



**Promoting Accountability of Public Resources**

# **AUDITOR GENERAL'S REPORT**



**On the Operations and financial transactions of  
the Liberia Opportunities Industrialization Center  
(LOIC)**

**For the Fiscal Year ended June 30, 2017**

**January 2021**

**Yusador S. Gaye, CPA, CGMA  
Auditor General, R. L.**

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## Acronyms Used

Acronyms/Abbreviations/Symbol	Meaning
AG	Auditor General
BfW	Bread for the World
CGMA	Chartered Global Management Accountant
CPA	Certified Public Accountant
EED	Evangelisches Werk Fur Diakonic Und Entwicklung e.v.
FY	Fiscal Year
GAC	General Auditing Commission
GOL	Government of Liberia
IPSASs	International Public Sector Accounting Standards
ISSAIs	International Standards of Supreme Audit Institutions
L\$	Liberian Dollars
LOIC	Liberia Opportunities Industrialization Center
M&E	Monitoring and Evaluation
MFDP	Ministry of Finance & Development Planning
ML	Management Letter
MYS	Ministry of Youth and Sports
N/S	Not Stated
OICI	Opportunities Industrialization Center International
PFM	Act Public Financial Management Act
PPCA	Public Procurement and Concessions Act
PPCC	Public Procurement and Concessions Commission
RL	Republic of Liberia
UNDP	United Nations Development Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
US\$	United States Dollar

## Republic of Liberia



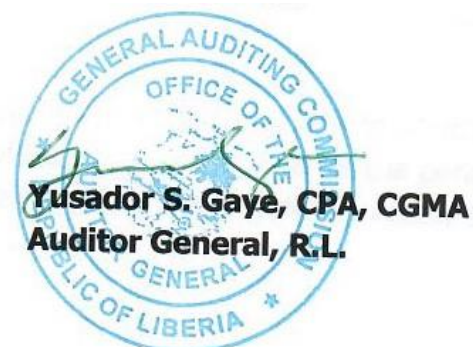
### **The Honorable Speaker of the House of Representatives, and the President Pro-Tempore of the House of Senate:**

We have undertaken the Compliance audit on the Operations and financial transactions of the Liberia Opportunities Industrialization Center (LOIC) for the Fiscal Year ended June 30, 2017. The audit was conducted under the Auditor General's statutory mandate, as provided for under section 2.1.3 of the GAC Act of 2014.

Findings conveyed in this report have been formally communicated to the Management of the Liberia Opportunities Industrialization Center (LOIC). Where responses have been provided by the Management on the audit findings, these have been evaluated and incorporated in this report. We encourage you to pay particular attention to the following:

- Management paid US\$4,847.60 for fuel oil and gasoline without evidence that the minimum requirement of three (3) quotations were solicited.
- Management paid US\$6,402.89 and L\$1,179,249.89 to 19 persons listed on the payroll but not on the personnel listing of the entity.

Given the significance of the matters raise in this report, we urge the Hon. Speaker and the Members of the House of Representatives and Hon. Pro-Tempore and Members of the Liberian Senate to consider the implementation of the recommendations conveyed herein with urgency.



**Monrovia, Liberia**

January 2021

## **Compliance Audit Report on the Operations and financial transactions of the Liberia Opportunities Industrialization Center (LOIC) for the fiscal year ended June 30, 2017.**

We have audited the operations and financial transactions of the Liberia Opportunities Industrialization Center (LOIC), in compliance with relevant laws and regulations for the period ended June 30, 2017 consistent with the Auditor General's mandate as provided for under Section 2.1.3 of the General Auditing Commission (GAC) Act of 2014.

### **Qualified Conclusion**

Based on the work performed, except for the issues described in the basis for qualified conclusion paragraphs below, nothing has come to our attention that causes us to believe that the financial transactions and operations of the Liberia Opportunities Industrialization Center (LOIC) is not in compliance, in all material respects, with stated laws and regulations for the Fiscal Year ended June 30, 2017.

### **Basis for Qualified Conclusion**

We identified multiple issues of significant materiality that affect the operations of the Liberia Opportunities Industrialization Center (LOIC). These issues can be categorized as follows:

Management did not withhold and remit withholding taxes totaling US\$543.40 and L\$26,228.18 into GoL consolidated revenue account for goods and services procured from vendors.

Management paid US\$4,847.60 for fuel oil and gasoline without evidence that the minimum requirement of three (3) quotations were solicited.

Management paid US\$6,402.89 and L\$1,179,249.89 to 19 persons listed on the payroll but not on the personnel listing of the entity.

### **Management's Responsibility**

Management is responsible for the preparation of financial records in accordance with the terms of local agreement and stated laws and regulations.

The Management of the Liberia Opportunities Industrialization Center (LOIC) is also responsible for the preparation and presentation of these financial records in compliance with the approved Annual Budget for the fiscal period, the Public Financial Management Act of 2009, the Public Procurement and Concessions Act of 2005 as amended and Restated in 2010 and all their accompanying Regulations, the Revenue Code of Liberia Act of 2000 as amended in 2011, the International Public Sector Accounting Standards (IPSAS); and the Opportunities Industrialization Center Act of 1976 and the LOIC policies and procedures.

This audit was conducted on the basis or understanding that the LOIC Management has the responsibility to establish and maintain internal controls necessary to:

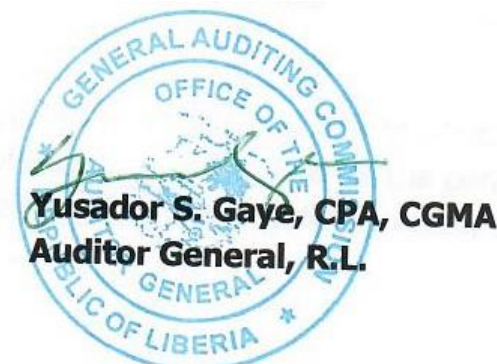
- Enable it undertake its contracts award, goods delivery, projects execution, evaluation and reporting in an effective and efficient manner as well as the preparation of documentation on the procurement that are free from material misstatements whether due to fraud or error and in compliance with authorities that govern them;

- Provide reasonable assurance that adopted policies and prescribed procedures are adhered to and errors and irregularities, including fraud and illegal acts are prevented or detected; and to provide us with access to the following;
- All information of which the LOIC Management is aware of that is relevant to its contracts award, goods delivery, projects execution, evaluation and reporting as well as their related documentation;
- Any additional information that we may request from Management for the purposes of the review; and unrestricted access to persons within the LOIC Management from whom we determine it necessary to obtain review evidence.

### **Auditor's Responsibility**

Our responsibility is to independently express a conclusion on the financial records of the Liberia Opportunities Industrialization Center (LOIC) based on our audit. Our audit was conducted in accordance with the International Standard of Supreme Audit Institutions (ISSAIs) 4000, Fundamental Auditing Principles (FAP) and Guidelines for Compliance Audit (GCA). Those principles require that we comply with ethical requirements and plan and perform the audit so as to obtain reasonable assurance as to whether the use of funds by the LOIC Management are in compliance, in all material respects, with stated laws and regulations for the Fiscal Year ended June 30, 2017.

An audit involves performing procedures to obtain sufficient appropriate evidence to support our conclusion. The procedures performed depend on the auditor's professional judgment, including assessing the risk of material non-compliance, whether due to fraud or error. The audit procedures performed are those we believe are appropriate in the circumstances. We believe that the audit evidence gathered is sufficient and appropriate to provide the basis for our conclusion.



**Monrovia, Liberia**

January 2021

## **BACKGROUND**

### **Background of the Liberia Opportunities Industrialization Center (LOIC) Audit**

The audit of the Liberia Opportunities Industrialization Center (LOIC) was commissioned for the fiscal year July 1, 2016 to June 30, 2017 consistent with the Auditor General's mandate as provided for in Section 2.1.3 of the General Auditing Commission (GAC) Act of 2014.

The Liberia Opportunities Industrialization Center (LOIC) was created by an Act of the Liberia National Legislature of 1976 and published in 1979. This was followed by a Memorandum of Agreement and Memorandum of Understanding between the Governments of the Republic of Liberia, then represented by the Ministry of Labour, Youth and Sports, and the Opportunities Industrialization Center International (OICI) represented by its Chairman of the Board of Directors Dr. Leon C. Sullivan.

According to the Memorandum of Understanding between the Government of Liberia (GOL) and the OICI, the two parties agreed that OICI and GOL jointly finance the LOIC. Further, it was mutually understood and agreed that OICI will provide all necessary equipment for the operation of the Center including technical staff for a period of five (5) years beginning 1977 to 1981. The Government also promised and agreed to take over the entire operations of the LOIC at the termination of the five (5) years period.

The overall objectives of the institution include:

1. To integrate and co-ordinate its activities with existing man-power training programs in Liberia and
2. Initiate other programs in keeping with the manpower needs of the Liberia.

### **Management Personnel**

The Liberia Opportunities Industrialization (LOIC) has the following personnel who handled the administrative and financial affairs of the institution for the period under audit.

**Table: 1 Key Management Personnel of the LOIC**

#	Name	Title / Position Held	Period
1.	Mr. Solomon D. King, Sr.	National Executive Director	2010 – 2017
2.	Madam Marie Kolenky	Deputy/ National Executive Director	2012 – Present
3.	Mr. Ellis I. S. Kiazolu, Sr.	Director of Finance	2000 – present
4.	Mr. Samuel K. Baker, Sr.	Deputy Director of Finance	June 2005 – Present
5.	Mr. Daniel C. Gayedyu	Internal Auditor	October 2004 – Present
6.	Mr. Wilson G. Moore	Procurement Officer	1997 – Present
7.	Mr. Preston P. Jackson	Personnel Director	June 2006 – Present
8	J. Clarence Blapoo	Program Officer	May 1976 – Present

### **The subject matter of the compliance audit:**

A Compliance audit on the Operations and financial transactions of the Liberia Opportunities Industrialization for the period ended 30 June 2017.

## **Audit Scope**

The scope of the audit covered the period from July 1, 2016 to June 30, 2017.

## **Objectives of the Audit**

The main objective of the audit is to gather sufficient appropriate audit evidence to conclude whether the operations and financial information of the Liberia Opportunities Industrialization for the period July 1, 2016 to June 30, 2017 are in compliance, in all material respects with policies, procedures, applicable laws, regulations, and are free of material errors.

## **Audit Criteria**

The following criteria were used:

- Section 806.e of the 2011 Amended Revenue Code of Liberia
- Section 905 (a) of the Revenue Code of Liberia Act of 2000 as amended in 2011
- Regulation P.10 (c) of the PFM Act of 2009
- PART V Section 53 (1) (a) of the Amended and Restated Public Procurement and Concessions Act of 2010
- Regulation T.16 of the PFM Act of 2009
- Memorandum of Understanding of 1977 between the Government of Liberia and the OICI
- Act to Incorporate the Liberia Opportunities Industrialization Center (LOIC) of 1976
- Regulation V.3 (1-2) of the PFM Act of 2009
- Regulation A.5 of the PFM Act of 2009
- Regulation D.16.1 of the PFM Act of 2009
- Regulation K.10 of PFM Act of 2009
- Committee of Sponsoring Organizations of the Tread way Commission,
- COSO Internal Control Framework on Control Environment,

## **Audit Methodology**

We performed our audit based on review of contract documents, specification, financial records and payment vouchers related to the period under audit, interviewing LOIC staff as well as physical verification of Assets and personnel. The audit criteria were applied to each procurement sample selected. We have documented the findings and given to management for comments.

The audit was conducted in accordance with ISSAI 4000 and INTOSAI's International Standards for Compliance Audit. These standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the LOIC Management complied with laws and regulations.

Our audit also took cognizance of the requirements under the Auditor General's mandate as provided for under Section 2.1.3 of the GAC Act of 2014. Our audit approach included observation, inquiries, inspections, confirmation, and analytical procedures on areas we considered as high risk.

## **Limitation of Responsibility**

We reviewed the activities and systems on the Operations and financial transactions operated by the Liberia Opportunities Industrialization (LOIC) only to the extent we considered necessary for the effective conduct of this audit. As a result, our review may not have detected all weaknesses that existed or all improvements that could be made.



## 1 DETAILED FINDING AND RECOMMENDATIONS

### 1.1 Financial Issues

#### 1.1.1 Withholding Tax

##### Observation

- 1.1.1.1 Section 806.e of the 2011 Amended Revenue Code of Liberia states that "A payer who makes a payment to a nonresident for Liberian-source services rendered is required to withhold tax at the rate of 15 percent of the amount of the payment if payment is of a sort that, if made to a resident, would be includible in gross income under Section 201, including Board fees, management fees, commissions, and the like)".
- 1.1.1.2 Furthermore, Section 905 (a) of the Revenue Code of Liberia Act of 2000 as amended in 2011 also states that "a government agency that makes a payment to a resident in circumstances other than those described in subsections (a) through (i) is required to withhold a portion of the payment as specified in regulations, but not more than 4%."
- 1.1.1.3 It was observed during the audit that Management did not withhold and remit withholding taxes totaling US\$543.40 and L\$26,228.18 into GoL consolidated revenue account for goods and services procured from vendors. **See tables 1A & 1B below for details:**

**Table 1A: Payments made without deducting the relevant Turn-over Taxes**

Date	Description	Payee	Vou. #	Check #	Amount US\$	US\$ Tax due
Jan. 16, 2017	Payment for LOIC- Monrovia program and Buchanan satellite training materials.	Building Materials Center,	6015	11359	4,000.00 @4%	160.00
Mar. 10, 2017	Payment for training materials to Vishnu Trading Inc.	Vishnu Trading Inc.	6034	11375	3,300.00 @4%	132.00
Mar. 27, 2017	Payment for LOIC - National office, Monrovia program, Buchanan for Petroleum Product.	Super petroleum	6021	11368	5,069.30 @2%	101.39
April 3, 2017	Payment for Services LOIC- Vehicle (LOIC-3 LOIC-7, LOIC-6 LOIC-5, LOIC-2)	Blesses Uniking Auto Parts	6032	11373	2,653.00 @2%	53.06
June 27, 2017	Payment for Fuel and gasoline for LOIC - National Office, Monrovia program, Buchanan Gbarnga and Sinje Satellite.	Super petroleum	6039	11381	4,847.60 @2%	96.95
<b>Total</b>					<b>19,869.90</b>	<b>543.40</b>

**Table 1B: Payments made without deducting the relevant Turn-over Taxes**

Date	Description	Payee	Vou. #	Check #	Amount L\$	L\$ Tax due
Jan. 5, 2017	Payment for LOIC - National Office, Mon program, Buchanan, Sinje and Gbarnga Satellite Fuel and gasoline.	Super petroleum	6095	17847	482,526.30 @2%	9,650.53
Jan. 5, 2017	Payment for LOIC - National Office, Mon program, Buchanan, Sinje and Gbarnga Satellite Fuel and gasoline.	Super petroleum	6094	17846	425,064.60 @2%	8,501.29
May 10, 2017	Payment for LOIC - National Office, Monrovia Program, Buchanan Satellite fuel and gasoline.	Super petroleum	6233	20499	403,818.00 @2%	8,076.36
<b>Total</b>					<b>1,311,408.90</b>	<b>26,228.18</b>

### Risk

- 1.1.1.1 Payment to vendors and service providers without the required withholding tax deduction could deprive the Government of Liberia of needed revenue.

### Recommendation

- 1.1.1.2 The Management of LOIC should provide substantive justification for failing to deduct from its vendors and service providers withholding taxes in the amount of US\$543.40 and L\$26,228.18.
- 1.1.1.3 Management should ensure that the required withholding taxes along with the associated penalties for late payment are deducted and deposited into the GoL Consolidated Account.

### Management's Response

- 1.1.1.4 *Management acknowledges that the withholdings in reference were not done. REASONS: The Management is not aware of this regulation being practiced in Liberia. Our payments to vendors/suppliers are done per invoiced amount. As far as Management understands, the 4%/2% turnover tax should be paid by the vendors/suppliers to the Government of Liberia.*

### Auditor General's Position

- 1.1.1.5 We acknowledge Management's acceptance of our finding. We encourage Management as a legal governmental entity operating in Liberia and receiving Government's budgetary allocations to be familiarized with the Public Management laws and in particular Section 905 (a) of the Revenue Code of Liberia Act of 2000 as amended in 2011.
- 1.1.1.6 Going forward, Management should withhold the applicable taxes and remit to the Liberia Revenue Authority in compliance with the Liberia Revenue Code of 2000 as amended in 2011.
- 1.1.1.7 Management is in breach of financial discipline in line with Regulation A.20 of the PFM Act of 2009.

## 1.1.2 Non-competitive Procurement of Goods and Services

### Observation

- 1.1.2.1 Regulation P.10 (c) of the PFM Act of 2009 requires that any public officer, including a Minister and head of any government institution, commission, board who signs a voucher, a check, a document or record pertaining to accounts shall ensure that the procurement method used is in line with the provisions of the Public Procurement and Concessions Act (2005).
- 1.1.2.2 PART V Section 53 (1) (a) of the Amended and Restated Public Procurement and Concessions Act of 2010 also requires that Request for Quotations method may be used for the procurement of goods, works and services when the procurement is for readily available commercially standard goods, not specially manufactured to the particular specifications of the Procuring Entity and the estimated contract price does not exceed the applicable Threshold.
- 1.1.2.3 It was observed during the audit that Management paid US\$4,847.60 for fuel oil and gasoline without evidence that the minimum requirement of three (3) quotations were solicited. **See table 2 below for details:**

**Table 2: Procurement made without going through the procurement process**

Date	Description	Payee	Vou. #	Check #	Amount US\$
27-Jun-17	Payment for Fuel and gasoline for LOIC - National Office, Monrovia program, Buchanan, Gbarnga and Sinje Satellite.	Super petroleum	6039	11381	4,847.60
<b>Total</b>					<b>4,847.60</b>

### Risk

- 1.1.2.4 Failure to use the required procurement method could lead to the award of contracts to non-deserving contractors and deny the achievement of value for money.

### Recommendation

- 1.1.2.5 Management should provide substantive justification backed by material evidence for not exercising the required procurement method for the procurement of the goods.

### Management's Response

- 1.1.2.6 *Prices for petroleum products are regulated by the Government of Liberia for uniformed pricing.*

### Auditor General's Position

- 1.1.2.7 The Management of LOIC should adhere to the PPCC Regulation in carrying out competitive bidding in the procurement of goods and services for the entity. All procurement activities should be done on a competitive basis.

1.1.2.8 Therefore, Management is in breach of PART V Section 46 (1 & 3) of the Amended and Restated Public Procurement and Concessions Act of 2010.

### 1.1.3 Payments to Individuals not on personnel listing

#### Observation

1.1.3.1 Regulation T.16 of the PFM Act of 2009 states that "A head of government agency or a head of management unit shall examine and certify the personnel emolument payment vouchers to ensure that (a) only staff belonging to the unit are on the payment vouchers".

1.1.3.2 It was observed during the audit that the LOIC Management paid US\$6,402.89 and L\$1,179,249.89 to 19 persons listed on the payroll of the LOIC for six (6) months (July, August, September, October, November and December 2016), but the names of the 19 individuals were not reflected on the personnel listing. **See Table 3 Below for details:**

**Table 3: Employees Whose Names Were on Payroll but not on Personnel Listing**

No.	Names	Positions	Dept/Area Assigned	Total US\$ salary	Total L\$ Salary
1	Patrick Guizeh	Head Counselor	Sinje	-0-	70,000.00
2	James Doe	Vocational counselor	Sinje	1,050.00	70,000.00
3	Sunnigar Myers	Plumbing Instructor	Sinje	960.00	70,000.00
4	Vasco Kemokai	Electricity instructor	Sinje	960.00	70,000.00
5	Richard Sindeh	Carpentry instructor	Sinje	960.00	70,000.00
6	Edward Gartee	Counselor II	Sinje	960.00	60,000.00
7	<u>Siafa Massaley</u>	Security Guard	<u>Sinje</u>	<u>540.00</u>	<u>30,000.00</u>
8	Paul Johnson	Chief Security	Sinje	600.00	35,000.00
9	Anthony Kiazolu	Driver	Sinje	720.00	40,000.00
10	Maima Fahbulleh	Child care	Sinje	540.00	20,000.00
11	Daba Kiawu	Cook	Sinje	0.00	20,000.00
12	Neela Barkon	Security Guard	Buchanan Satellite	0.00	60,000.00
13	Samule Wheabor	Driver	National office	0.00	40,000.00
14	Emmanuel Prout	Welding& fabricant Instructor	Buchanan Satellite	0.00	140,000.00
15	Augustine Yeagar II	SED instructor	Buchanan Satellite	0.00	70,000.00
16	Joe Yumuszeo	Yardman	Buchanan	0.00	20,000.00
17	James Tilifakpeh	Security Guard	Gbarnga satellite	540.00	30,000.00
18	Moses Tokpa	Security/Warehouse	Gbarnga satellite	0.00	30,000.00
19	Naomi Nagbeh	Cook	Gbarnga Satellite	0.00	20,000.00

#### Risk

1.1.3.3 Payments to staff who appeared not to be employees of the entity could lead to wasteful expenditure and or loss of public funds.

### **Recommendation**

- 1.1.3.4 The LOIC Management should provide substantive justification backed by material evidence for maintaining and paying individuals on the payroll that are not on the personnel listing.

### **Management's Response**

- 1.1.3.5 *A need for clarification. The 19 individuals listed on the payroll of the LOIC for six (6) months were employees of LOIC and rendered their services to the program for which they were paid as such. Regrettably, their names were not included on the personnel listing presented to the Auditors. See attached personnel letters.*

### **Auditor General's Position**

- 1.1.3.6 We acknowledge Management's acceptance of our finding. Management is required to enlist all employees on the personnel listing before placing their names on the payroll for control purposes.
- 1.1.3.7 Going forward, Management should ensure that the personal listing matches with the payroll. Management is in breach of financial discipline in line with Regulation A.20 of the PFM Act of 2009.

## **1.2 Governance Issues**

### **1.2.1 Legal Title of LOIC Undefined (Legislative Act vs. Articles of Incorporation)**

#### **Observation**

- 1.2.1.1 Section 3 Count 3 of the Act to Incorporate the Liberia Opportunities Industrialization Center (LOIC) approved by the National Legislature of Liberia on July 6, 1976 and published on January 12, 1979 states that "To integrate and co-ordinate its activities with existing man-power training programs in Liberia, as well as to initiate other programs in keeping with the manpower needs of the country as reflected in the January 1977 Memoranda of Agreement and Understanding entered into between the Government of the Republic of Liberia, as represented by the Ministry of Labour, Youth and Sports, and the Opportunities Industrialization Center International (OICI) as represented by LOIC Board of Directors".
- 1.2.1.2 According to Counts 4 and 5 of the Memorandum of Understanding dated January 7, 1977 between the Government of Liberia and the OICI, the OICI and Government agreed that OICI and Government jointly finance OIC Liberia. Further, it was mutually understood and agreed that OICI will provide all necessary equipment for the operation of the Center including technical staff for a period of five (5) years beginning 1977 – 1981. The Government also promised and agreed to take over the entire operations of OICI Liberia at the termination of the five (5) years period referred to above.

- 1.2.1.3 During the conduct of the audit, we observed that the late Rev. Dr. Walter Richards incorporated the LOIC on January 3, 2007 but there was no evidence that the Act establishing the LOIC was repealed. **See Exhibits 1, 2, 3 & 4 for details.**

**Risk**

- 1.2.1.4 The entity may lose its statutory title to individuals other than those prescribed by law.
- 1.2.1.5 The original objectives for the creation of the entity may be influenced and altered by individuals acting as incorporators.
- 1.2.1.6 The entity may not benefit from budgetary supports in the absence of a well-defined legal status.

**Recommendation**

- 1.2.1.7 The LOIC management should provide substantive justification backed by material evidence to support its action to re-incorporate the entity when there is no proof that the Act creating it has been repealed.
- 1.2.1.8 In the absence of any act to repeal the Act of 1976 which created the LOIC, the Management should revert to the original Act of 1976.

**Management's Response**

- 1.2.1.9 *It is a fact that the Act to Incorporate LOIC as non-for-profit corporation was approved by the National Legislature of Liberia on July 6, 1976 and published on January 12, 1979. However, due to the coming into being of several NGOs during post war period in Liberia, the Ministry of Foreign Affairs reinforced the regulation that all NGOs should be incorporated. This regulation constrained the Board of Directors of LOIC to incorporate the Entity under the signature of the Late Rev. Dr. Walter D. Richards (Chairman, LOIC Board of Directors) on January 3, 2007. Thus, the incorporation of the Entity under the signature of the then Chairman of the Board of Directors does not render LOIC as his private property.*

**Auditor General's Position**

- 1.2.1.10 Management's assertion is not materially supported. The LOIC Management should have gone to the National Legislature to repeal the 1976 Act before incorporating. Therefore, we maintain our finding and recommendation.

**1.2.2 Unapproved Board Constitution and By-Laws**

**Observation**

- 1.2.2.1 Section 5 of the Act to Incorporate the Liberia Opportunities Industrialization Center (LOIC) approved by the National Legislature of Liberia on July 6, 1976 and published on January 12, 1979 states that "THE LIBERIA OPPORTUNITIES INDUSTRIALLIZATION CENTER, is hereby vested with full power and authority to make and establish by-laws and regulations for its governance and to do all other acts and things done by similar bodies corporate as are not repugnant to the Constitution and Laws of the Republic".

- 1.2.2.2 During the audit, it was observed that the Board of Directors of the LOIC was operating without an approved by-laws and constitution. Instead, the board was using and unapproved by-laws and constitution of April 27, 1989 which was not approved. **See Exhibit 1 & 6 for copies of the Act and by-laws for details.**

**Risk**

- 1.2.2.3 The oversight responsibility of the board could be left to the discretion of individual board members.
- 1.2.2.4 Board decisions may not be credible in the absence of any framework to govern the activities of its members.

**Recommendation**

- 1.2.2.5 The LOIC management should provide substantive justification backed by material evidence for operating a board without an approved Constitution and by-laws to govern the activities of board members.

**Management's Response**

- 1.2.2.6 *By-laws and Constitution are not signed but the approval date of adoption/ approval and the names of the committee members are what are required. Example, the 1986 Constitution of Liberia bears nobody signature.*

**Auditor General's Position**

- 1.2.2.7 Management's assertion that by-laws and constitution are not signed and only approval date of adoption / approval and the names of the committee members are required is incorrect. Approval should be indicated by signature.
- 1.2.2.8 Management should therefore get the board to formally approve the By-laws and Constitution of the LOIC to make it valid.

**1.2.3 Lands and other Properties not included on Fixed Asset Register**

**Observation**

- 1.2.3.1 Regulation V (2-3) of the PFM of 2009 states that "The Head of Government Agency must take full responsibility of assets assigned to him by the General Services Agency and ensure that proper control systems exist for assets and that: (a) preventive mechanisms are in place to eliminate theft, losses, wastage and misuse; and (b) inventory levels are at an optimum and economical level. (3) The Head of Government Agency must ensure that processes (whether manual or electronic) and procedures are in place for the effective, efficient, economical and transparent use of the assets assigned to the institution."
- 1.2.3.2 During the conduct of the audit, it was observed that management did not have adequate controls in place to protect the entity's assets at its various satellite facilities as there was no evidence of policies for usage, safekeeping and periodic inspections.

1.2.3.3 It was further observed that the LOIC omitted the below listed properties on the list of fixed assets:

- 8 Acres of land in Zwedru, Grand Gedeh County
- 5 Acres of land located adjacent to School of the Blind, R2, Paynesville Roberts Field Highway
- Unspecified number of acres of land in Voinjama, Lofa County
- A structure in Gbapolu County said to be placed in care of a lady not named by the by the LOIC Management. ***See exhibit 5 for details of Fixed Asset Register.***

#### **Risk**

1.2.3.4 Fixed assets could be vulnerable to theft, losses, wastage and misuse.

1.2.3.5 Fixed assets may not be utilized in an effective, efficient, economical and transparent manner.

#### **Recommendation**

1.2.3.6 The LOIC Management should provide substantive justification backed by material evidence for not putting in place control system to protect the fixed assets.

1.2.3.7 Further, LOIC Management should ensure that the lands are all included on the fixed asset register of the entity.

#### **Management's Response**

1.2.3.8 *We have acknowledged the findings and will adhere to audit recommendation*

#### **Auditor General's Position**

1.2.3.9 In reference to Management's letter dated 15 December 2018, the lands on the Roberts Field Airport (RIA) Highway with the missing deed should be included on the fixed asset listing since it is a deeded land and therefore a property of LOIC. Management should engage the National Center Document and Records (NCDR) to retrieve copy of the deed.

1.2.3.10 With respect to the lands in Voinjama, Gbarpolu and Zwedru, the LOIC Management should exert all efforts to have the deeds completed and probated within six (6) months after the issuance of this report to the National Legislature. Copies of the deeds should be submitted to the Office of the Auditor General for validation.

1.2.3.11 However, management is in breach of Regulation V (2-3) of the PFM Act of 2009.

### **1.2.4 Operating without Financial Manual**

#### **Observation**

1.2.4.1 Regulation A.5 (1) of the PFM Act of 2009 states that "A head of government agency shall with the approval of the Minister issue an accounting manual to suit the operations and regulate the financial matters of the Government agency, indicating:

- The duties to be performed by specified officers,



- The accounts to be kept and returns to be submitted, and
- Such other instructions as may be required for the proper conduct of the financial matters of the Government agency.”

1.2.4.2 During the audit, it was observed that the LOIC management did not have any accounting manual that would suit and regulate the financial activities at the entity.

**Risk**

1.2.4.3 Duties to be performed by account personnel could be left to the discretion of account officers.

1.2.4.4 Management may not be able to properly regulate the conduct of financial matters at the entity.

**Recommendation**

1.2.4.5 Management of the LOIC should provide substantive justification backed by material evidence for conducting the financial affairs of the entity without an accounting manual.

1.2.4.6 The management should prepare an accounting manual approved by the relevant authority and present same to the office of the Auditor General for validation.

**Management's Response**

1.2.4.7 *We acknowledge this. Management realizes the need and necessity.*

**Auditor General's Position**

1.2.4.8 We acknowledge the acceptance of our audit finding and recommendation. We will make a follow up on the implementation of our audit recommendation during subsequent audit.

1.2.4.9 However, Management is in breach of Regulation financial discipline in line with Regulation A.20 of the PFM Act of 2009.

**1.2.5 Budget Committee**

**Observation**

1.2.5.1 Regulation D.16.1 of the PFM Act of 2009 states that: “Every head of government agency shall establish a Budget Committee which shall be responsible for budget formulation, implementation, monitoring and evaluation made up of (a) The head of government agency, who shall be the chairperson; and (b) Heads of budget management centers or cost centers)”.

1.2.5.2 During the audit, we observed that the LOIC Management did not establish a budget committee.

**Risk**

1.2.5.3 The absence of a budget committee may lead to delay in the Commission's budget formulation, implementation, and monitoring.

**Recommendation**

- 1.2.5.4 Management should establish a Budget Committee to be responsible for budget formulation, implementation and the monitoring of the organization's activities.

**Management's Response**

- 1.2.5.5 *We acknowledge the findings and will implement audit recommendations*

**Auditor General's Position**

- 1.2.5.6 We acknowledge the acceptance of our audit finding and recommendation. We will make a follow up on the implementation of our audit recommendation during subsequent audit.

**1.2.6 Audit Committee**

**Observation**

- 1.2.6.1 Regulation K.10 of PFM Act of 2009 states that "a head of government agency or government organization shall in consultation with the internal audit governance board establish and maintain an audit committee for the government agency or organization for which he/she is responsible".

- 1.2.6.2 In addition, Regulations K.11(1), of the PFM Act 2009 (a) states that "the Audit Committee of Government Agencies or Organizations shall review internal controls, including the scope of internal audit, internal audit Plans, internal audit findings, and recommend to the head of government agency the appropriate action to be taken."

- 1.2.6.3 During the period under audit, there was no evidence to indicate that Management established functioning audit Committee.

**Risk**

- 1.2.6.4 Failure by Management to establish functioning Audit Committee may prevent Management from taking timely corrective action on deficiencies identified in internal controls.

**Recommendation**

- 1.2.6.5 Management should establish a functioning Audit Committee as part of the Governance structures. This will enable Management to evaluate and ensure that internal controls are operating effectively and at all times.

**Management's Response**

- 1.2.6.6 *We have acknowledged the findings and will adhere to audit recommendations*

**Auditor General's Position**

- 1.2.6.7 We acknowledge the acceptance of our audit finding and recommendation. We will make a follow up on the implementation of our audit recommendation during subsequent audit.

- 1.2.6.8 However, Management is in breach of financial discipline in line with Regulation A.20 of the PFM Act of 2009.

## **1.2.7 No Evidence of Risk Assessment**

### **Observation**

- 1.2.7.1 According to the Committee of Sponsoring Organizations of the Tread way Commission, every entity faces a variety of risks from external and internal sources. Risk assessment involves a dynamic and iterative process for identifying and assessing risks to the achievement of objectives. Risks to the achievement of these objectives from across the entity are considered relative to established risk tolerances. Thus, risk assessment forms the basis for determining how risks will be managed. A precondition to risk assessment is the establishment of objectives, linked at different levels of the entity. Management specifies objectives within categories relating to operations, reporting, and compliance with sufficient clarity to be able to identify and analyze risks to those objectives.
- 1.2.7.2 During the period under audit, there was no evidence that Management conducted risk assessment on the operations of the LOIC so as to recognize the risks the organization faced in achieving its objectives.

### **Risk**

- 1.2.7.3 The absence of a documented risk assessment by the LOIC indicates that Management would not be able to identify and analyze risks the entity's faces.

### **Recommendation**

- 1.2.7.4 The LOIC Management should ensure that it conducts risk assessment on the operations of the LOIC so that the impact of possible threats can be mitigated.

### **Management's Response**

- 1.2.7.5 *We acknowledge the findings and will implement audit recommendations*

### **Auditor General's Position**

- 1.2.7.6 We acknowledge the acceptance of our audit finding and recommendation. We will make a follow up on the implementation of our audit recommendation during subsequent audit.

## **1.2.8 Disaster Recovery Plan**

### **Observation**

- 1.2.8.1 According to COSO Internal Control Framework on Control Environment, the Management of an entity should develop a documented Disaster Recovery Plan to provide procedures to be followed in the event of a disaster. The plan would mitigate the loss of transaction data and information. The purpose of the plan is to minimize the effects of service interruption of the operations by specifying procedures to be followed in the event of a disaster or specific situation, especially measures to be put in place to minimize the effects of disasters.
- 1.2.8.2 During the audit we observed that there was no evidence that Management put in place a Disaster Recovery Plan (DRP) to help recover transaction data and information in instances of disasters.

**Risk**

- 1.2.8.3 The lack of disaster recovery plan may lead to complete loss of transaction data and information in the event of disaster.

**Recommendation**

- 1.2.8.4 Management should develop a Disaster Recovery Plan as part of the entity's risk Management strategy. This would mitigate the risk of complete loss of transaction data and information in the event of a disaster.

**Management's Response**

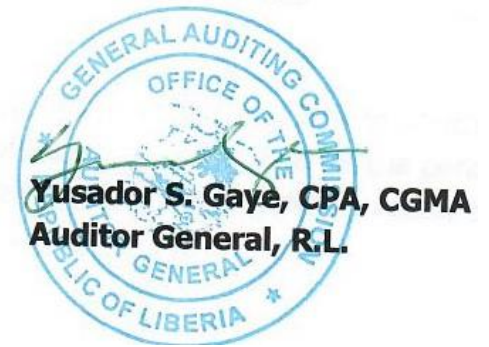
- 1.2.8.5 *We have acknowledged the findings and will adhere to audit recommendations 1.2.8.4. However, Management seeks Auditors' advice.*

**Auditor General's Position**

- 1.2.8.6 We acknowledge the acceptance of our audit finding and recommendation. We will make a follow up on the implementation of our audit recommendation during subsequent audit.

## **ACKNOWLEDGEMENT**

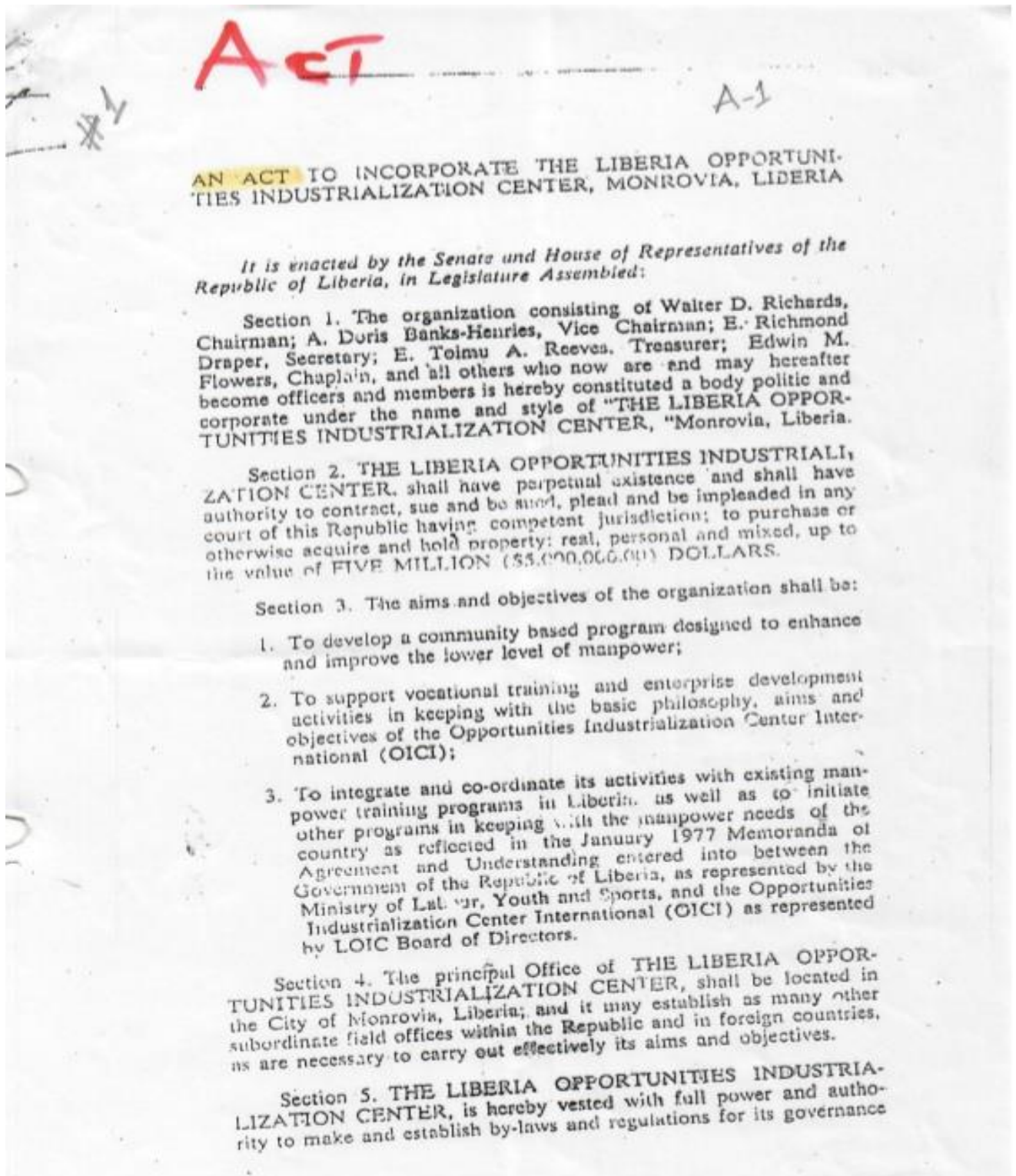
- 1.3** We acknowledge the cooperation and assistance provided to the GAC Audit Team by the Management and staff of the Liberia Opportunities Industrialization Center during the audit. The efforts and commitment of the GAC staff in conducting the audit are also gratefully acknowledged.



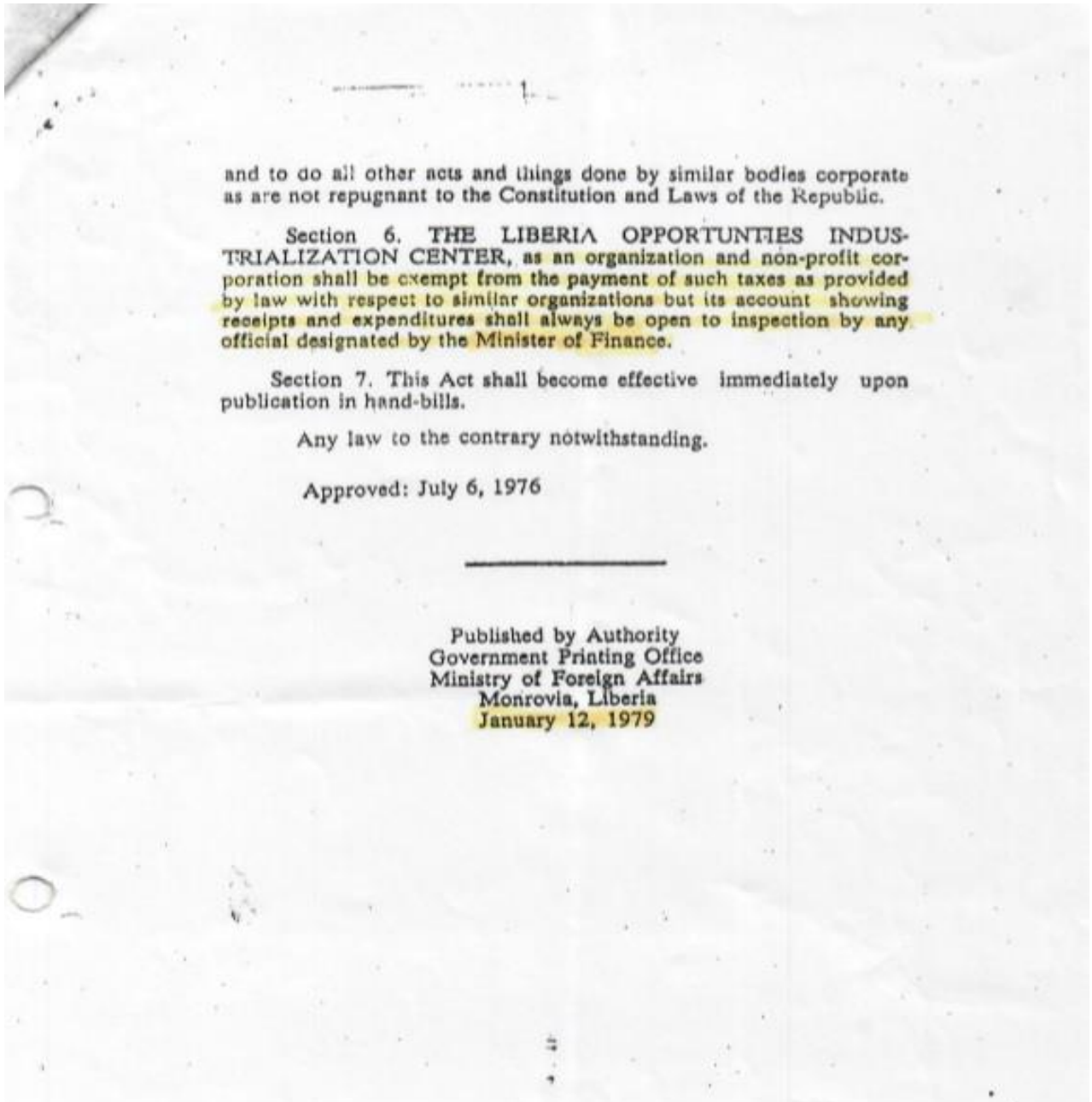
**Monrovia, Liberia**  
January 2021

## EXHIBITS

### Exhibit 1



**Exhibit 1a**



**Exhibit 2**

Liberia OIC Vocational Training Program

MEMORANDUM OF AGREEMENT

AGREEMENT, effective this \_\_\_\_\_ day of January, A.D. 1977,  
between the Government of LIBERIA and OPPORTUNITIES INDUSTRIALI-  
ZATION CENTERS INTERNATIONAL, INC., (hereinafter referred to as  
OICI), Philadelphia, Pennsylvania (grantor).

WHEREAS, LIBERIA, especially its larger urban communities is  
plagued with high rate of unemployment, low productivity and a  
largely unskilled labor force, and continues to suffer from  
acute shortages of trained workers; and

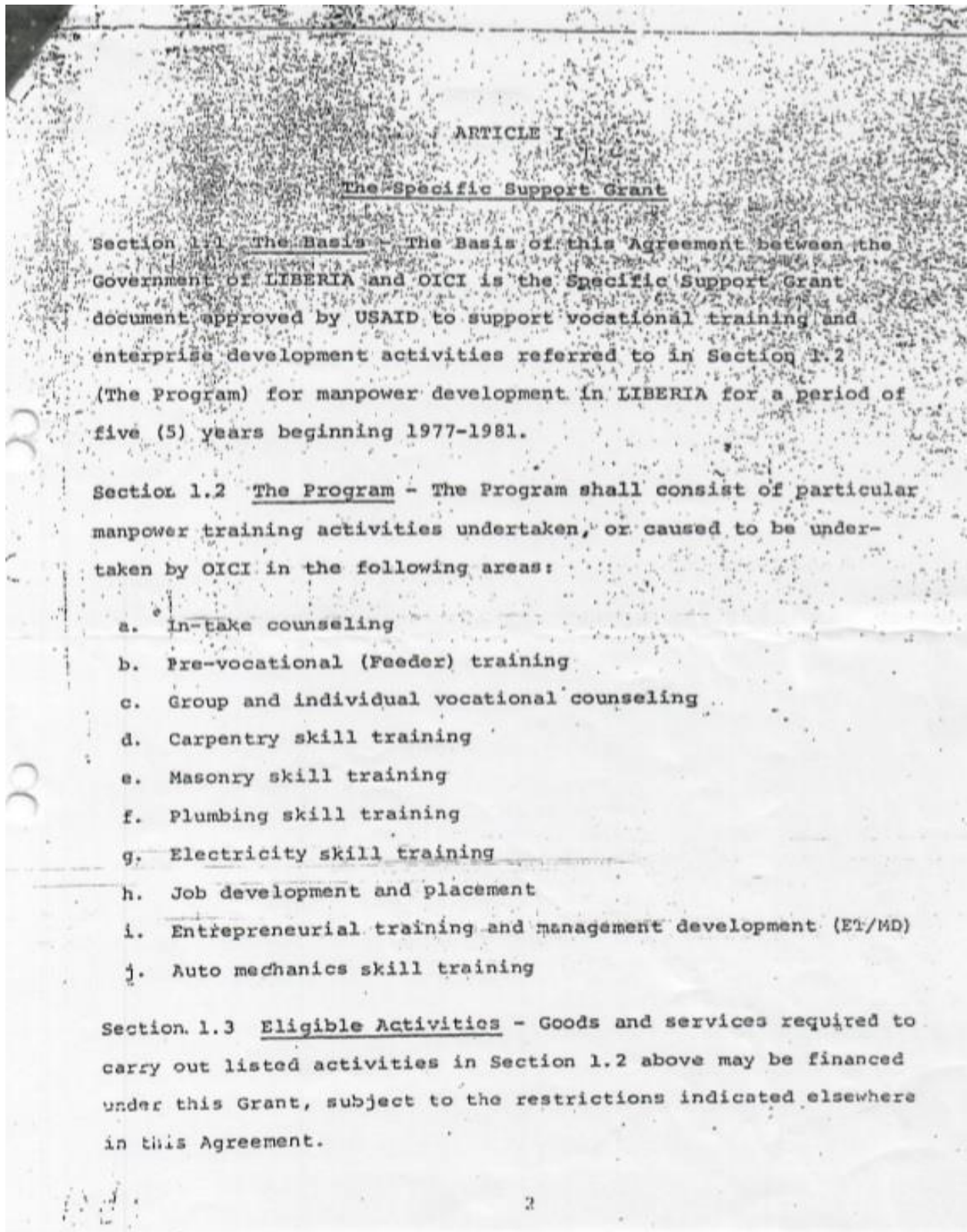
WHEREAS, OICI, in a spirit of friendship and cooperation promises  
and agrees to establish in collaboration with the Government of  
LIBERIA an OPPORTUNITIES INDUSTRIALIZATION CENTER in LIBERIA to  
accelerate and enhance the lower level of manpower training in  
LIBERIA; and

WHEREAS, the Government of LIBERIA accepts the proposal as  
submitted by OICI with amendments contained in this Memorandum  
of Agreement; and

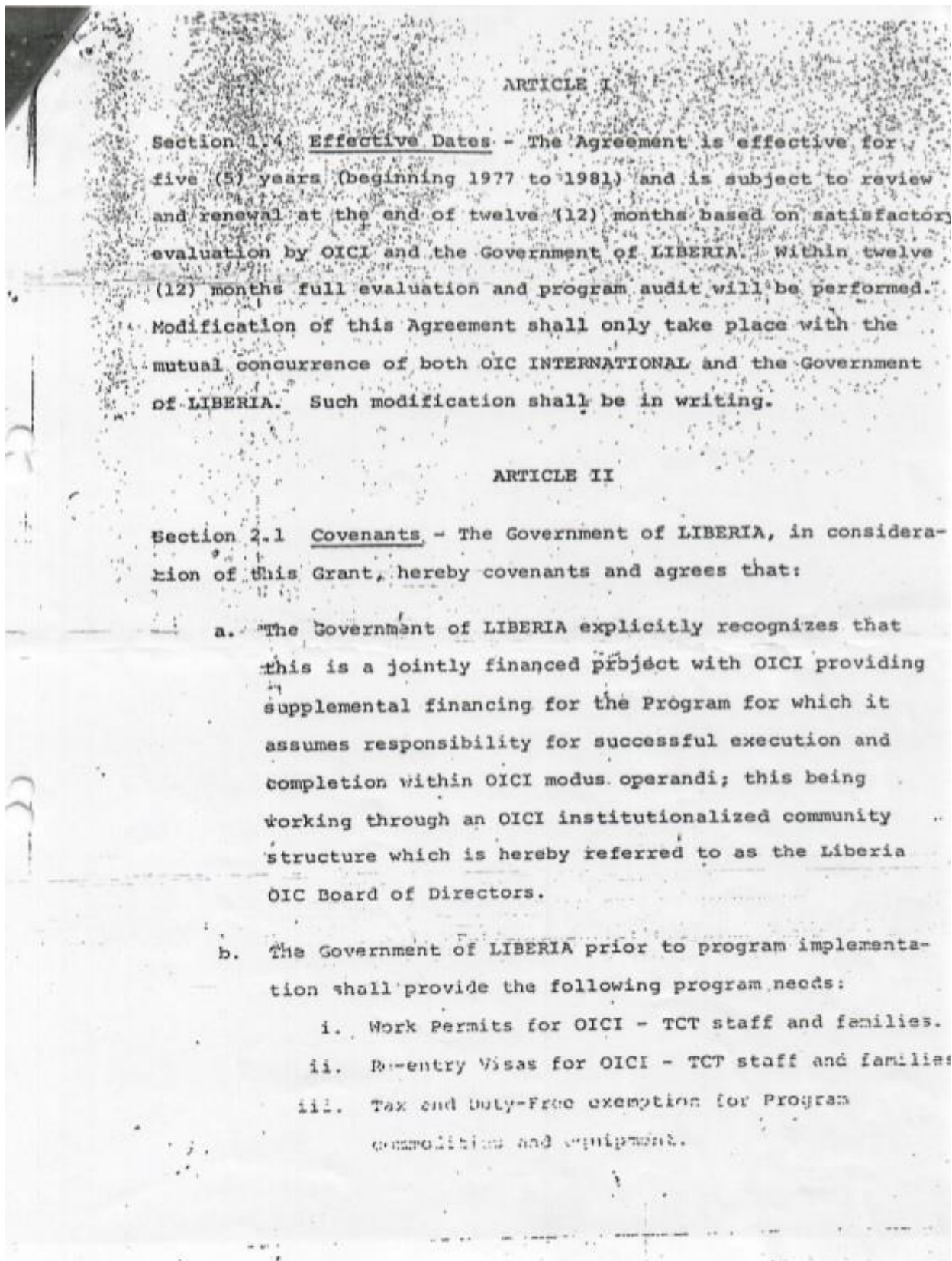
NOW THEREFORE, the parties here agree as follows:



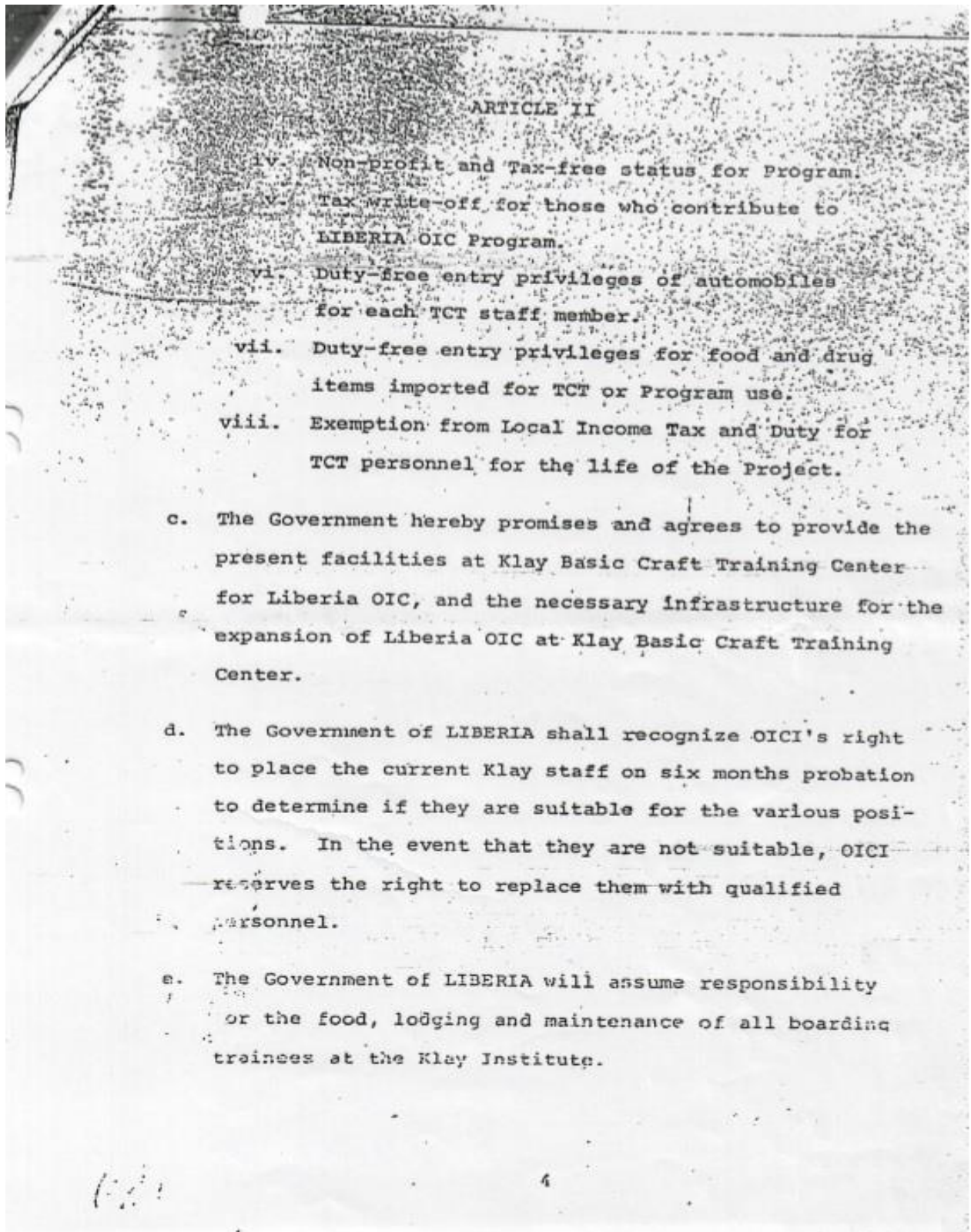
**Exhibit 2a**



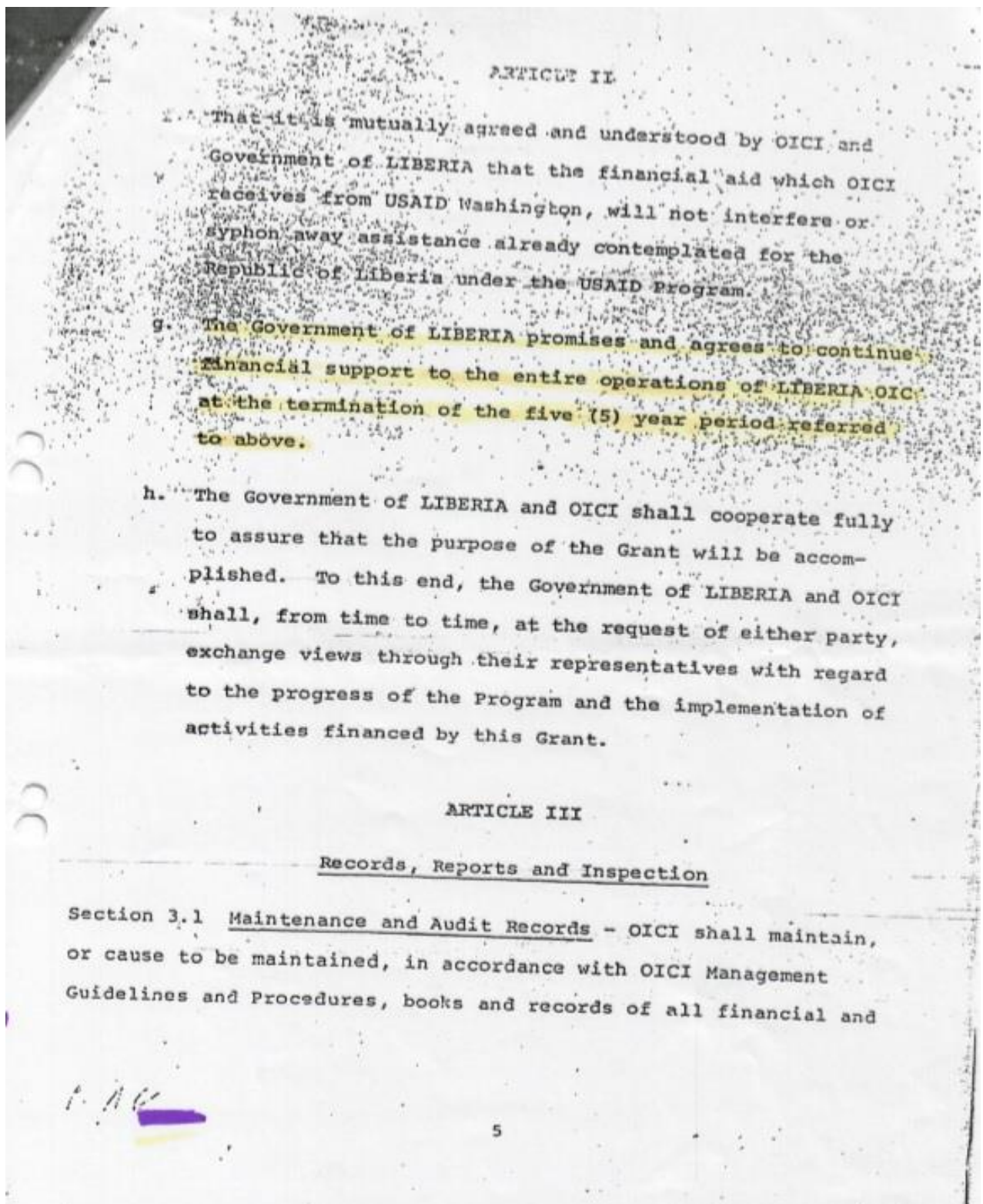
**Exhibit 2b**



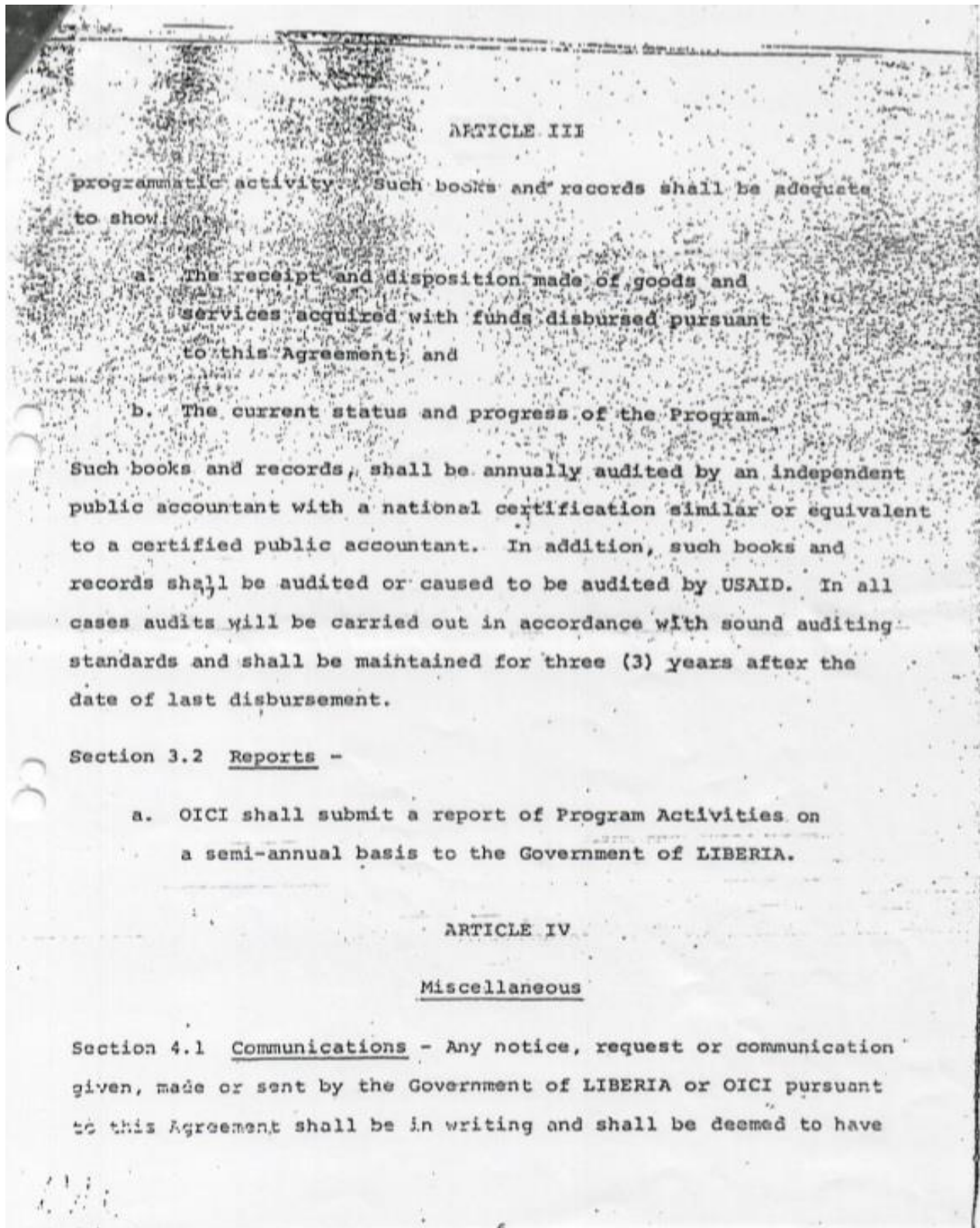
**Exhibit 2c**



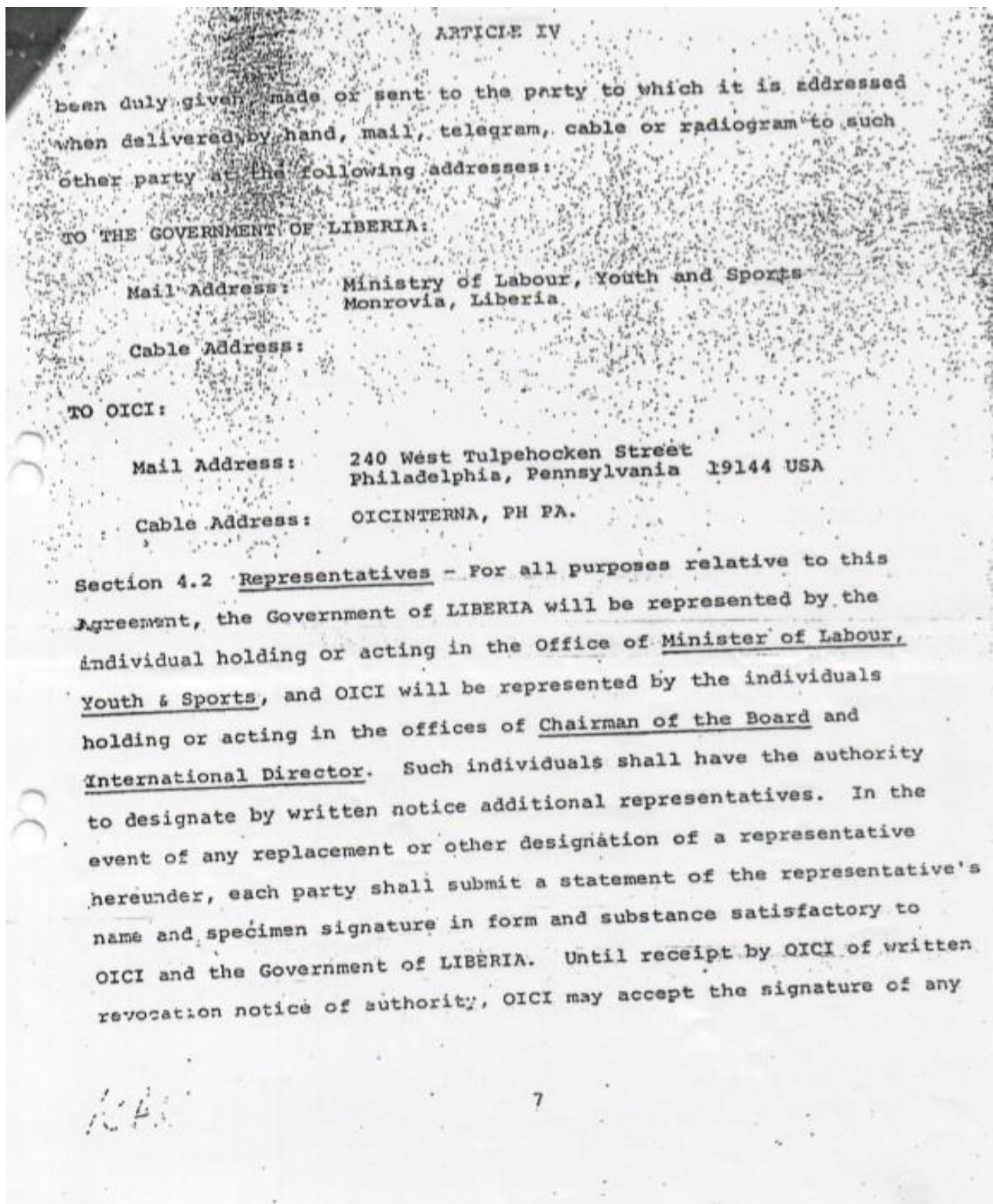
**Exhibit 2d**



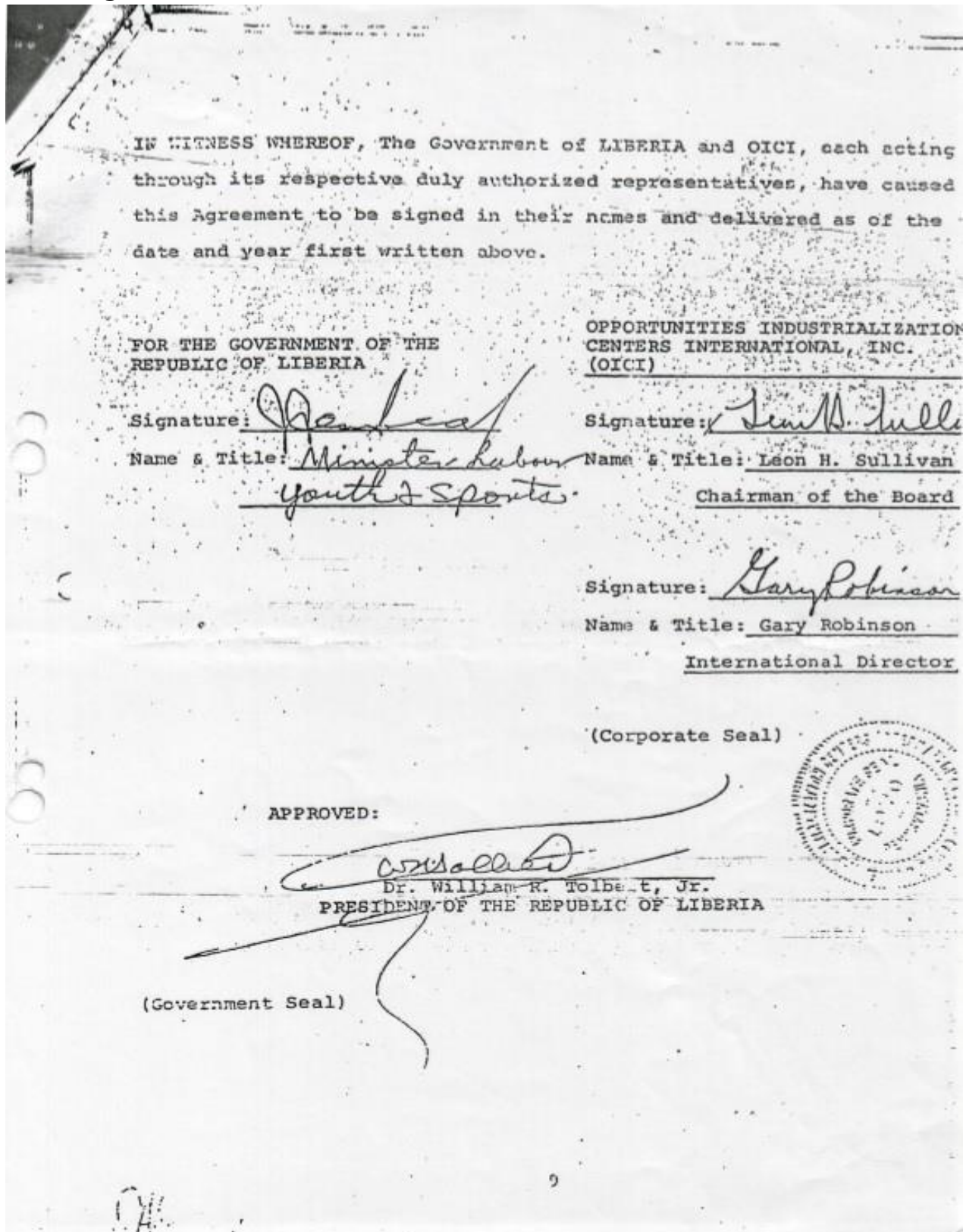
**Exhibit 2e**



**Exhibit 2f**



**Exhibit 2g**



**Exhibit 3**

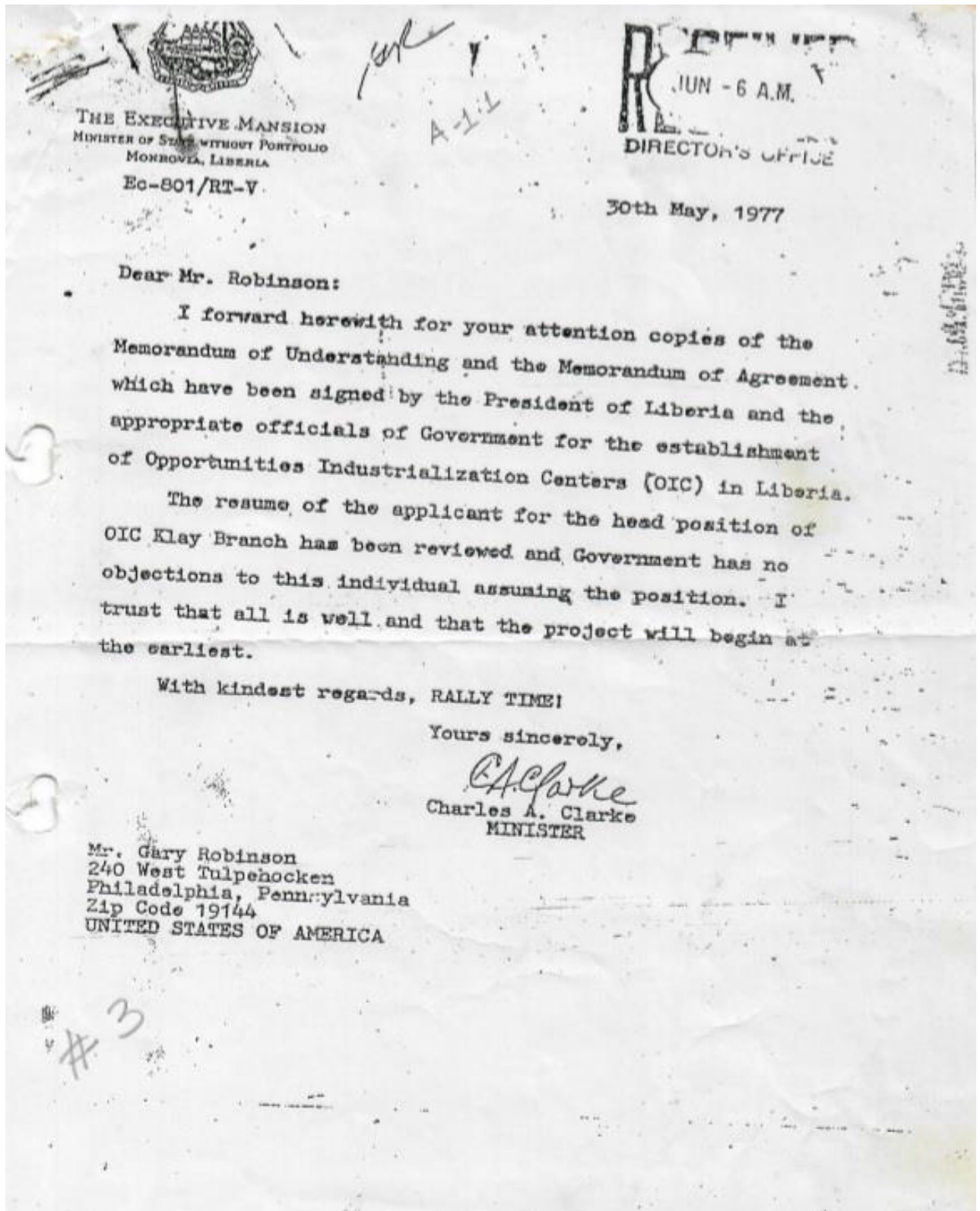




Exhibit 3a

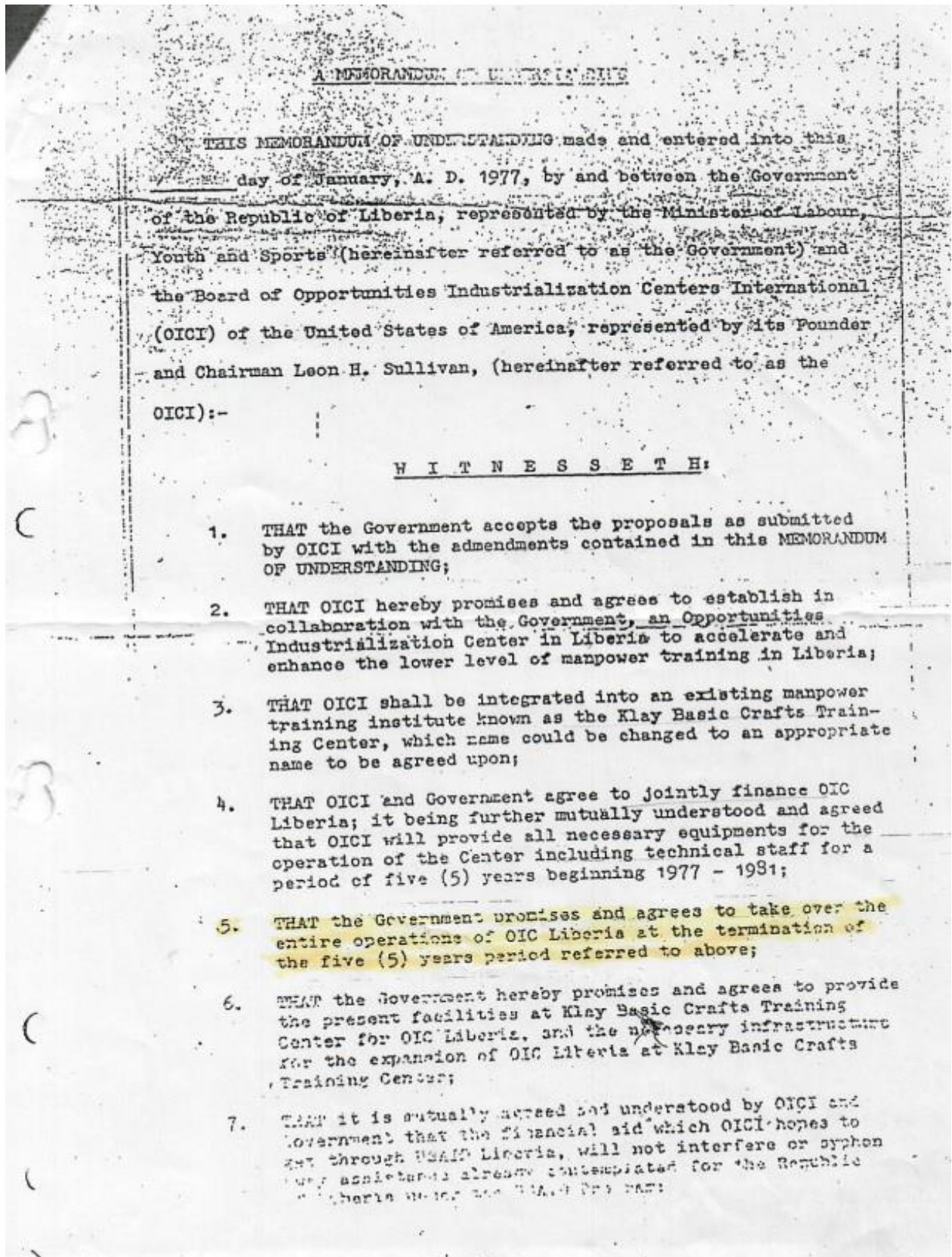
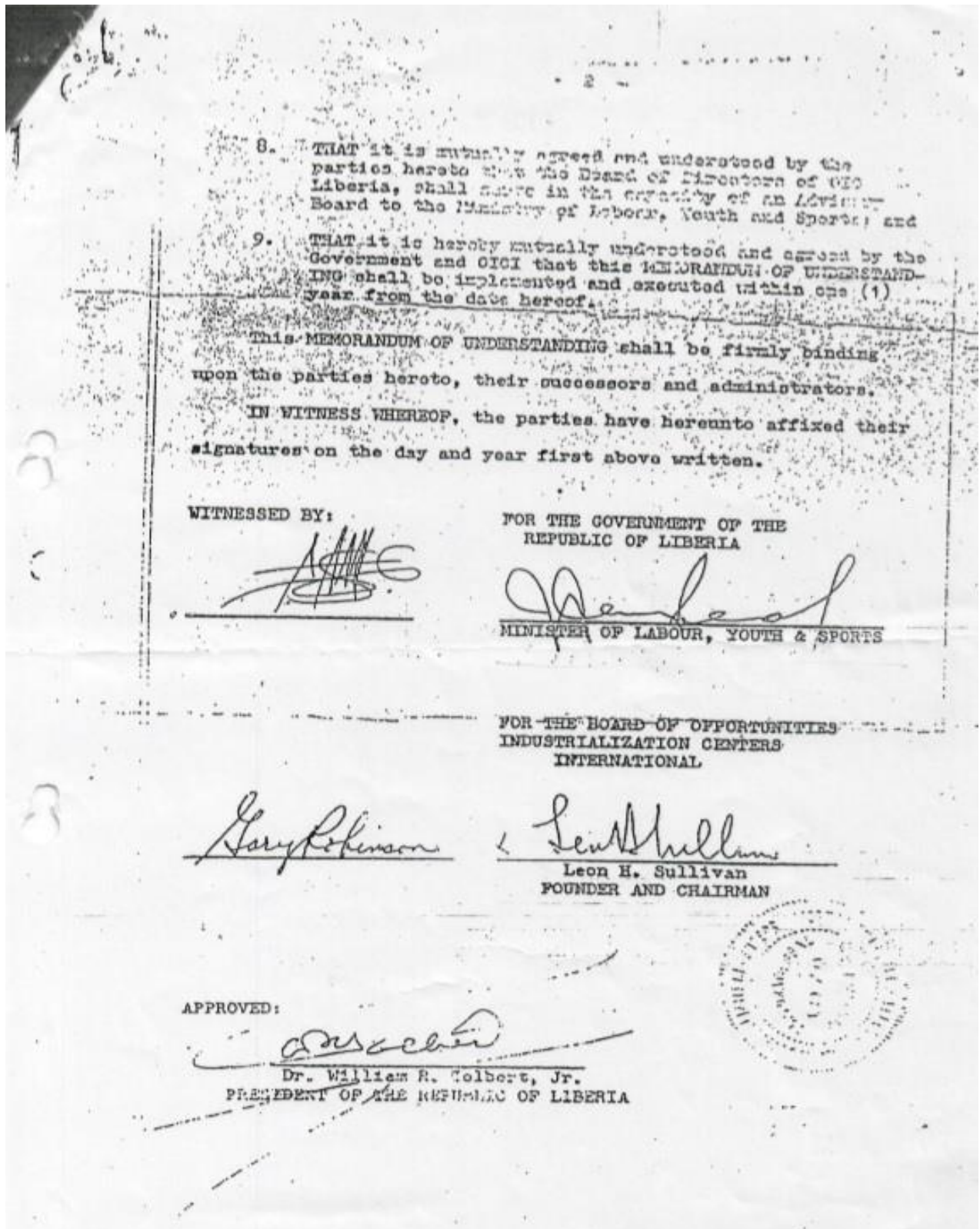
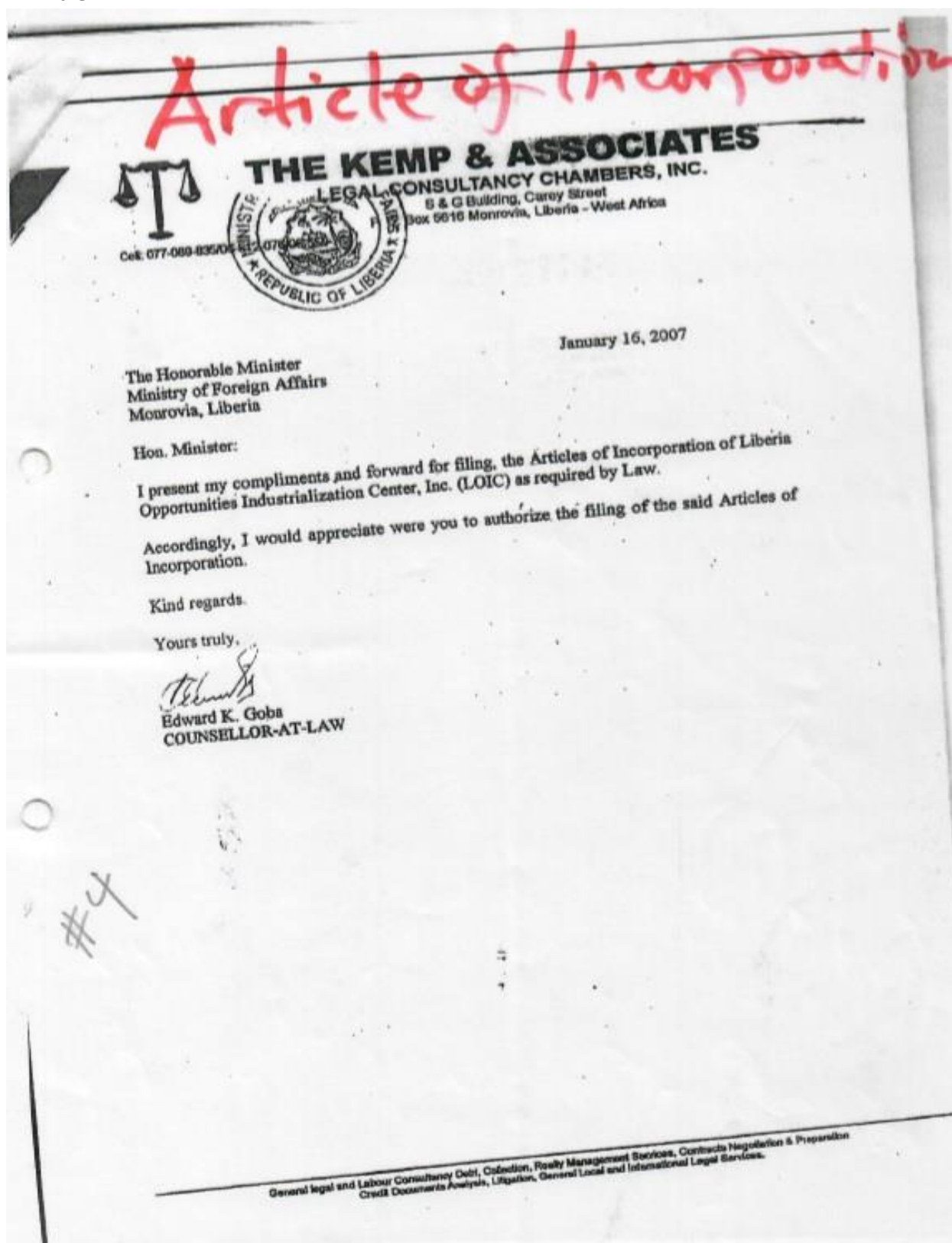


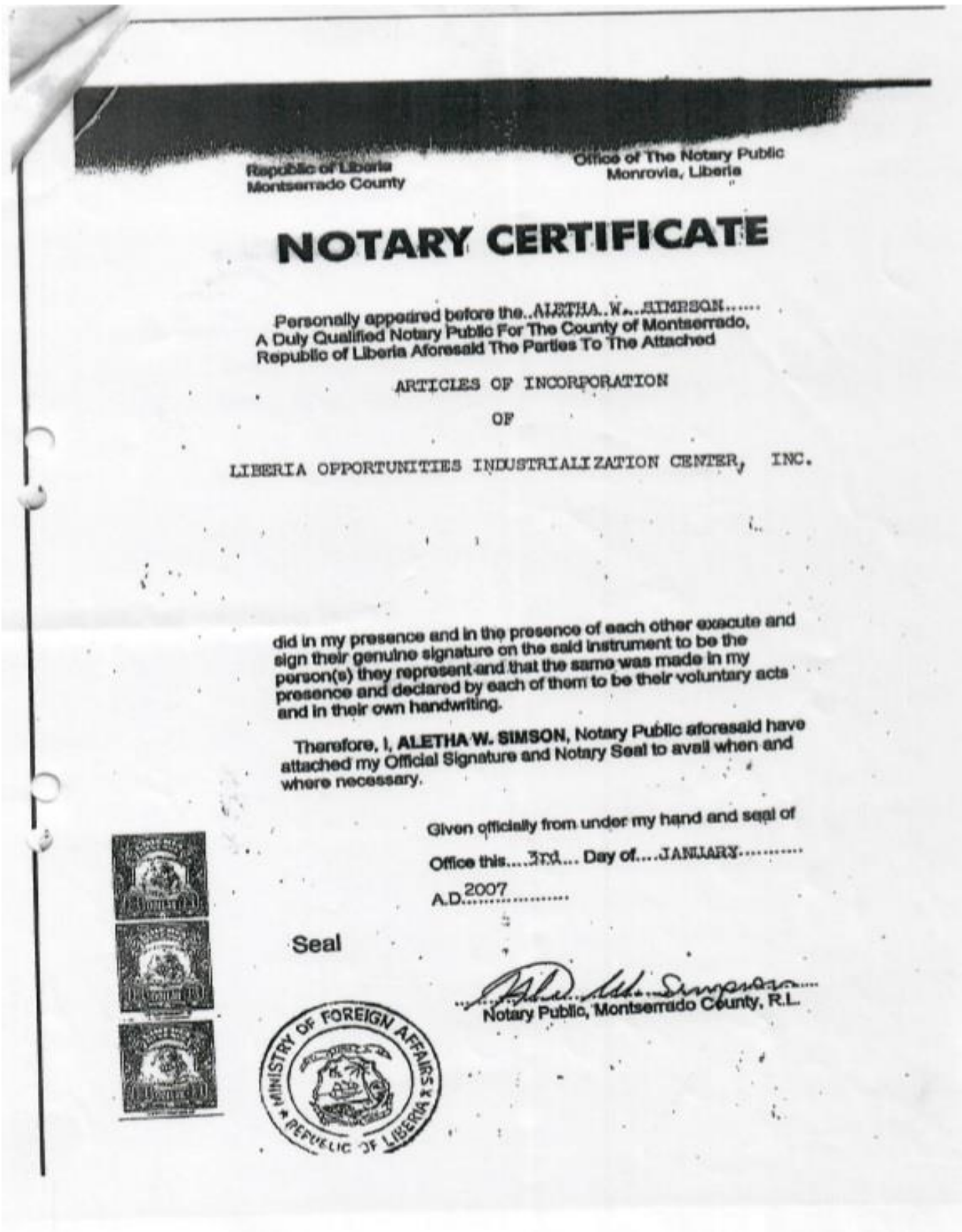
Exhibit 3b



**Exhibit 4**



**Exhibit 4a**



**Exhibit 4b**

**ARTICLES OF INCORPORATION  
OF  
LIBERIA OPPORTUNITIES INDUSTRIALIZATION CENTER, INC**

We the undersigned, for the purpose of forming a Not-For-Profit Corporation in pursuant to the Liberian Business Corporation Act of May 1978, and in accordance with the Association Law of Liberia as provided for in Volume II, of "The Liberian Code of Law Revised" do hereby make, subscribe, acknowledge and file into the Office of the Minister of Foreign Affairs, of the Republic of Liberia this application for a Certificate of Incorporation as follows:

**ARTICLE I. NAME**

The name of the Organization same shall be: **LIBERIA OPPORTUNITIES INDUSTRIALIZATION CENTER (LOIC)**

**ARTICLE II. PURPOSE**

The purpose for which the corporation is formed are as follows:

1. To cater to the needs of disadvantaged and under-privileged youths of the Liberian society;
2. To engage in the training of vocational education and skills to the above indicated vulnerable youths of the Liberian communities, thus empowering and preparing them for the world of works and self-empowerment;
3. To conduct guided guardian and trauma counseling services to the indicated target beneficiaries as a means of psychosocial rehabilitation and effective job placement & reintegration,
4. To provide basic business education as a supplement to the vocational and technical training,
5. To assist in providing micro-credit facility to beneficiaries through establishing contacts with relevant donor institutions;
6. To incorporate adult-literacy in rural satellite programs as a means of reducing the high rate of illiteracy within the country;
7. To engage in any lawful act or activity for which the corporation may now or hereafter be authorized under the Liberian Business Corporation Act.


**ARTICLE III. REGISTERED ADDRESS**

The Registered address of the corporation is P. O. Box 3596, New Matadi, Sinkor, Monrovia, Liberia and the name and address of its Registered Agent is Mr. George Kpawulu, P. O. Box 3596, Monrovia, Liberia.

**ARTICLE IV. INCORPORATORS**

The names and mailing address of the incorporator of these Articles of Incorporation are:

<u>NAME</u>	<u>ADDRESS</u>
Rev. Dr. Walter D. Richards	P. O. Box 3596, Monrovia, Liberia



**Exhibit 4c**

**ARTICLE V. BOARD OF DIRECTORS**

The number of the initial Board of Directors who shall serve until their successors are elected shall not be less than five or more than fifteen. The names and mailing address of the initial Board of Directors of the Corporation are as follows:

<b>NAME</b>	<b>ADDRESS</b>	<b>POSITION</b>
1. Rev. Dr. Walter D. Richards	P.O. Box 3596, Monrovia, Liberia	Chairman
2. Mr. E. Richmond Draper	P.O. Box 3596, Monrovia, Liberia	Secretary
3. Mrs. Olivia B. Williams	P.O. Box 3596, Monrovia, Liberia	Treasurer
4. Rev. Kortu Brown	P.O. Box 3596, Monrovia, Liberia	Member
5. Rev. Joseph Roberts	P.O. Box 3596, Monrovia, Liberia	Chaplain
6. Fr. A. Too Williams	P.O. Box 3596, Monrovia, Liberia	Member
7. Ministry of Planning	P.O. Box 3596, Monrovia, Liberia	Member
8. Ministry of Education	P.O. Box 3596, Monrovia, Liberia	Member
9. Ministry of Youth & Sports	P.O. Box 3596, Monrovia, Liberia	Member
10. Rev. Adelaide Supuwood	P.O. Box 3596, Monrovia, Liberia	Member

**ARTICLE VI. INDEMNITY**

The organization shall indemnify each member of the Board of Directors from any loss or damages sustained by lawsuit brought against any member of the Board of Directors or officer(s) because of any act or actions performed in good faith for the organization. Nothing however, in this paragraph shall be construed as a waiver of liability for any such action of malfeasance or misfeasance of any member or officer.

**ARTICLE VII. POWERS**

The Corporation shall have the powers in furtherance of its corporate purpose to:

1. Enter into contracts with persons, organizations, corporations, partnerships and association.
2. Exercise any or all of the powers pursuant to the necessary provisions of the Non-Profit Corporation Act the Republic of Liberia.

**ARTICLE VIII. OTHER PROVISIONS**

1. The Organization shall provide motivation and training and will develop and utilize the skills of people regardless of race, creed, color or sex in the process of imparting knowledge and skills to its target beneficiaries;
2. The Corporation will help train trainers, counselors, volunteers and other Personnel to be involved in the development of other branches of the Organization in other parts of the county,;
3. The affairs of the corporation shall be managed by a Board of Directors of not less than seven members elected by members of the corporation in a manner to be provided by the By-Laws. Any By-laws adopted by the Board of Directors shall in no way conflict with the provisions of these Articles of Incorporation;
4. These articles of incorporation may be amended by a vote of two-thirds Of the directors of the corporation present at any regular meeting. The Annual meeting, or at a special meeting called for the purpose, provided that any quorum requirement imposed by the By-Laws is met, and provided further that no amendment or appeal of the Articles of Incorporation shall be adopted at any such meeting;



**Exhibit 4d**

...shall be maintained as non-political in all of its activities and undertakings.

**ARTICLE IX. DURATION**

The corporation shall have perpetual existence, but may be dissolved in accordance with the Business Corporation Law of the Republic of Liberia.

**ARTICLE X. CORPORATE EXISTENCE**

The existence of the Corporation shall begin upon the filing of these Articles of Incorporation in the office of the Minister of Foreign Affairs of the Republic of Liberia.

**ARTICLE XI. INITIAL CORPS OF OFFICERS**

The initial corps of officers of the Corporation who shall be responsible to run the day-to-day affairs of the Corporation are:

NAME	POSITION	ADDRESS
1. George Kpawulu	Executive Director	P.O. Box 3596, Monrovia, Liberia
2. Solomon D. King, Sr.	Deputy Executive Director	P.O. Box 3596, Monrovia, Liberia
3. Gbakanama J. Gbamokollie, Sr.	Finance Director	P.O. Box 3596, Monrovia, Liberia

IN WITNESS WHEREOF, we have subscribed and acknowledged this instrument this 3rd day of January A. D. 2007.

IN THE PRESENCE OF:

[Signature]  
[Signature]  
[Signature]


INCORPORATORS:

[Signature]  
 Rev. Dr. Walter D. Richards

[Signature]  
 E. Richmond Draper

[Signature]  
 Mrs. Oliyia B. Williams

\$12.00 Revenue Stamps affixed on the original.



**Exhibit 4e**

**Liberia Opportunities Industrialization Center  
 LOIC  
 Senior Management Staff Listing**

**Year 2012**

**A. National Office**

<b>NO</b>	<b>NAME</b>	<b>POSITION</b>	<b>SEX</b>
1	Solomon D. King, sr.	National Executive Director	M
2	Ellis I. S. Kiazolu, Sr.	Finance Director	M
3	Daniel C. Gayedyu, Sr.	Internal Auditor	M
4	J. Clarence C. Blapoo	Program Officer	M
5	Preston P. Jackson	Personnel Director	M
6	Samuel K. Baker, Sr.	Dept. Finance Director	M
7	Rebekah M. Bertsche	Counseling Coordinator	F
8	Angela T. Reffell	Executive secretary	F
9	Marline Cooper	Finance Assistant	F
10	Wilson G. Moore	Procurement Officer	M
11	David Nyema	Chief Security	M



Auditor General's Report on the Operations and financial transactions of the Liberia Opportunities Industrialization Center (LOIC) For the Fiscal year ended June 30, 2017

Exhibit 5

LIBERIA OPPORTUNITY INDUSTRIALIZATION CENTER  
Fixed Assets Register  
For Fiscal Year 2018

S/N	Description of Assets	Classification of Assets	Date of Purchase	Date Put in Use	Cost US\$	Accumulated Depreciation US\$	Net Book Value US\$	Estimated Useful Life	Depreciation Method	Funding Source	Assigned Unit	Assigned Person	Location	Internal Code	Serial/Chassis/Model No.	Condition
1	LOIC Head Office	Building	1984	1984	1,103,018.00	375,026.12	727,991.88	100 yrs	Straight Line	USAID			New Matadi			Good
2	Production service Unit	Building	1984	1984	500,000.00	170,000.00	330,000.00	100 yrs	Straight Line	USAID			New Matadi			Good
3	Practice Shelf	Building	1984	1984	45,000.00	15,700.00	29,300.00	100 yrs	Straight Line	USAID			New Matadi			Good
4	Fence/Generator Rm/Parking Area	Fence Etc	1984	1984	15,000.00	5,100.00	9,900.00	100 yrs	Straight Line	USAID			New Matadi			Good
5	Foyas Compound	Building	1984	1984	350,000.00	119,000.00	231,000.00	100 yrs	Straight Line	USAID			National Office			Good
6	Burhanan Compound	Building	1995	1995	500,000.00	115,000.00	385,000.00	100 yrs	Straight Line	CHEVRON			Burhanan City			Good
7	Ganta Compound	Building	1997	1997	50,000.00	10,500.00	39,500.00	100 yrs	Straight Line	USAID			Ganta City			Good
8	Sinje Compound	Building	2000	2000	425,000.00	76,500.00	348,500.00	100 yrs	Straight Line	EED			Ganta City			Good
9	Ghargha Compound	Building	2010	2010	75,000.00	6,000.00	69,000.00	100 yrs	Straight Line	LOIC			Cape Mt.			Good
	<b>Sub-Total</b>				<b>3,063,018.00</b>	<b>892,826.12</b>	<b>2,170,191.88</b>						Ghargha City			Good
10	5 Acres/Head Office	Land	1984	1984	20,400.00	-	20,400.00	-	-	USAID			New Matadi			Good
11	2408 Acres Foyas	Land	1984	1984	40,800.00	-	40,800.00	-	-	USAID			Lofa			Good
12	27 Acres Sinje Satellite	Land			2,700.00	-	2,700.00	-	-				Burhanan City			Good
13	8 Acres Burhanan Satellite	Land			800.00	-	800.00	-	-				Burhanan City			Good
14	27 Acres Ghargha Satellite	Land			2,700.00	-	2,700.00	-	-				Ghargha City			Good
15	67 Acres Ganta Satellite	Land	1984	1984	2,700.00	-	2,700.00	-	-	USAID			Ganta City			Good
16	725 Acres River Gee	Land			2,500.00	-	2,500.00	-	-	Hands			River Gee			Good
	<b>Sub-Total</b>				<b>72,600.00</b>	<b>-</b>	<b>72,600.00</b>									Good
17	Photo-Copier HPD IR 2420	Office Equip	2013	2013	1,150.00	1,150.00	-	3 yrs	Straight Line	LOIC/GOL	Finance					
18	Desk Top computer	Office Equip	2011	2011	825.00	825.00	-	3 yrs	Straight Line	LOIC/GOL	Finance				LOIC/PDE-03	
19	Cannon Printer MF4410	Office Equip	2011	2011	365.00	365.00	-	3 yrs	Straight Line	LOIC/GOL	Finance				LOIC/PDE-08	
20	Computer Laptop	Office Equip	2011	2011	825.00	825.00	-	3 yrs	Straight Line	LOIC/GOL	Finance				LOIC/PDE-02	
21	Cannon Printer MF4410	Office Equip	2011	2011	365.00	365.00	-	3 yrs	Straight Line	LOIC/GOL	Finance				LOIC/IAE-01	
22	Laser Jet 100 Printer	Office Equip	2013	2013	1,550.00	1,550.00	-	5 yrs	Straight Line	LOIC/GOL	Finance				LOIC/IAE-02	
23	Laser Jet 100 Printer	Office Equip	2013	2013	1,550.00	1,550.00	-	5 yrs	Straight Line	LOIC/GOL	Finance				LOIC/IAE-01	
24	Laser Jet 100 Printer	Office Equip	2013	2013	1,550.00	1,550.00	-	5 yrs	Straight Line	LOIC/GOL	Finance				LOIC/IAE-01	
25	972 KVA Generator	Equipment	2011	2011	17,000.00	11,900.00	5,100.00	10 yrs	Straight Line	LOIC/GOL	Ex. Dir				LOIC/INDE-01	
26	Cannon Printer MF4410	Office Equip	2011	2011	365.00	365.00	-	3 yrs	Straight Line	LOIC/GOL	Natl Office				LOIC/INDE-01	
	<b>Sub-Total</b>				<b>25,545.00</b>	<b>20,880.00</b>	<b>5,100.00</b>									

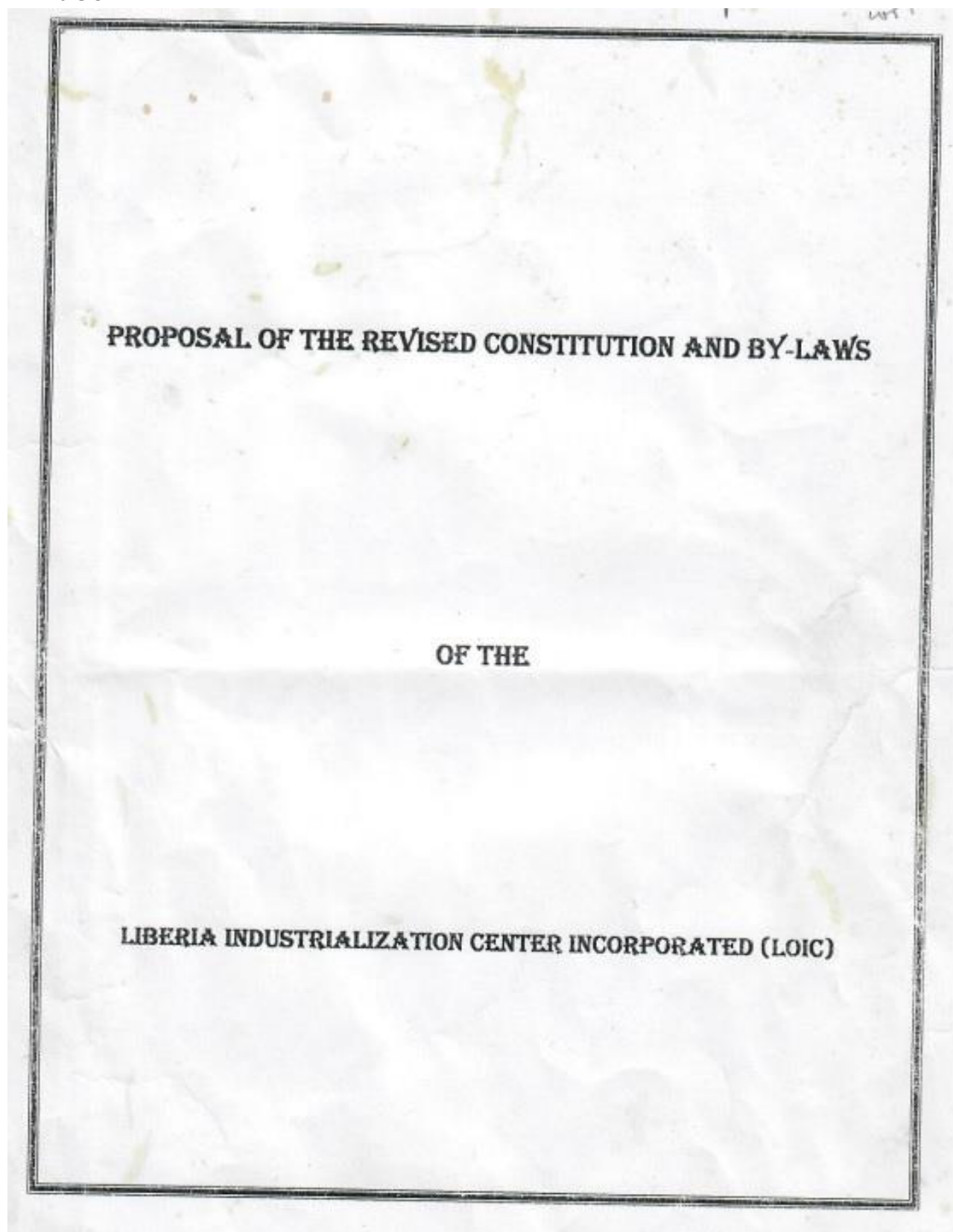
1.2.4

Exhibit 5a

1	2009-Nissan Sedan A217811	Vehicle	2019	2019	1,626.56											
2	2011 - Toyota Land Cruiser SUV	Vehicle	Donated	Donated						LOIC	Man/Prog				National Office	Fair
3	2001 Toyota Land Cruiser SUV	Vehicle	Donated	Donated							Ex. Dir				National Office	Fair
4	1996-Nissan Navara Pickup	Vehicle	2015	2015	26,000.00	19,499.97	6,500.03	5 yrs	Straight Line	BFW	Ghargha				National Office	Demargend
5	2014 Nissan NP 300 Pickup	Vehicle	2015	2015	26,000.00	19,499.97	6,500.03	5 yrs	Straight Line	BFW	Sinje				Ghargha Satellite	Fair
6	1996-Toyota Tundra Pickup	Vehicle	2012	2012	12,500.00	12,500.00	-	5 yrs	Straight Line	LOIC	National Off				National Office	Demargend
7	2011 - Mercedes Benz Truck	Vehicle	Donated	Donated							National Off				National Office	Fair
8	2009 Nissan Pick up	Vehicle	Donated	Donated							National Off				National Office	Fair
	<b>Sub-Total</b>				<b>66,126.56</b>	<b>51,499.94</b>	<b>13,000.06</b>								Buch. Satellite	Fair
1	Office Desk	Furniture								USAID					USAID/PWF-01	
2	Office Desk	Furniture								USAID					USAID/PWF-02	
3	Office Desk	Furniture								USAID					USAID/PWF-03	
4	Office Desk	Furniture								USAID					USAID/PWF-04	
5	Office Desk	Furniture								USAID					USAID/PWF-05	
6	Office Desk	Furniture								USAID					USAID/PWF-01	
7	Office Desk	Furniture								USAID					USAID/PWF-01	
8	Official Chair	Furniture								USAID					USAID/PWF-01	
9	Official Chair	Furniture								LOIC/GOL					LOIC/NEDF-01	
10	Official Chair	Furniture								LOIC/GOL					LOIC/NEDF-02	
11	Official Chair	Furniture								LOIC/GOL					LOIC/NEDF-03	
12	Office Desk	Furniture	Donated	Donated						LOIC/GOL					LOIC/NEDF-04	
13	Split Unit	Air Conditioner	2010	2010						LOIC/GOL					LOIC/Ex/Sec/01	
14	Split Unit	Air Conditioner	2010	2010						LOIC/GOL					LOIC/PDE-12	
15	Split Unit	Air Conditioner	2010	2010						LOIC/GOL					LOIC/PDE-04	
16	Split Unit	Air Conditioner	2010	2010						LOIC/GOL					LOIC/IAE-03	
17	Split Unit	Air Conditioner	2010	2010						LOIC/GOL					LOIC-LIBRARY	
18	Split Unit	Air Conditioner	2010	2010						LOIC/GOL					LOIC-LIBRARY	
19	Window Air conditioner	Air Conditioner	Donated	Donated						LOIC/GOL					LOIC-Board Rm	
															LOIC/Ex. Sec/	



**Exhibit 6**



**Exhibit 6a**

**PROPOSAL OF THE REVISED CONSTITUTION AND BY-LAWS OF THE  
LIBERIA OPPORTUNITIES INDUSTRIALIZATION CENTER**

**PREAMBLE**

We are a non-profit Corporation interested in the well being and development of the underdeveloped human resources of our community and nations, in an attempt to combat and alleviate some of the resulting social problems, we are desirous of developing the National Opportunities Industrialization Center in Liberia, in keeping with the basic philosophy of the OIC International.

Opportunities Industrialization Center is a non-profit making Corporation established for purpose of developing and utilizing the technical skills of members of our community regardless of race, color, creed, sex or sect; and to induct and motivate the trainees in industrial agriculture and commercial discipline so as to enable them to make productive contributions to the development of the Liberian Economy.

This non-profit Corporation is not designed to gain any pecuniary benefit for its Board Members. However a reasonable transportation shall be provided on a quarterly basic. It is further agreed that the aims and objectives of this Corporation are to be carried out in consonance with the laws governing the operation of such Corporations within the Republic of Liberia.

## **Exhibit 6b**

### **ARTICLE I**

This Corporation shall be named and known as the Liberia Opportunities Industrialization Center, Incorporated (LOIC).

### **ARTICLE II**

#### **AIMS AND OBJECTIVES**

The Liberia Opportunities Industrialization Center is a non-profit Corporation established in order to make available a community program of industrial training, re-training, and placement in order that disadvantaged citizens may be properly motivated and trained to become more aware of their productive abilities and more directly involved in the economic mainstream of the community and the nation.

### **ARTICLE III**

#### **MOTTO**

The motto of LOIC shall be; "Helping Others to Help Themselves".

### **ARTICLE IV**

#### **HEADQUARTERS**

The National Headquarters shall be established and located in Monrovia, Liberia.

### **ARTICLE V**

#### **MEMBERSHIP**

Section 1: Membership of LOIC shall consist of all local LOIC branches, other OIC program Units in Liberia and interested individuals of good character, and organizations in the Republic of Liberia.

Section 2: Each member shall be required to pay dues of such levied as may be agreed upon from time to time.

Section 3: An annual General Meeting of the Corporation for the transaction of business shall be held at least 3 months before the end of the fiscal year at the office of the national headquarters, or at such other place and hour as the Directors shall appoint.

**Exhibit 6c**

**ARTICLE VIII**

Section I: the registered address of the Liberia OIC shall be:

Liberia OIC, Inc.  
P.O.Box 3596  
Monrovia, Liberia

**ARTICLE IX**

Section I: in the event that this non-profit making Corporation for any reason should cease to exist or function, by voluntary or involuntary dissolution, upon approval of the Government of Liberia any and all of its assets shall be transferred or assigned to another non-profit making Corporation which has been established and operated exclusively for charitable, literacy, religious or educational purposes as shall be decided by the Board of Directors.

**ARTICLE X**

**ADMENDMENTS**

Section I: These By-Laws may be altered or amended at the Quarterly/Special General Meeting of the Board of Directors by a two-third (2/3) majority vote of the members present and voting, provided that a written notice setting forth especially the proposed amendments be circulated to each member of LOIC at least sixty days in advance of the date of such a meeting.

Done in the Board Room of the Liberia Opportunities Industrialization Center (LOIC), April 27, 1989.

**THE COMMITTEE MEMBERS**

1. Mrs. C. Leona Chesson.....Chairperson
2. Rev. Fr. J. Jellice Bright.....Member
3. Mrs. Jessie H. Togba..... "
4. Mr. Joseph T. Ketter..... "
5. Mr. Jonathan L. Harmon..... "
6. Mr. E. Richmond Draper..... "
7. Counselor Foday J. Massaquoi..... "
8. Mr. Albert B. Coleman..... "