on the Authority's website. The Authority Board is responsible for the maintenance and integrity of the Annual Report on the website in view of its responsibility for the controls over, and the security of, the website. Access to information published on the Authority's website is available in other countries and jurisdictions, where legislation governing the preparation and dissemination of financial statements may differ from requirements or practice in Malta.

Auditors

GCS Assurance Malta Limited have indicated their willingness to continue in office and a resolution for their re-appointment will be proposed at the Authority's board meeting of the month of February 2024.

On behalf of the Authority Board:



Michael Grech
Chairperson



Mario Borg
CEO

Registered office of the Authority:
75, Republic Street
Victoria VCT 1018
Gozo, Malta

8 February 2024

Independent auditors' report

To the Board Members of Gozo Regional Development Authority

Report on the audit of the financial statements

Our Opinion

In our opinion:

- Gozo Regional Development Authority's financial statements give a true and fair view of the Authority's financial position as at 31 December 2023, and of the Authority's financial performance in accordance with the International Financial Reporting Standards (IFRSs) as adopted by the EU; and
- the financial statements have been prepared in accordance with the requirements of Gozo Regional Development Authority Act (Cap. 600).

What we have audited

Gozo Regional Development Authority's financial statements, set out on pages 7 to 21, comprise:

- the statement of financial position as at 31 December 2023;
- the statement of comprehensive income for the year then ended;
- the statement of changes in equity for the year then ended;
- the statement of cash flows for the year then ended;
- the notes to the financial statements, which include a summary of significant accounting policies.

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 *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independent auditors' report - continued
To the Board Members of Gozo Regional Development Authority

Independence

We are independent of the Authority in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements of the Accountancy Profession (Code of Ethics for Warrant Holders) Directive issued in terms of the Accountancy Profession Act (Cap. 281) that are relevant to our audit of the financial statements in Malta. We have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

Other information

The Authority Board is responsible for the other information. The other information comprises the Authority Board's report on pages 1 and 2 (but does not include the financial statements and our auditors' report thereon).

Our opinion on the financial statements does not cover the other information.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We also consider whether the Authority Board's Report includes the disclosures required by the Gozo Regional Development Authority Act (Cap. 600). Based on the work we have performed, in our opinion:

- The information given in the Authority Board's Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The Authority Board's Report has been prepared in accordance with the Gozo Regional Development Authority Act (Cap. 600).

If, based on the work we have performed and in light of the knowledge and understanding of the Authority and its environment obtained during the course of the audit, we conclude that there is a material misstatement in the Authority Board's Report, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Authority Board for the financial statements

The Authority Board is responsible for the preparation of financial statements that give a true and fair view in accordance with IFRS, and for such internal control as the Authority Board 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, the Authority Board is responsible for assessing the 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 the Authority Board either intends to liquidate the Authority or to cease operations, or has no realistic alternative but to do so.

Independent auditors' report - continued
To the Board Members of Gozo Regional Development Authority

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

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We 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 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.
- 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 Authority's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board members.
- Conclude on the appropriateness of the Authority Board'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 Authority's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the 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 our auditors' report. However, future events or conditions may cause the 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.

We communicate with the Authority Board 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.

Independent auditors' report - continued
To the Board Members of Gozo Regional Development Authority

Report on any other legal and regulatory requirements

Other matters on which we are required to report by exception

We also have responsibilities under the Gozo Regional Development Authority Act, (Cap. 600) to report to you if, in our opinion:

- Adequate accounting records have not been kept, or that returns adequate for our audit have not been received from branches not visited by ourselves.
- The financial statements are not in agreement with the accounting records and returns.
- We have not received all the information and explanations we require for our audit.
- Certain disclosures of the Authority Board's remuneration specified by law are not made in the financial statements, giving the required particulars in our report.

We have nothing to report to you in respect of these responsibilities.



Christian Gravina
Director
For and on behalf of
GCS Assurance Malta Limited
Registered auditor

Agora Business Centre, Level 2
Valley Road
Msida MSD 9020
Malta

8 February 2024

Statement of financial position

| | | As at 31 December | |
|-------------------------------------|-------|-------------------|---------------|
| | Notes | 2023 € | 2022 € |
| ASSETS | | | |
| Non-current assets | | | |
| Property, plant and equipment | 5 | 68,280 | 38,814 |
| Total non-current assets | | 68,280 | 38,814 |
| Current assets | | | |
| Receivables | 6 | 8,990 | 2,218 |
| Cash and cash equivalents | 7 | 37,827 | 11,090 |
| Total current assets | | 46,817 | 13,308 |
| Total assets | | 115,097 | 52,122 |
| EQUITY AND LIABILITIES | | | |
| Capital and reserves | | | |
| Accumulated reserve | | 66,752 | 35,912 |
| Total equity | | 66,752 | 35,912 |
| Current liabilities | | | |
| Payables | 8 | 48,345 | 16,210 |
| Total current liabilities | | 48,345 | 16,210 |
| Total liabilities | | 48,345 | 16,210 |
| Total equity and liabilities | | 115,097 | 52,122 |

The notes on pages 11 to 21 are an integral part of these financial statements.

The financial statements on pages 7 to 21 were authorised for issue by the board members on 8 February 2024 and were signed on its behalf by:


Michael Grech
Chairperson


Mario Borg
CEO

Statement of comprehensive income

| | | Year ended 31 December | |
|--|-------|-------------------------------|-----------|
| | Notes | 2023 € | 2022 € |
| Revenue | 9 | 802,762 | 727,380 |
| Administrative expenses | 10 | (771,922) | (696,071) |
| Surplus for the year – total comprehensive income | | 30,840 | 31,309 |

The notes on pages 11 to 21 are an integral part of these financial statements.

Statement of changes in equity

| | Accumulated reserve € | Total € |
|---|--------------------------------------|--------------------|
| Balance at 1 January 2022 | 4,603 | 4,603 |
| Surplus for the year – total comprehensive income | 31,309 | 31,309 |
| Balance at 31 December 2022 | 35,912 | 35,912 |
| Balance at 1 January 2023 | 35,912 | 35,912 |
| Surplus for the year – total comprehensive income | 30,840 | 30,840 |
| Balance at 31 December 2023 | 66,752 | 66,752 |

The notes on pages 11 to 21 are an integral part of these financial statements.

Statement of cash flows

| | Notes | Year ended 31 December | |
|---|-------|------------------------|-----------|
| | | 2023 € | 2022 € |
| Cash flows from operating activities | | | |
| Cash generated from operations | 13 | 72,413 | 36,004 |
| Net cash generated from operating activities | | 72,413 | 36,004 |
| Cash flows from investing activities | | | |
| Purchase of property, plant and equipment | 5 | (45,676) | (26,231) |
| Net cash used in investing activities | | (45,676) | (26,231) |
| Net movement in cash and cash equivalents | | 26,737 | 9,773 |
| Cash and cash equivalents at beginning of year | | 11,090 | 1,317 |
| Cash and cash equivalents at end of year | 7 | 37,827 | 11,090 |

The notes on pages 11 to 21 are an integral part of these financial statements.

Notes to the financial statements

1. Summary of significant accounting policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

1.1 Basis of preparation

The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRSs) as adopted by the EU and the requirements of the Gozo Regional Development Authority Act (Cap. 600). The Authority's financial statements have been prepared under the historical cost convention.

The preparation of financial statements in conformity with IFRSs as adopted by the EU requires the use of certain accounting estimates. It also requires the Authority Board to exercise their judgement in the process of applying the Authority's accounting policies (see Note 3 - Critical accounting estimates and judgements).

1.2 Foreign currency translation

(a) Functional and presentation currency

Items included in the financial statements are measured using the currency of the primary economic environment in which the Authority operates ('the functional currency'). The financial statements are presented in euro, which is the Authority's functional and presentation currency.

(b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in surplus or deficit.

1.3 Property, plant and equipment

The cost of an item of property, plant and equipment is recognised as an asset when it is probable that the future economic benefits that are associated with the asset will flow to the entity and the cost can be measured reliably.

All property, plant and equipment initially recorded at cost and subsequently stated at historical cost less depreciation and impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount when it is probable that future economic benefits associated with the item will flow to the Authority and the cost of the item can be measured reliably. Expenditure on repairs and maintenance of property, plant and equipment is recognised as an expense when incurred.

1. Summary of significant accounting policies - continued

1.3 Property, plant and equipment - continued

Depreciation is calculated using the straight-line method to allocate their cost or revalued amounts to their residual values over their estimated useful lives, as follows:

| | % |
|------------------------|----|
| Computer equipment | 25 |
| Computer software | 25 |
| Furniture and fittings | 10 |

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (note 1.4).

Gains and losses on disposals are determined by comparing the proceeds with carrying amount and are recognised in profit or loss.

1.4 Impairment of non-financial assets

An entity shall assess at each reporting date whether there is any indication that an asset may be impaired. If any such indication exists, the entity shall estimate the recoverable amount of the asset. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

The recoverable amount of an asset (or a group of assets) is the higher of its fair value less costs to sell and its value in use. Fair value less costs to sell is the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties, less the costs of disposal. Value in use is the present value of the future cash flows expected to be derived from an asset.

1.5 Financial assets

1.5.1 Classification

All recognised financial assets that are within the scope of IFRS 9 are required to be measured subsequently at amortised cost or fair value on the basis of the entity's business model for managing the financial assets and the contractual cash flow characteristics of the financial assets.

The Authority classifies its financial assets at amortised cost.

- debt instruments held within a business model whose objective is to hold to collect contractual cashflows are measured at amortised cost;
- debt instruments that are held within a business model whose objective is both to collect the contractual cash flows and to sell the debt instruments, and that have contractual cash flows that are solely payments of principal and interest on the principal amount outstanding, are measured subsequently at fair value through other comprehensive income (FVTOCI);
- all other debt investments and equity investments are measured subsequently at fair value through profit or loss (FVTPL).

1. Summary of significant accounting policies - continued

1.5.2 Recognition and measurement

The Authority recognises a financial asset in its statement of financial position when it becomes a party to the contractual provisions of the instrument. Regular way purchases and sales of financial assets are recognised on settlement date, which is the date on which an asset is delivered to or by the Authority. Any change in fair value for the asset to be received is recognised between the trade date and settlement date in respect of assets which are carried at fair value in accordance with the measurement rules applicable to the respective financial assets.

Financial assets are initially recognised at fair value plus transaction costs. Subsequently they are measured according to their classification as details in note 1.5.1. Amortised cost is the initial measurement amount adjusted for the amortisation of any difference between the initial and maturity amounts using the effective interest method.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Authority has transferred substantially all risks and rewards of ownership or has not retained control of the asset.

1.5.3 Impairment

In relation to the impairment of financial assets, IFRS 9 requires an ECL model. The ECL model requires the Authority to account for ECL and changes in those ECL at each reporting date to reflect changes in credit risk since initial recognition of the financial assets. In other words, it is no longer necessary for a credit event to have occurred before credit losses are recognised.

Specifically, IFRS 9 requires the Authority to recognise a loss allowance for ECL on:

- Debt investments measured subsequently at amortised cost or at FVTOCI;
- Trade receivables; and
- Financial guarantee contracts to which the impairment requirements of IFRS 9 apply.

In particular, IFRS 9 requires the Authority to measure the loss allowance for a financial instrument at an amount equal to the lifetime ECL if the credit risk on that financial instrument has increased significantly since initial recognition, or if the financial instrument is a purchased or originated credit-impaired financial asset. However, if the credit risk on a financial instrument has not increased significantly since initial recognition (except for a purchased or originated credit-impaired financial asset), the Authority is required to measure the loss allowance for that financial instrument at an amount equal to 12-months ECL. IFRS 9 also requires a simplified approach for measuring the loss allowance at an amount equal to lifetime ECL for trade receivables, contract assets and lease receivables in certain circumstances.

1.6 Receivables

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment (note 1.5.3). The carrying amount of the asset is reduced through the use of an allowance account, and the amount of the loss is recognised in profit or loss. When a receivable is uncollectible, it is written off against the allowance account for receivables. Subsequent recoveries of amounts previously written off are credited against profit or loss.

1. Summary of significant accounting policies - continued

1.7 Cash and cash equivalents

Cash and cash equivalents are carried in the statement of financial position at face value. In the statement of cash flows, cash and cash equivalents includes deposits held at call with banks.

1.8 Financial liabilities

The Authority recognises a financial liability in its statement of financial position when it becomes a party to the contractual provisions of the instrument. The Authority's financial liabilities are classified as financial liabilities which are not at fair value through profit or loss (classified as 'Other liabilities') under IFRS 9. Financial liabilities not at fair value through profit or loss are recognised initially at fair value, being the fair value of consideration received, net of transaction costs that are directly attributable to the acquisition or the issue of the financial liability. These liabilities are subsequently measured at amortised cost. The Authority derecognises a financial liability from its statement of financial position when the obligation specified in the contract or arrangement is discharged, is cancelled or expires.

1.9 Payables

Payables comprise obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

Payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

1.10 Offsetting financial instruments

Financial assets and liabilities are offset and the net amount reported in the statement of financial position when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

1.11 Revenue recognition

Revenue comprises the fair value of the consideration received. The Authority recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the entity and when specific criteria have been met for each of the Authority's activities as described below.

- Authority has transferred to the buyer the significant risks and rewards of ownership of the services provided. This is generally when the customer has approved the services that have been provided;
- The amount of revenue can be measured reliably;
- It is probable that the economic benefits associated with the transaction will flow to the Authority; and
- The costs incurred or to be incurred in respect of the transaction can be measured reliably.

1. Summary of significant accounting policies - continued

1.11 Revenue recognition - continued

Income from government subvention is recognised on an accrual basis.

- Government grants and EU grants are not recognised until there is a reasonable assurance that the Authority will comply with the conditions attaching to them and that the grants will be received.
- Government grants and EU grants are recognised in the statement of comprehensive income on a systematic basis over the years in which the Authority recognises as expenses the related costs for which the grants are intended to compensate.
- Government grants and EU grants related to assets are presented in the statement of financial position by setting up the grant as deferred income and is recognised in the statement of comprehensive income on a systematic basis over the useful life of the asset.
- Government grants and EU grants that are receivable as compensation for expenses or losses already incurred or for the purposes of giving immediate financial support to the Authority with no future related costs are recognised in the statement of comprehensive income in the year in which they become receivable.

1.12 Employee benefit expense

The Authority contributes towards the state pension in accordance with local legislation. The only obligation of the Authority is to make the required contributions. Costs are expensed in the period in which they are incurred.

2. Financial risk management

2.1 Financial risk factors

The Authority's activities potentially expose it to a variety of financial risks: market risk (including cash flow and fair value interest rate risk), credit risk and liquidity risk. The Authority's overall risk management focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Authority's financial performance. The Authority did not make use of derivative financial instruments to hedge certain risk exposures during the current and preceding financial years.

(a) Market risk

Cash flow and fair value interest rate risk

The Authority has no significant interest-bearing assets and liabilities, and its income and operating cash flows are substantially independent of changes in market interest rates.

(b) Credit risk

Credit risk arises from cash and cash equivalents and credit exposures to customers, including outstanding receivables and committed transactions. The Authority's exposures to credit risk as at the end of the reporting periods are analysed as follows:

| | 2023 € | 2022 € |
|---------------------------|---------------|-----------|
| Cash and cash equivalents | 37,827 | 11,090 |

2. Financial risk management - continued

2.1 Financial risk factors - continued

(b) Credit risk - continued

The maximum exposure to credit risk at the end of the reporting period in respect of the financial assets mentioned above is equivalent to their carrying amount as disclosed in the respective notes to the financial statements. The Authority does not hold any collateral as security in this respect.

The Authority banks only with local financial institutions with high quality standing or rating.

The Authority assesses the credit quality of its customers taking into account financial position, past experience and other factors. It has policies in place to ensure that sales of products and services are effected to customers with an appropriate credit history. The Authority monitors the performance of its receivables on a regular basis to identify incurred collection losses, which are inherent in the Authority's receivables, taking into account historical experience in collection of accounts receivable.

The Authority manages credit limits and exposures actively in a practicable manner such that there are no material past due amounts receivable from customers as at the end of the reporting period. The Authority's receivables, which are not impaired financial assets, are principally in respect of transactions with customers for whom there is no recent history of default. Management does not expect any losses from non-performance by these customers.

(c) Liquidity risk

The Authority is exposed to liquidity risk in relation to meeting future obligations associated with its financial liabilities, which comprise payables (note 8). Prudent liquidity risk management includes maintaining sufficient cash and committed credit lines to ensure the availability of an adequate amount of funding to meet the Authority's obligations.

The Authority monitors liquidity risk by reviewing expected cash flows, and ensures that no additional financing facilities are expected to be required over the coming year. The Authority's liquidity risk is not deemed material in view of the matching of cash inflows and outflows arising from expected maturities of financial instruments, coupled with the Authority's committed bank borrowing facilities and other intra-group financing that it can access to meet liquidity needs.

2.2 Capital risk management

The Authority's equity, which constitutes its capital base, is disclosed in the statement of financial position. The Authority's objectives when managing capital are to safeguard its ability to continue as a going concern. The primary objective of the Authority's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its operations.

In accordance with section 14(3) of the provisions of the Malta Resources Authority Act, the Authority shall be paid by the Government of Malta out of the Consolidated Fund such sums as Parliament may from time to time authorise to be appropriated to meet any of its expenditure that cannot be met out of its revenue and the costs of specified works to be continued or otherwise carried out by the Authority, being works of infrastructure or a similar capital nature.

2. Financial risk management - continued

2.3 Fair values of financial instruments

At 31 December 2023 and 2022, the carrying amounts of cash at bank, receivables, payables and accrued expenses reflected in the financial statements are reasonable estimates of fair value in view of the nature of these instruments or the relatively short period of time between the origination of the instruments and their expected realisation.

3. Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and based on historical experience and other factors including expectations of future events that are believed to be reasonable under the circumstances.

In the opinion of the Authority Board, the accounting estimates and judgements made in the course of preparing these financial statements are not difficult, subjective or complex to a degree which would warrant their description as critical in terms of the requirements of IAS 1.

4. Changes in accounting policies

4.1 New and amended IFRS Standards that are effective for the current year

In the current year, the Authority has applied new and amended IFRS Standards issued by the International Accounting Standards Board (IASB) and adopted by the EU that are mandatorily effective in EU for an accounting period that begins on or after 1 January 2023.

- Amendments to IAS 8 Accounting policies, Changes in Accounting Estimates and Errors: Definition of Accounting Estimates (effective for financial years beginning on or after 1 January 2023)
- Amendments to IAS 1 Presentation of Financial Statements and IFRS Practice Statement 2: Disclosure of Accounting policies (effective for financial years beginning on or after 1 January 2023)

The adoption of new and amended standards did not have a material impact on the Authority's financial statements.

4.2 Standards, amendments and interpretations to existing standards that are not yet effective and have not been adopted early by the Authority

At the date of the authorisation of these financial statements, certain new standards, amendments and interpretations to existing standards have been published by the IASB but are not yet effective and have not been adopted early by the Authority.

- Amendments to IAS 1 Presentation of Financial Statements: Classification of Liabilities as Current or Non-current (issued on 23 January 2020); Classification of Liabilities as Current or Non-current - Deferral of Effective Date (issued on 15 July 2020); and Non-current Liabilities with Covenants (effective for financial years beginning on or after 1 January 2024)

Management anticipates that all the relevant pronouncements will be adopted in the Authority's accounting policies for the first period beginning after the effective date of the pronouncement.

Certain new standards and interpretations have been issued but are not expected to have a material impact on the Authority's financial statements.

4. Changes in accounting policies - continued

4.3 Standards, amendments and interpretations to published standards that are not yet endorsed by the EU

- Amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates: Lack of Exchangeability (issued on 15 August 2023)
- Amendments to IAS 7 Statement of Cash Flows and IFRS 7 Financial Instruments: Disclosures: Supplier Finance Arrangements (issued on 25 May 2023)

5. Property, plant and equipment

| | Computer equipment € | Computer software € | Furniture and fittings € | Total € |
|------------------------------------|----------------------------|---------------------------|--------------------------------|---------------|
| At 1 January 2022 | | | | |
| Cost | 11,766 | 3,094 | 11,228 | 26,088 |
| Accumulated depreciation | (4,428) | (774) | (2,246) | (7,448) |
| Net book amount | 7,338 | 2,320 | 8,982 | 18,640 |
| Year ended 31 December 2022 | | | | |
| Opening net book amount | 7,338 | 2,320 | 8,982 | 18,640 |
| Additions | 11,366 | - | 14,866 | 26,232 |
| Depreciation charge | (3,904) | (773) | (1,381) | (6,058) |
| Closing net book amount | 14,800 | 1,547 | 22,467 | 38,814 |
| At 31 December 2022 | | | | |
| Cost | 23,132 | 3,094 | 26,094 | 52,320 |
| Accumulated depreciation | (8,332) | (1,547) | (3,627) | (13,506) |
| Net book amount | 14,800 | 1,547 | 22,467 | 38,814 |
| Year ended 31 December 2023 | | | | |
| Opening net book amount | 14,800 | 1,547 | 22,467 | 38,814 |
| Additions | 10,287 | 12,360 | 23,029 | 45,676 |
| Depreciation charge | (8,277) | (3,618) | (4,315) | (16,210) |
| Closing net book amount | 16,810 | 10,289 | 41,181 | 68,280 |
| At 31 December 2023 | | | | |
| Cost | 33,419 | 15,454 | 49,123 | 97,996 |
| Accumulated depreciation | (16,609) | (5,165) | (7,942) | (29,716) |
| Net book amount | 16,810 | 10,289 | 41,181 | 68,280 |

6. Receivables

| | 2023 € | 2022 € |
|-------------|------------------|-----------|
| Prepayments | 8,990 | 2,218 |

7. Cash and cash equivalents

For the purposes of the statement of cash flows, cash and cash equivalents comprise the following:

| | 2023 € | 2022 € |
|--------------|------------------|-----------|
| Cash at bank | 37,827 | 11,090 |

8. Payables

| | 2023 € | 2022 € |
|----------------|------------------|-----------|
| Trade payables | 24,093 | 9,440 |
| Accruals | 12,005 | 6,404 |
| Other payables | 12,247 | 366 |
| | 48,344 | 16,210 |

9. Revenue

All the Authority's revenue was derived from funds received from the Government of Malta and from the EU.

| | 2023 € | 2022 € |
|--------------------------|------------------|-----------|
| By category: | | |
| Government appropriation | 780,000 | 720,000 |
| EU funds | 22,762 | 7,380 |
| | 802,762 | 727,380 |

10. Expenses by nature

| | 2023 € | 2022 € |
|--------------------------------------|------------------|-----------|
| Professional fees | 184,048 | 285,674 |
| Employee benefit expense (note 11) | 474,892 | 359,651 |
| Bank charges | 835 | 639 |
| Other expenses | 112,147 | 50,107 |
| Total administrative expenses | 771,922 | 696,071 |

10. Expenses by nature - continued

Auditor's fees

Fees charged by the auditors for services rendered during the financial years ended 31 December 2023 and 2022 relate to the following:

| | 2023 € | 2022 € |
|------------------------|------------------|-----------|
| Annual statutory audit | 3,776 | 3,776 |
| Tax return | 472 | 472 |
| | 4,248 | 4,248 |

11. Employee benefit expense

| | 2023 € | 2022 € |
|---------------------------------------|------------------|-----------|
| Board members' remuneration | 38,022 | 38,996 |
| Audit committee members' remuneration | 1,920 | - |
| Wages and salaries - regular | 406,211 | 298,496 |
| Social security costs | 28,739 | 22,159 |
| | 474,892 | 359,651 |

Wages and salaries include remuneration of the Authority's CEO for the year ended 31 December 2023.

The average number of persons employed by the Authority during the year was made up as follows:

| | 2023 No. | 2022 No. |
|-------------------------|--------------------|-------------|
| Board members | 7 | 8 |
| Audit committee members | 3 | - |
| Operations | 11 | 9 |
| | 21 | 17 |

12. Tax expense

With reference to the Gozo Regional Development Authority Act (Cap. 600), Part 4 article 18 sub-article 3, Government subventions are deemed to be exempt from any liability for the payment of income tax and duty on documents. Hence, no taxation was recognised in these financial statements given the Authority's main source of income is the Government's subventions.

13. Cash generated from operations

Reconciliation of surplus for the year to cash generated from operations:

| | 2023 | 2022 |
|--|----------------|---------|
| | € | € |
| Surplus for the year | 30,840 | 31,309 |
| Adjustments for: | | |
| Depreciation of property, plant and equipment (note 5) | 16,210 | 6,058 |
| Changes in working capital: | | |
| Receivables | (6,772) | 2,628 |
| Payables | 32,135 | (3,991) |
| Cash generated from operations | 72,413 | 36,004 |

14. Related party transactions

During the years ended 31 December 2023 and 2022, there were no transactions with key management personnel except for emolument payments as disclosed in note 11.

15. Statutory information

The Gozo Regional Development Authority was established under the Gozo Regional Development Act (Cap. 600). The registered office is 75, Republic Street, Victoria VCT 1018, Gozo, Malta.

16. Comparative information

Comparative figures disclosed in the main components of these financial statements have been reclassified to conform with the current year's presentation format for the purpose of fairer presentation.

Schedule for administrative expenses

| | Year ended 31 December | |
|--------------------------------------|------------------------|----------------|
| | 2023 € | 2022 € |
| Accountancy services | 9,128 | 9,153 |
| Advertising and promotion | 50,355 | 53,117 |
| Audit fees | 3,776 | 3,776 |
| Bank charges | 836 | 639 |
| Cleaning services | 34,365 | 3,144 |
| Computer-related expenses | 11,595 | 11,411 |
| Consultancy fees | 94 | 2,832 |
| Depreciation | 16,210 | 6,058 |
| Board members' remuneration | 38,022 | 38,996 |
| Encroachment fees | - | 25,846 |
| Entertainment | 3,072 | 851 |
| Equipment rental | 2,244 | 4,293 |
| Fines and penalties | - | 200 |
| Inhouse training | 5,797 | 8,818 |
| Insurance | 8,117 | 6,618 |
| Licences and fees | 16,286 | 7,579 |
| Office expenses | 1,919 | 5,020 |
| Professional fees | 85,321 | 156,230 |
| Repairs and maintenance | 502 | 731 |
| Rental expense | - | 13,402 |
| Social security costs | 28,739 | 22,159 |
| Scholarships | 1,620 | 1,620 |
| Sponsorships | 4,500 | 4,500 |
| Staff welfare | 1,217 | 1,504 |
| Subscriptions | 4,850 | 1,000 |
| Sundry expenses | 5,825 | - |
| Telephone expenses | 593 | 62 |
| Travel expenses | 22,949 | 6,366 |
| Wages and salaries – regular | 408,131 | 298,496 |
| Water and electricity | 5,859 | 1,650 |
| Total administrative expenses | 771,922 | 696,071 |



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