



Promoting Accountability of Public Resources

AUDITOR GENERAL'S REPORT

**On the Compliance Audit of the
Liberia Water and Sewer Corporation
(LWSC)**

For the Period ended June 30, 2019

December 2021

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Auditor General, R.L.**



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Acronyms/Abbreviations/Symbols

Acronyms/Abbreviations/Symbol	Meaning
A/C#	Account Number
ACCA	Association of Chartered Certified Accountant
AG	Auditor General
CFC	Certified Financial Consultant
CFE	Certified Fraud Examiner
CFIP	Certified Forensic Investigative Professional
CPA	Certified Public Accountant
COSO	Committee of Sponsoring Organizations of the Treadway Commission
DMD/A	Deputy Managing Director/Administration
DMD/F	Deputy Managing Director/Finance
GAC	General Auditing Commission
GOL	Government of Liberia
GSA	General Services Agency
IAS	International Accounting Standards
ICB	International Competitive Bidding
ISSAIs	International Standards of Supreme Audit Institutions
LCCBC	Liberia Coca Cola Bottling Company
LWSC	Liberia Water & Sewer Corporation
MBC	Monrovia Breweries Corporation
NASSCORP	National Social Security and Welfare Corporation
NCB	National Competitive Bidding
LRD	Liberian Dollar
MIC	Management Internal Control
PFM Act	Public Finance Management Act
PPCC	Public Procurement and Concession Commission
RB	Restricted bidding
RFQ	Request for Quotation
RL	Republic of Liberia
USD	United States Dollar

Compliance Audit on the Liberia Water and Sewer Cooperation (LWSC) for the Period July 1, 2018 to June 30, 2019.

Adverse Conclusion

We have audited the revenue/income, expenditure and internal control System of the Liberia Water and Sewer Corporation in compliance with relevant laws and regulations for the period ended June 30, 2019 consistent with the Auditor General's mandate as provided for in Section 2.1.3 of the General Auditing Commission (GAC) Act of 2014.

In our conclusion, because of the significance of the matter discussed in the Basis for Adverse Conclusion paragraphs below, the revenue generation, expenditure and internal control systems reflected in the financial records of LWSC are not in compliance with applicable laws, regulations and policy of the Government of Liberia.

Basis for Adverse Conclusion

Management did not take responsibility of its financial statements by signing or approving the statements before issuance.

The account balances reported in the entity's trial balance did not reconcile to account balances reported in the unsigned financial statements.

Management prepared bank reconciliation statements for six (6) months (July 2018, September 2018, November 2018, January 2019, March 2019 and June 2019) for all of its 22 (Twenty-two) bank accounts for the period under audit.

Daily cash receipts from the sale of water and sewage services reported per the LWSC daily cash collection records prepared by the entity's cashiers did not reconcile to figures reported per bank deposits.

Daily cash receipts from the sale of water and sewage services generated at the LWSC local offices in Buchanan, Grand Bassa County were not supported by deposit slips and payment receipts.

Management did not maintain adequate records of total bills generated and subsequent collection of revenue from the sale of water and sewage services.

Management procured goods and services without evidence of a procurement plan.

Management made payments totaling US\$93,803.99 for stationery and supplies, fuel and lubricant without evidence of bid evaluation, contracts and delivery notes to justify the regularity of the transactions.

Management did not maintain a comprehensive record of inventories such as fuel, chemicals, chlorines etc. for the period under audit.

A total of 125 (One hundred, twenty-five) fixed assets including vehicles, motorbikes, desktop computers, laptops, generators and televisions could not be verified during physical inspection of the assets.

Management procured fuel and lubricant in the amount of US\$105,082.65 without evidence of fuel distribution and/or consumption policy developed by Management to regulate the purchase and consumption of fuel.

Management did not remit into GOL and NASSCORP designated accounts, income taxes of USD190,251.42 deducted from the salaries of employees and USD65,828.25 deduction for social security contribution.

Policy documents developed to govern the financial and technical operations of LWSC were not approved and /or authorized by the Management and Board.

Management's Responsibility

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

- 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;
 - To provide us with access to:
- All information of which the LWSC 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 LWSC Management from whom we determine it necessary to obtain review evidence.

Auditor's Responsibility

This compliance audit was conducted in accordance with ISSAI 4000. The standard requires that we comply with ethical requirements, plan and perform the audit to obtain reasonable or limited assurance about whether the Subject Matter: Validation of LWSC Operations with Special emphasis on (a) Revenue/ Income Generation Areas (Water Sales, Sewage Services and Income from Donors); (b) Expenditure for goods, services and personnel compensation ; (c) Internal Control Systems (Governance and operational structures) of the entity are/ are not in all material respects, in compliance with the Revenue Code of Liberia Act of 2011, Public Financial Management Act of 2009 (2019), Public Procurement and Concession Act of 2005 as amended and restated 2010 and its Regulations and LWSC Policies.

The audit involves performing procedures to obtain audit evidence about the subject matter's compliance with applicable authorities identified as criteria. The procedures selected depend on the auditor's professional judgment, including the assessment of the risks of material non-compliance of the subject matter, whether due to fraud or error.

Because of the inherent limitations of an audit, together with the inherent limitations of internal controls, there is an unavoidable risk that some material non-compliance may not be detected, even though the audit is properly planned and performed in accordance with ISSAIs.

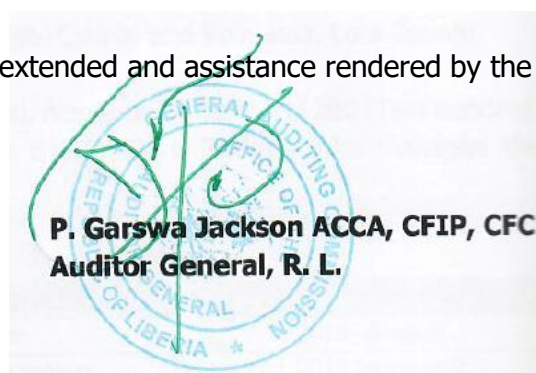
In making our risk assessments, we consider internal control relevant to the subject matter, but not for the purpose of concluding on the effectiveness of the entity's internal control. However, we will report or communicate to you in writing concerning significant deficiencies in internal controls relevant to the audit of the subject matter that we identified during the audit.

While our audit is not directed to reporting the following, we will report these items if we become aware of them during the course of the audit:

- Non-effective performance of operations – relates to the Management of LWSC responsibility to undertake activities in an effective and efficient manner.
- Instances of non-compliance with authorities – relates to Management of LWSC non-exercise of responsibility to undertake activities, use resources, and fulfill accountability requirements, in accordance with authority granted by the legislature and all other relevant directions.
- Waste – relates to Management of LWSC responsibility to obtain and apply resources in an economical manner, without any public money being wasted
- Instances of abuse – relates to management's responsibility to meet the expectations of the legislature and the public as they relate to appropriate standards of behavior.

Appreciation

We would like to express our appreciation for the courtesy extended and assistance rendered by the staff of LWSC Management during the audit.



Monrovia, Liberia

December 2021

BACKGROUND

Background of the Liberia Water and Sewer Corporation Compliance Audit

On June 10, 2021, the President of the Republic of Liberia, H.E George Manneh Weah requested the General Auditing Commission to conduct an audit of the Liberia Water and Sewer Corporation (LWSC).

Pursuant to the President's request, the Auditor General through facilitating an initial meeting with the LWSC's Management on July 28, 2021 formally commissioned a compliance audit detailing the terms and conditions of the audit on August 12, 2021 with the issuance of an Engagement Letter. The audit was commissioned in keeping with Section 2.1.3 of the GAC Act of 2014.

The Liberia Water and Sewer Corporation was established by an Act of the Legislature in January, 1973 and restated in 2017. The entity is governed by a Board of Directors of eight (8) members and managed by a Chief Executive Officer who serves as Managing Director and Secretary to the Board. The Managing Director is assisted by three (3) deputies: Deputy Managing Directors for Administration, Technical Services and Finance.

The operational mandate of the LWSC is to engage in the development, management, construction, installation, distribution and sale of water and sewage services throughout Liberia. LWSC is also mandated to establish and maintain water and sewer facilities and offices in urban cities in Liberia.

The entity generates revenue from fees and charges in relation to the provision of water and sewage services. The LWSC has regional offices in Buchanan, Grand Bassa County, Robertsports, Grand Cape Mount County, Sanniquelle, Nimba County, Kakata, Margibi County and Voinjama, Lofa County.

The entity has in its employ a total of 391 (Three hundred, ninety-one) staffs and 290 (Two hundred, ninety) contractors as at December, 2019. Below is the list of individuals who managed the administrative and financial matters of the LWSC.

Table 1: Key Personnel

No.	Name	Position	Tenure
1	Hon. Duannah A. Kamara	Managing Director	2018- present
2.	Hon. Moseray Momoh	Deputy Managing Director/ Administration	2018 to Present
3.	Hon. Sensee J. Morris	Deputy Managing Director / Finance	2018 to Present (Suspended)
4.	Hon. Dan Saryee	Deputy Managing Director/ Technical Services	2018 to 2020

Audit Objectives

The objectives of the audit:

- To provide the intended user (s) with information on whether the audited public entity follow legislative decisions, laws, legislative acts, policy, established codes and agree upon terms.
- To gather sufficient and appropriate audit evidence whether the LWSC Operations with special emphasis on (a) Revenue/ Income Generation Areas (Water Sales, Sewage Services and

Income from Donors); (b) Expenditure for goods, services and personnel compensation; (c) Internal Control Systems (Governance and operational structures) of the entity are in compliance, in all material respect with relevant laws, regulations and policies; and

- To report in terms of the GAC reporting requirements as spelt out in part four (4) of the GAC Act of 2014, the findings and conclusions to the National Legislature.

Audit Methodology

The audit was conducted in accordance with International Standards of Supreme Audit Institutions (ISSAIs), Fundamental Auditing Principles and Guidelines for Compliance Audit. Those standards require that we plan and perform the audit to obtain reasonable assurance that the financial information provided by the LWSC Management is in compliance, in all material respects with policies, procedures, applicable laws, regulations, and are free of material errors. In furtherance of this, we undertook audit procedures as would enable us to attain the above objectives.

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

Limitation of Responsibility

We reviewed the systems and management controls operated by the LWSC Management 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 FINDINGS AND RECOMMENDATIONS

1.1 Validation of LWSC operations

1.1.1 Financial Statement Irregularities

Observations

- 1.1.1.1 Regulation M. 9 (1-4) of the PFM Act, 2009 states that, "A state-owned enterprise shall keep proper books of accounts and proper records in as the board may approve. (2) The financial statements of the entity shall comprise (a) a balance sheet of the assets and liabilities of the corporation as at the end of the year; (b) a statement of revenue and expenditure of the corporation for the year; (c) the cash flow statement of the corporation for the year. (3) The financial statements shall be prepared and transmitted to the Auditor-General, the Minister, the sector minister, and the Bureau of State Enterprises by the head of the enterprise. (4) The accounts submitted under this regulation shall: (a) be prepared in accordance with international accounting principles and standards as adopted by the Government of Liberia and in accordance with instructions issued by the Minister in consultation with the Auditor-General;
- 1.1.1.2 We observed that the Management of LWSC did not take responsibility of the financial statements by signing or approving the statements before issuance for audit.
- 1.1.1.3 Further, we noted that the account balances reported in the entity's trial balance did not tie to account balances reported in the unsigned financial statements. **Refer to Appendix 1 for details.**

Risk

- 1.1.1.4 The failure of the LWSC Management to prepare and present approved financial statements could deny financial statements users of relevant information important for decision making and management may not fully account for the activities of the entity.

Recommendation

- 1.1.1.5 The LWSC Management should prepare and present financial statements in line with the approved Government of Liberia reporting framework.
- 1.1.1.6 Management should ensure that financial statements prepared are signed and/or approved by the designated authorities.

Management's Response

- 1.1.1.7 *Management did not take responsibility by signing and approving the financial statements because the accounting software, Enterprise Resource Planning (ERP) we were using malfunctioned during the reporting period. As a result, the numbers in the system were not accurate. Considering that we needed to ensure that our books of accounts are properly maintained and accurate, we have acquired a new accounting software i.e. Utility Master*

and QuickBooks to address the error in our accounting records. Going forward, Management will ensure that the Financial Statements is prepared and approved as required.

Auditor General's Position

- 1.1.1.8 We acknowledge Management's assertion that "we have acquired a new accounting software i.e. Utility Master and QuickBooks to address the error in our accounting records. Going forward, Management will ensure that the Financial Statements is prepared and approved as required". Management's assertion will be validated during subsequent audit.
- 1.1.1.9 However, we maintain our findings and recommendations. Further, Management is in breach of financial discipline in line with Regulation A.20 of the PFM Act of 2009.
- 1.1.1.10 Going forward, the LWSC management should maintain an offsite data backup system to ensure that accounting records are saved in the event of data corruption or hard drive failure. This will enable Management to retrieve data when faced with system malfunctioning as a means of maintaining adequate financial reporting.

1.1.2 Non-Performance of Bank Reconciliation

Observation

- 1.1.2.1 Regulation R.3(6) of the PFM Act of 2009 states that "the balance of every bank account as shown in a bank statement shall be reconciled with the corresponding cashbook balance at least once every month; and the reconciliation statement shall be filed or recorded in the cash book or the reference to the date and number thereof."
- 1.1.2.2 It was observed during the conduct of the audit that the LWSC Management did not perform monthly bank reconciliations for all of its 22 (Twenty-two) bank accounts for the period under audit. Refer to **Appendix 2 for details.**
- 1.1.2.3 Additionally, we noted that Management did not create a single revenue control account to facilitate revenue reconciliation as compare to revenue been deposited in all Twenty-two (22) accounts.

Risk

- 1.1.2.4 Failure to adequately prepare bank reconciliations could lead to untimely detection of errors or omissions, and fraud. Management may not be able to fully account for its revenue collected.

Recommendation

- 1.1.2.5 Management should ensure that monthly bank reconciliation on all of its 22 accounts are prepared, reviewed and approved by senior level staff with the required qualification and competence.
- 1.1.2.6 Management should also maintain a single revenue control account and create a sweep system on all but one revenue accounts to facilitate daily transfer to the designated revenue

control bank account. This practice will facilitate a more efficient accounting and reconciliation of revenue.

Management's Response

- 1.1.2.7 *The bank reconciliation for all of the twenty-two bank accounts have been prepared. We herein attached copies of the bank reconciliation statements for your review. **See Exhibit 1.***

Auditor General's Position

- 1.1.2.8 In response to our audit query, Management subsequently submitted and/or prepared bank reconciliation statements for six (6) months (July 2018, September 2018, November 2018, January 2019, March 2019 and June 2019) instead of twelve (12) months for all of its twenty-two (22) bank accounts maintained by the entity. The preparation of bank reconciliation statement is a management control that should be performed on a monthly basis to ensure timely detection of errors or omissions, and fraud.
- 1.1.2.9 Therefore, we maintain our findings and recommendations. Further, Management is in breach of financial discipline in line with Regulation A.20 of the PFM Act of 2009.
- 1.1.2.10 Going forward, Management should ensure that monthly bank reconciliation statements are prepared, reviewed and approved by senior level staff with the required qualification and competence on a timely basis.

1.2 Revenue/Income Generation Areas (Water Sales, Sewerage Services and Income from donors) of LWSC

1.2.1 Disparity in Daily Cash Receipts and Bank Deposits (Central Monrovia Office)

Observation

- 1.2.1.1 Regulation A.3 (1&3) of the Public Financial Management Act of 2009 States that "Any public officer concerned with the conduct of financial matters of the Government of Liberia, or the receipt, custody and disbursement of public and trust moneys, or for the custody, care and use of government stores and inventories shall keep books of accounts and proper records of all transactions and shall produce the books of accounts and records of the transactions for inspection when called upon to do so by the Auditor General, the Comptroller General, the relevant internal auditor or any officers authorized by them, by the Minister. A public officer who fails to keep or produce any records under this regulation is in a breach of financial discipline as defined in Regulation A.20."
- 1.2.1.2 It was observed during the conduct of the audit that daily cash receipts from the sale of water and sewage services reported per the LWSC daily cash collection records prepared by the entity's cashiers did not reconcile to figures reported per bank deposits. **See Table 1A & 1B for sample of cashier record and bank deposit per month.**

Table 1A: Disparity in Daily Cash Receipts and Bank Deposits (USD)

Month	Amount Per LWSC's Cashier records (USD)- A	Amount Per Bank Deposits (USD)- B	Variance (USD) = A-B
Jul-18	74,812.19	77,226.07	2,413.88
Sep-18	34,138.45	36,896.45	2,758.00
Nov-18	14,067.29	14,143.54	76.25
Mar-19	100,029.21	112,551.90	14,194.61
Total	223,047.14	240,817.96	19,442.74

Table 1B: Disparity in Daily Cash Receipts and Bank Deposits (LRD)

Month	Amount per LWSC's Cashier records (LRD)- A	Amount per Bank Deposits (LRD)- B	Variance (LRD) = A-B
Jul-18	6,266,509.65	4,890,986.22	420,190.57
Sep-18	6,501,638.05	6,186,353.05	315,285.00
Nov-18	761,029.00	953,739.50	192,710.50
Mar-19	11,579,800.39	11,553,959.31	25,841.08
Total	25,108,977.09	23,585,038.08	954,027.15

1.2.2 Disparity in Daily Cash Receipts and Bank Deposits (Kakata Office)

Observation

1.2.2.1 It was observed during the conduct of the audit that daily cash receipts from the sale of water and sewage services reported per the LWSC daily cash collection records prepared by the entity's cashiers did not reconcile to figures reported per bank deposits. **See Table 1C & 1D for sample of cashier record and bank information per month.**

Table 1C: Disparity in daily cash Receipt and Bank Deposit (USD)

Month	Amount Per LWSC's Cashier records (USD)- A	Amount Per Bank Deposits (USD)- B	Variance (USD) = A-B
July, 2018	2,559.69	2,525.96.00	34.00
Sept, 2018	903.00	893.00	10.00
Feb, 2019	1,856.00	0	1,856.00
June 2019	820.00	86.00	334.00
Total			2,234.00

Table 1D: Disparity in daily cash Receipt and Bank Deposit (LRD)

Month	Amount per LWSC's Cashier records (LRD)- A	Amount per Bank Deposits (LRD)- B	Variance (LRD) = A- B
July, 2018	245,090.00	239,730.00	5,360.00
Sept. 2018	47,165.00	41,240.00	5,925.00
Feb, 2019	276,665.00	0	276,665.00
June, 2019	150,865.00	0	150,865.00
Total			438,815.00

1.2.2.2 We further observed that cashiers at the local LWSC offices in Kakata, Margibi County were receiving cash from customers for water and sewage services instead of customers making direct deposits in the entity's designated bank account.

1.2.2.3 Additionally, funds collected for water and sewage services were expended by the LWSC local Management for the purchase of fuel and lubricant, payment of electricity bills and petty cash expenditure items.

1.2.2.4 It was also observed that copies of LWSC receipts issued to customers were not attached to clearly visible and /or original copies of deposit slips.

1.2.3 Outstation Daily Cash Collected and Not Deposited in Bank (Buchanan Office)

Observation

1.2.3.1 It was observed during the conduct of the audit that daily cash receipts from the sale of water and sewage services generated at the LWSC local offices in Buchanan, Grand Bassa County were not supported by deposit slips and payment receipts. **See Table 3E & 3F cashier record and bank deposit per month.**

Table 1E: Outstation daily cash collected and not deposited in bank (USD)

Month	Amount Per LWSC's Cashier records (USD)- A	Amount Per Bank Deposits (USD)- B	Variance (USD) = A-B
Sept, 2018	448.00	0	448.00
July 2018	845.00	0	845.00
June 2019	1,025.00	0	1,025.00
Feb. 2019	886.00	0	886.00
Total			3,204.00

Table 1F: Outstation daily cash collected and not deposited in bank (LRD)

Month	Amount per LWSC's Cashier records (LRD)- A	Amount per Bank Deposits (LRD)- B	Variance (LRD) = A-B
Sept. 2018	38,600.00	0	38,600.00
June, 2019	76,105.00	0	76,105.00
Feb. 2019	80,835.00	0	80,835.00
			195,540.00

1.2.3.2 We further observed that cashier at LWSC outstation offices in Buchanan, Grand Bassa County were receiving cash from customers for water and sewage services instead of customers making direct deposits into the entity's designated bank account.

1.2.3.3 Additionally, funds collected for water and sewage services were expended by the LWSC local Management for the purchase of fuel and lubricant, stationeries and repair of vehicles.

1.2.3.4 We also noted a lack of segregation of duties for the generation and reporting of revenue at the LWSC outstation office in Buchanan. For instance, the Sales and Marketing

Representative performs the function of an Account officer, Account Receivable Clerk, and Marketing officer.

Risk

- 1.2.3.5 Discrepancies in the amount reported for revenue collected could cast doubt on the accuracy, completeness and reliability of total revenue generated by the entity.
- 1.2.3.6 Receiving cash from customers instead of direct deposits could lead to misappropriation of cash.

Recommendation

- 1.2.3.7 Management should ensure that the automated billing system at the central office is extended to the LWSC's outstation offices to facilitate collection of revenue
- 1.2.3.8 Management should establish a direct deposit system wherein customer payments are made directly at the bank and the bank slip is taken to LWSC local offices.

Management's Response

- 1.2.3.9 *The disparity observed in the collection of cash was as a result of posting errors. We have taken steps to correct those errors. Accordingly, we have organized training sessions for our account staff to ensure that revenue collected are accurately recorded. In relation to the disparity in the collection of cash in the LWSC outstations, we note your observation and indicates that Management has launched a review of our collection and reporting of revenue in the in the outstation with the view of improving the collection and reporting of revenue. We are also seeking the approval of the Board of Directors to extend the automated billing system to the LWSC outstation collectorate avoid direct payment of cash to the cashiers.*

Auditor General's Position

- 1.2.3.10 We acknowledge Management's assertion that *"In relation to the disparity in the collection of cash in the LWSC outstations, we note your observation and indicates that Management has launched a review of our collection and reporting of revenue in the in the outstation with the view of improving the collection and reporting of revenue. We are also seeking the approval of the Board of Directors to extend the automated billing system to the LWSC outstation collectorate avoid direct payment of cash to the cashiers."* We will follow up during subsequent audit on management's assertion to address the issues raised.
- 1.2.3.11 However, we maintain our findings and recommendations. Further, Management is in breach of financial discipline in line with Regulation A. 20 of the PFM Act of 2009.

1.2.4 No Records on Total Bills Generated and Collected

Observation

- 1.2.4.1 Regulation M.3 (c) of the PFM Act of 2009 as restated 2019 states that funds of State-Owned Enterprises shall include monies accruing to the enterprise in the exercise and performance of its functions.

1.2.4.1 It was observed during the conduct of the audit that LWSC Management did not maintain records of total bills generated and subsequent collection of revenue from the sale of water and sewage services.

Risk

1.2.4.2 Failure to maintain records of bills generated and subsequent collection, may result in to misstatement of revenue, receivables and subsequently the financial statements. This deficiency may negatively impact the operations of LWSC and the going concern of the entity

Recommendation

1.2.4.3 Management should ensure that appropriate policy and procedures are in place to capture and maintain records of all bills generated and collected.

1.2.4.4 LWSC Management should automate the customers' billing system to the extent that as payments are received on bills, the customer's ledgers are automatically credited.

Management's Response

1.2.4.5 *The collection of bills has been a huge challenge for the Management of LWSC. We inherited a backlog of inactive customers in our automated system which we are unable to trace and collect our fees for the services we provide. We are seeking approval from the Board of Directors to eliminate all inactive customers from our system. Additionally, we have already put in place an enforcement mechanism along with the World Bank by approving and implementing the World Bank 100 days action geared toward collecting revenues across all LWSC installations and outstations. We are also seeking the Board's approval for the crafting of a receivable policy to ensure that liabilities are not kept on the books perpetually.*

Auditor General's Position

1.2.4.6 We acknowledge Management's assertion. Management's assertion will be validated during subsequent audit.

1.2.4.7 However, we maintain our findings and recommendations. Further, Management is in breach of financial discipline in line with Regulation A.20 of the PFM Act of 2009.

1.2.5 Non-Maintenance of Receivables Ledger

Observation

1.2.5.1 Regulation A.3 (1&3) of the Public Financial Management Act States that "Any public officer concerned with the conduct of financial matters of the Government of Liberia, or the receipt, custody and disbursement of public and trust moneys, or for the custody, care and use of government stores and inventories shall keep books of accounts and proper records of all transactions and shall produce the books of accounts and records of the transactions for inspection when called upon to do so by the Auditor General, the Comptroller General, the relevant internal auditor or any officers authorized by them, by the Minister. A public officer who fails to keep or produce any records under this regulation is in a breach of financial discipline as defined in Regulation A.20."

1.2.5.2 It was observed during the conduct of the audit that the LWSC Management did not maintain a receivable ledger from bills generated on the sale of water and sewage services for the period under audit.

1.2.5.3 Additionally, Management did not have in place a receivable policy which would guide the collection and writing offs of debts.

Risk

1.2.5.4 The lack of receivable ledger could lead to management not having the require information to determine customers' outstanding payments and possible provision as required by the reporting framework.

Recommendation

1.2.5.5 Management should ensure that receivable ledgers are prepared for all customers to facilitate the timely collection of needy revenue for the entity.

Management's Response

1.2.5.6 *The accounting software, Enterprise Resource Planning (ERP) developed a glitch therefore, the receivable ledger could not be prepared. However, we have procured an accounting software (Utility Master and QuickBooks) to address the issue. Going forward, Management will ensure the timely preparation of bills and accurate accounting records.*

Auditor General's Position

1.2.5.7 We acknowledge Management's assertion. However, Management's assertion will be validated during subsequent audit.

1.2.5.8 However, we maintain our findings and recommendation. Further, Management is in breach of financial discipline in line with Regulation A.20 of the PFM Act of 2009.

1.3 Expenditure for goods, services and personal compensation of LWSC

1.3.1 Procurement Irregularities - Lack of Procurement Plan

Observation

1.3.1.1 Section 40(1-2) of the PPC ACT, 2010 "(1) All Procuring Entities shall undertake Procurement planning, with a view to achieving maximum value for Public Expenditure and the other objects of this Act. (2) For each fiscal year the Procurement Unit shall prepare a draft annual procurement Plan for goods, works and services for use by the procuring Entity in the procuring Entity's budgeting process. Upon budget approval, the procurement Unit shall prepare an annual procurement plan for goods, works, and services in accordance with the procuring Entity's approved programs and budget and furnish it to the Procurement Committee."

1.3.1.2 It was observed during the conduct of the audit, the LWSC Management procured goods and services without evidence of a procurement plan.

Risk

1.3.1.3 The lack of Procurement Plan could lead to discretionary expenditure, waste and undermine value for money.

Recommendation

1.3.1.4 Management should ensure that it complies with relevant provisions of PPC Act of 2005 as amended and restated in 2010.

Management's Response

1.3.1.5 *We note your observation and clarifies the procurement plan for 2018/2019 is available for your review. **See Exhibit 2.***

Auditor General's Position

1.3.1.6 Management did not submit a copy of LWSC procurement plan for the fiscal period July 1, 2018 to June 30, 2019 as asserted in the Management's response.

1.3.1.7 Therefore, we maintain our findings and recommendation. Also, Management is in breach of Section 40(1-2) of the PPC Act of 2005 as amended and restated in 2010.

1.3.2 Procurement Irregularities - No Evidence of Bid Documents for Items Procured

Observation

1.3.2.1 Section 46 (1-3) of the amended and restated Public Procurement & Concession Commission Act of 2005 & 2010 states that "(1) Public procurement shall be undertaken by means of advertised open bid proceedings, to which equal access shall be provided to all eligible and qualified bidders without discrimination, subject only to the exceptions provided under this Part for particular methods of procurement. (2) It is not permitted artificially to divide procurement with the intention of avoiding the applicability of the Thresholds to procurement. (3) Procuring Entities may use only those methods of procurement authorized by this Act. If a Procuring Entity uses a method of procurement other than advertised open competitive bidding, it shall note in the record of the procurement proceedings the grounds for the choice of the procurement method."

1.3.2.2 Regulation No. 3- regulation on the schedule for the threshold for procurement. National open competitive bidding. The ceiling Thresholds for national open competitive bidding shall be the following estimated contract prices. Above these ceilings, international open competitive bidding shall be used. In the case of contracts for the procurement of goods, USD500,000. In the case of contracts for the procurement of services, USD200,000. In the case of contracts for the procurement of works, USD1,000,000 threshold for use for request for quotation. Thresholds for the requests for quotations shall be the following estimated contract prices. The Thresholds are ceiling threshold amounts for determining the applicability of requests for quotations: In the case of contracts for the procurement of

goods, USD10,000. In the case of contract for the procurement of services, USD10,000. In the case of contracts for the procurement of works, USD30,000

- 1.3.2.1 It was observed during the conduct of the audit that the LWSC Management made payments totaling **US\$93,803.99** (Ninety-three Thousand, Eight Hundred Three United States Dollars, Ninety-nine Cents) for stationery and supplies, fuel and lubricant without evidence of bid evaluation, contracts and delivery notes to justify the regularity of the transactions. **Refer to Appendix 3A and 3B for details.**

Risk

- 1.3.2.2 Purchases and associated cost could be misstated; authenticity of the transactions may be undermined.
- 1.3.2.3 Value for money may not have been achieved during the conduct of procurement activities.

Recommendation

- 1.3.2.4 Management should ensure that the national procurement processes are followed and the appropriate supporting documents are captured and filed for review.

Management's Response

- 1.3.2.5 *We note your observation and clarifies that bid documents are available and were presented to the auditors during the audit. We are also resubmitting those bid documents for your review. **See exhibit 3.***

Auditor General's Position

- 1.3.2.6 Management did not submit a copy of bid documents and copies of contracts and delivery notes as asserted in the Management's response.
- 1.3.2.7 Therefore, we maintain our findings and recommendation. Further, Management is in breach of Section 46 (1-3) of the PPC Act of 2005 as amended and restated in 2010.

1.3.3 Lack of Inventory Records

Observation

- 1.3.3.1 Regulation U.6 of the Public Financial Management Act of 2009 states that "Each Government Agency shall maintain adequate records of inventories assigned to it. The General Services Agency and or the Public Procurement and Concession Commission may give instructions governing the acquisition, receipt, custody, control, issue and disposal of the inventories."
- 1.3.3.2 Additionally, Regulation V.4 (1&2) of the PFM Act of 2009 states that "Furniture, and equipment issued for Government quarters or offices or vehicle and other fixed asset shall be brought on a master inventory of the Government Agency. (2) The master inventory shall

record under each category of item: (a) the date and other details of the voucher or other document on which the items were received or issued; (b) their serial numbers where appropriate; and (c) their distribution to individual locations and the total quantity held.”

- 1.3.3.3 It was observed during the conduct of the audit that the LWSC Management did not maintain a comprehensive record of inventories such as fuel, chemicals, chlorines etc. for the period under audit.
- 1.3.3.4 Additionally, there was no evidence and/or record of stock taking conducted by Management for the period under audit.

Risk

- 1.3.3.5 Inventories may be misappropriated leading to decline in production activities.
- 1.3.3.6 Inventory could be significantly misstated in the financial statements.

Recommendation

- 1.3.3.7 Management should initiate an automated inventory management system to facilitate and ensure accurate records of inventories such as; current stock balance, reordering level, stock-out level and etc.
- 1.3.3.8 Management should ensure that periodic stock taking of inventories are conducted and appropriate adjustments were applicable are made to support the inventory balances in the inventory management system and the financial statements.

Management's Response

- 1.3.3.9 *We note your observation and clarifies that the LWSC Management maintains adequate inventory records and are available for your review. **See Exhibit 3.***

Auditor General's Position

- 1.3.3.10 In response to our query, Management subsequently provided inventory records for the months of July 2018, September 2018, October 2018, November 2018, December 2018 and March 2019.
- 1.3.3.11 Therefore, we maintain our findings and recommendations. Further, Management is in breach of financial discipline in line with regulation A.20 of the PFM Act of 2009.

1.3.4 Inappropriate Fixed Asset Management

Observation

- 1.3.4.1 Regulation V.4 of the Public Financial Management Act of 2009 states that “(1) Furniture, and equipment issued for Government quarters or offices or vehicle and other fixed asset shall be brought on a master inventory of the Government Agency. (2) The master inventory shall record under each category of item: (a) the date and other details of the voucher or

other document on which the items were received or issued; (b) their serial numbers where appropriate; and (c) their distribution to individual locations and the total quantity held.”

- 1.3.4.2 Furthermore, in accordance with International Accounting Standards (IAS 16), “An item of property, plant and equipment should initially be recorded at cost. Cost includes all costs necessary to bring the asset to working condition for its intended use. This would include not only its original purchase price but also costs of site preparation, delivery and handling, installation, related professional fees for architects and engineers, and the estimated cost of dismantling and removing the asset and restoring the site.”
- 1.3.4.3 Additionally, IAS 16 also requires that “For all depreciable assets: The depreciable amount (cost less residual value) should be allocated on a systematic basis over the asset's useful life. The residual value and the useful life of an asset should be reviewed at least at each financial year-end and, if expectations differ from previous estimates, any change is accounted for prospectively as a change in estimate under.”
- 1.3.4.4 It was observed during the conduct of the audit that the depreciation charge and the net book value of the fixed asset acquired by the LWSC Management was not disclosed in the entity’s fixed asset register.
- 1.3.4.5 We further noted that the LWSC Management did not maintain a comprehensive fixed asset register for the period under audit. We observed that sixty-four (64) assets including donated assets were not listed in the entity’s fixed assets register. **Refer to Appendix 4A for details.**
- 1.3.4.6 Additionally, a total of 125 (One Hundred and Twenty-five) fixed assets including vehicles, motorbikes, desktop computers, laptops, generators and Televisions could not be verified during physical inspection of the assets. **Refer to Appendix 4B & 4C for details.**
- 1.3.4.7 We further observed during physical verification of sampled fixed assets, a total of 126 (One Hundred and Twenty-six) fixed assets including desktop computers, laptops, refrigerators, televisions and printers etc. were noted coded. **Refer to Appendix 4D for details.**

Risk

- 1.3.4.8 The net book value (NBV) of fixed asset could be significantly misstated in the financial statements.
- 1.3.4.9 LWSC Management may not be able to account for assets procure. And the appropriate asset value and accounting treatment may not be applied.
- 1.3.4.10 Assets may be missing, damaged, obsolete but their values are still on the book and depreciation is still charged on these assets This may result into overstatement of assets and depreciation expenses.

1.3.4.11 Assets may be removed from the entity's premises; converted to personal use or subject to theft, denying the entity of the associated benefit.

Recommendation

1.3.4.12 Management should fully comply with the relevant reporting framework and include columns for depreciation charges and accumulated depreciation to be able to compute the net book value of every asset.

1.3.4.13 LWSC Management should apply the relevant reporting framework in recognizing assets received including donated assets.

1.3.4.14 LWSC Management should account for the total of 125 fixed assets that were not seen during the fixed asset physical verification. Management should conduct quarterly fixed asset verification.

1.3.4.15 LWSC Management should code all existing and received assets to avoid the risk of assets being removed from the entity's premises; converted to personal use or subject to theft, denying the entity of the associated benefit.

1.3.4.16 Management should conclude and operationalize its fixed asset policy.

Management's Response

1.3.4.17 *The Fixed Asset Register initially submitted to the auditors during the audit was not updated. Accordingly, fixed assets not seen and/or verified are not included on the updated fixed asset register. We are resubmitting the updated fixed asset register for your review. See Exhibit 4.*

Auditor General's Position

1.3.4.18 Management did not submit a copy of the updated fixed asset register as asserted in the Management's response. Therefore, we maintain our findings and recommendations.

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

1.3.5 No Fuel Consumption/Distribution Logs

Observation

1.3.5.1 Regulation U.6 of the Public Financial Management Act of 2009 states that "Each Government Agency shall maintain adequate records of inventories assigned to it. The General Services Agency and or the Public Procurement and Concession Commission may give instructions governing the acquisition, receipt, custody, control, issue and disposal of the inventories."

1.3.5.2 It was observed during the conduct of the audit, from sample disbursement voucher reviewed, LWSC Management procure fuel and lubricant in the amount of **USD105,082.65** (One Hundred Five Thousand, Eighty-two Thousand United States Dollars, Sixty-five Cents).

1.3.5.3 Additionally, there was no evidence of fuel distribution and/or consumption policy developed by Management to regulate the purchase and consumption of fuel.

Risk

1.3.5.4 Fuel procured may not be based actual consumption.

1.3.5.5 LWSC Management may spend above budgeted allocation and fuel may be subjected to misappropriation or theft.

Recommendation

1.3.5.6 Management should maintain a fuel consumption and distribution log to help the entity manage cost and inform future purchase.

1.3.5.7 Management should craft a policy on fuel distribution, consumption and purchase and ensure that proper records are maintain.

1.3.5.8 Lack of fuel consumption and/or distribution policy could lead to discretionary distribution or consumption.

Management's Response

1.3.5.9 *Management has in place a fuel consumption log. The documents were submitted to the auditors during the audit. We are resubmitting the fuel consumption log for your review. See exhibit 5.*

Auditor General's Position

1.3.5.10 The fuel distribution log subsequently submitted by Management was not adequately prepared. We identified the following discrepancies: the log did not include the identity of the fuel requester, receiver, quantity of fuel received by the requester, date of request, date of issue, the purpose for which the fuel was requested and the signature of the fuel recipient.

1.3.5.11 Therefore, we maintain our findings and recommendations. Further, Management is in breach of financial discipline in line with regulation A.20 of the PFM Act of 2009.

1.3.5.12 Going forward, Management should craft a fuel consumption policy to reflect all the information listed above that were not included in the fuel distribution logs submitted for review.

1.3.6 Personnel Management-Non-remittance of Tax Deductions

Observation

- 1.3.6.1 Regulation T.9 (2) of the Public Financial Management Act of 2009 states that "A head of government agency shall ensure that deductions made from salaries are paid directly into the Consolidated Fund unless otherwise stated in the agreement covering the advance."
- 1.3.6.2 Furthermore, section 89.16(a) of the NASSCORP New Act and published February 13, 2017 states that "The contribution payable under this Act in respect of an employee shall comprise contribution payable by the employer (hereinafter referred to as the employer's contribution) and contribution payable by the employee (hereinafter referred to as the employee's contribution) and shall be paid to the Corporation. Contribution rate shall be total 10% of the total gross remuneration of each employee; 2% under the Employment Injury Scheme payable by the employer; 4% employer contribution and 4% employee contribution to be remitted by the employer".
- 1.3.6.3 We noted during the conduct of the audit, from a sample review of six (6) months within the fiscal year 2018/2019, that there was no evidence that the LWSC Management remitted into GOL and NASSCORP designated accounts, income taxes of **USD190,251.42** (Two Hundred Twenty-seven Thousand, Three Hundred Sixty-eight United States Dollars, Sixty-one Cents) deducted from the salaries of employees and **USD65,828.25** (One Hundred Forty-nine Thousand, Twenty-five United States Dollars, Forty Cents) deduction for social security contribution. **See Table 2 below for details sample.**

Table 2: Non-remittance of Tax Deductions

No.	Sample Months	Amount (USD)	Amount (USD)
		Income Tax: USD	NASSCORP'S Contributions
1	July 31, 2018	21,266.50	12,685.84
2	October 31, 2018	28,004.90	6,642.27
3	December 31, 2018	29,012.81	6,851.51
4	February 28, 2019	35,100.31	8,376.92
5	April 30, 2019	37,071.83	8,812.03
6	June 30, 2019	39,795.07	22,459.68
	Total	190,251.42	65,828.25

Risk

- 1.3.6.4 Failure to remit withholding taxes may deny GOL of the needed tax revenue. And LWSC management may be non-compliance with laws and regulations.
- 1.3.6.5 Failure to remit employee's social security contribution, the employees risk the chance of not receiving their retirement benefits upon retirement.

Recommendation

- 1.3.6.6 LWSC Management should remit the full amount of income tax deducted from employees for the period to the designated accounts of the Government of Liberia.
- 1.3.6.7 LWSC Management should combine the full amount of 4% social security contribution deducted from employees for the period with its 6% contribution and remit the full amount to the designated accounts of NASSCORP.
- 1.3.6.8 Going forward, Management should ensure that withholding taxes are remitted monthly, and that records of the remitted amount is file for accountability and future review.

Management's Response

- 1.3.6.9 *The Management of LWSC with the approval of the Board of Directors will initiate a formal discussion with the Management of National Social Security and Welfare Corporation to craft a Memorandum of Understanding (MoU) to resolve the non-remittance of tax deductions. Going forward, Management will ensure that regular remittance of tax deductions is done.*

Auditor General's Position

- 1.3.6.10 We acknowledge Management's assertion that "*The Management of LWSC with the approval of the Board of Directors will initiate a formal discussion with the Management of National Social Security and Welfare Corporation to craft a Memorandum of Understanding (MoU) to resolve the non-remittance of tax deductions*". Management's assertion will be validated during subsequent audit.
- 1.3.6.11 However, we maintain our findings and recommendations. Further, Management is in breach of financial discipline in line with Regulation A.20 of the PFM Act of 2009.

1.3.7 Personnel Management-Non-adherence to Direct Deposit Payments

Observation

- 1.3.7.1 Regulation H. 8 (4) of the Public Financial Management Act of 2009, states that "The Minister shall ensure, to the extent possible, that all government payments are done through a direct deposit system, progressively graduating towards an electronic fund transfer system."
- 1.3.7.2 It was observed during the conduct of the audit, that for the below listed months, there was no evidence of direct deposit of employees' salaries within their respective bank accounts. There was no payroll listing for direct deposit attached to the entity's monthly payroll vouchers. Rather employees were paid individually by check. **See Table 3 for details.**
- 1.3.7.3 Additionally, there was no evidence of the payroll vouchers for the listed months being signed by DMD/F, DMD/A & MIC.

Table 3: Non-adherence to Direct Deposit Payments

No	Months	Payroll Amount per LWSC Payroll: (USD)- A	Payroll Amount-per Direct Deposit (USD)-B	Variance (USD)- C=A-B
1	July	38,866.55	-	38,866.55
2	July	44,361.94	-	44,361.94
3	January	19,550.08	-	19,550.08
4	January	16,000.00	-	16,000.00
5	March	7,630.91	-	7,630.91
Total		126,409.48	-	126,409.48

Risk

- 1.3.7.4 LWSC Management may expend more money and time creating checks for each employee's salaries. Which may result in delay in salaries disbursement. This practice is also non-compliant to the PFM Act of 2009.
- 1.3.7.5 Employees' salaries could be misstated due to lack of review by senior management and the monitoring arm of management (Management Internal Control).

Recommendation

- 1.3.7.6 Management should adhere to the direct deposit system that has already been vetted to reduce the risk mentioned above.
- 1.3.7.7 Management should also ensure that payroll vouchers are review on a monthly basis by senior management and the monitoring arm of management (Management Internal Controls Department) to mitigate errors and/or irregularities.

Management's Response

- 1.3.7.8 *We acknowledged your observation. We have since abolished the payment of employees' salaries through checks. All employees' salaries are being paid through direct deposits.*

Auditor General's Position

- 1.3.7.9 We acknowledge Management's assertion. We will follow-up during subsequent audit.
- 1.3.7.10 However, we maintain our findings and recommendations. Further, Management is in breach of financial discipline in line with Regulation A.20 of the PFM Act of 2009.

1.3.8 Personnel Management-Non-compliance with Recruitment Policy

Observation

- 1.3.8.1 Rule V of the LWSC Human Resources Hand Book states that "If it is determined that no present employee is qualified to fill a vacant position, the Manpower Manager through the Personnel Director shall then proceed to recruit qualified personnel through any available means, which may include, but are not limited to the following:
- A. Newspaper Advertisement

- B. Radio Advertisement
- C. Circulation of vacancy notices to known organizations having personnel of qualification sought
- D. Personnel
- E. Applications already filled with LWSC''

1.3.8.2 It was observed during the conduct of the audit that the LWSC Management did not comply with its employment policy during the recruitment of several employees at the entity for the period under audit.

1.3.8.3 It was further observed that, personnel recruited were not properly vetted as evidence in the employees' file reviewed which contained no application letters, employment letters, police Clearance's and medical certificates. **Refer to Appendix 5 for details.**

1.3.8.1 Additionally, it was observed during the conduct of the audit that the recruitment of employees by the LWSC Management appears not to be supported by the trend of revenue generation for the period under audit.

1.3.8.2 It was further observed that the LWSC Management hired **106** employees representing **27** percent increment from the previous year (2017/2018) at the time when revenue generation fell by **12.9** percent. **See Table 4A & 4B for details.**

Table 4A: Employment Not Consistent with Revenue Trend

No	Total Employees for FY-2017/2018	Total Employees for FY-2018/2019	Increase in employment	Comment
1.	290	396	27%	Employment Increased by 27%

Table 4B: Employment Not Consistent with Revenue Trend

No	Billing Revenue for FY-2017/2018	Billing Revenue for FY-2018/2019	% Difference	Comment
1.	4,212,667.00	3,667,323.00	12.95%	Revenue decreased by 12.95%

Risk

1.3.8.3 LWSC Management could recruit staffs that do not meet the required qualification and experience to contribute to the overall objectives of the entity.

Recommendation

1.3.8.4 Management should ensure that all employees' files should contained the relevant supporting document indicative of proper vetting (application letters, employment letters, police clearances and medical certificates) in line with the employment policy of the entity.

Management's Response

- 1.3.8.5 *We acknowledged your observation. Going forward, we will ensure that the recruitment of employees conforms to Management's recruitment policy.*

Auditor General's Position

- 1.3.8.6 We acknowledge Management's assertion. We will follow-up during subsequent audit.

- 1.3.8.7 However, we maintain our findings and recommendation.

1.3.9 Employees' unapproved absences

Observation

- 1.3.9.1 Regulation T.5 of PFM Act, 2009 states that, "A Head of government agency shall cause the immediate stoppage of payment of salary to a public servant when that public servant has: (a) been absent from duty without permission or reasonable cause for a period as stipulated in the administrative regulations of the establishment; (b) been absent from duty on leave without pay; (c) been convicted of an offence involving theft or fraud, or a sentence of imprisonment; (d) resigned; (e) retired; or (f) died.
- 1.3.9.2 Dismissal of Employees (1508.) 1. No employer shall dismiss any employee with whom he is bound by a contract for a definite period before the end of that period unless it is shown that the employee has been guilty of a gross breach of duty or a total lack of capability to perform. Where this has not been proven, the dismissed employee shall be entitled to claim full remuneration for the unexpired portion of the contractual period.
- 1.3.9.3 The following acts and violations shall be deemed to be gross breaches of duty (without limiting the generality of the term) within the meaning of Section 1 of this Chapter and shall dispense the employer from payment of compensation for dismissal under the provisions of that Section:
- a) any unprovoked assault by an employee upon the employer or his agents in the course of or arising out of employment;
 - b) persistent disregard by any employee of the technical measures for safety of the staff of the undertakings; provided that the said measures have been in rules posted as required by law and the employer or his agenda has ordered the employee in writing to comply with the said rules;
 - c) disclosure by an employee of the working secrets of the employer's undertaking;
 - d) absence of an employee for more than ten consecutive days (or more than 20 days over a period of six months) without good cause, in which case the employee shall be deemed to have terminated his contract. Save in the case of vis major, an employee shall be required to notify the employer or his agent of the reason for his absence.

1.3.9.4 It was observed during the conduct of the audit that eight (8) employees of the entity did not sign the daily attendance log for of sixty (60) working days within a period six (6) months.

1.3.9.5 Additionally, there was no evidence of a formal excuse from the employees for being absent from work nor was there evidence of reprimand from the LWSC Management of the employees for failing to report to work. **Refer to Table 5 for details.**

Table 5: Employees' Attendance Records

No:	Employee Name	Position	# of Days Absent over a period of six months: (July, Oct, Dec, Feb, April & June)
1	James M. Gaye	Outstation Manager	60
2	Janathan Tarway	Plumber/Driver, Kakata	60
3	Lasana Dolley	Operator/ Kakata	60
4	Morris M. Glay	Plumber III/Buchanan	60
5	Hilary T. Yoryor	OIC/ Buchanan	60
6	Nathaniel Wolo	Station Supervisor/Zwedru	60
7	Hasmie kromah	Security/Guardman/Robertsport	60
8	Jackson Dugba	Security/Guardman/Robertsport	60

1.3.9.6 Further, it was observed that the daily attendance log was not being regularly monitored by a designated staff.

Risk

1.3.9.7 Failure to monitor and supervise personnel attendance records may result to compensation to none-deserving employees. This practice may cultivate an inappropriate work culture at the entity and may subsequently affect the operation and performance of the entity.

Recommendation

1.3.9.8 Management should ensure that personnel attendance records are regularly monitored by a designated staff and that employees should be reprimanded in line with the entity's employees' handbook for failing to report to work.

Management's Response

1.3.9.9 *We acknowledged your observation. The Human resource department has been mandated to implore rigorous monitoring of the attendance records and ensure that absences from work are duly approved.*

Auditor General's Position

1.3.9.10 We acknowledge Management's assertion. We will make follow- up during subsequent audit.

1.4 Internal Control Systems (Governance and operational structures)

1.4.1 Unapproved Policies and Procedures

Observation

- 1.4.1.1 The Committee of Sponsoring Organizations of the Treadway Commission (COSO) Internal control framework on control activities states that "Institutions deploy control activities through policies that establish what is expected and procedures that put policies into action". Policies and procedures are established and implemented to help ensure that risk responses are effectively carried out within an entity.
- 1.4.1.2 We observed during the conduct of the audit that policy documents developed to govern the financial and technical operations of LWSC were not approved and /or authorized by the Management and Board.
- 1.4.1.3 We noted that the below documents were still in draft stage awaiting the Management's and Board's approval:
- Strategic and Operational Plans
 - Fixed Asset Management Policy
 - Administrative and Financial Manuals
 - Human Resource Policy Manual
 - Receivable Management policy

Risk

- 1.4.1.4 The strategic goals and objectives of the Management may not be achieved in the absence of approved policy documents to govern the entity.
- 1.4.1.5 Adequate systems and controls may not be achieved due to the lack of approved policies and procedures.

Recommendation

- 1.4.1.6 Management should conclude, approve and operationalize the draft polices procedures to ensure the effective governance of the entity.

Management's Response

- 1.4.1.7 *We acknowledged your observation. We have asked the Board of Director to accelerate the approval process of the draft polices before it for approval.*

Auditor General's Position

- 1.4.1.8 We acknowledge Management's assertion. We will make follow- up during subsequent audit.

APPENDIX

Appendix 1: Financial Statement Irregularities

No.	Description	Financial Statement Amount (USD)- A	Trial Balance Amount (USD)-B	Variance (USD) C=A-B
1	Cash and Cash Equivalent	237,321.00	591,615.46	(354,294.46)
2	Account Receivables	3,437,323.00	4,245,389.53	(808,066.53)
3	Other Receivables	-	1,067.14	(1,067.14)
4	Inventories	138,120.00	959,716.16	(821,596.16)
5	Prepaid Expenses	-	68,500.00	(68,500.00)
6	Property, Plant and Equipment	6,162,271.00	6,620,478.05	(458,207.05)
7	Intangible Assets	107,418.00	-	107,418.00
8	Trade Payables	4,643,512.00	1,896,216.29	2,747,295.71
9	Other Payables	1,912,347.00	2,977,028.77	(1,064,681.77)
10	Deferred Income	-	740,101.42	(740,101.42)
11	Income	3,667,323.00	2,042,990.34	1,624,332.66
12	Cost of Production	(3,750,099.00)	(293,276.25)	(3,456,822.75)
13	Operating Expenses	5,652,517.00	2,317,450.82	3,335,066.18

Appendix 2: Non-performance of Bank Reconciliation

ECO BANK LIBERIA LIMITED ACCOUNT NUMBERS						
No.	OLD ACCOUNT NUMBER	NEW ACCOUNT NUMBER	ACCOUNT NAME TITLE	CURRENCY	CHART OF ACCOUNT CODES	Conclusion
1	0171134701655901	6100511902	LIBERIA WATER AND SEWER CORP-COLLECTION	USD	107	No reconciliation
2	0010134701655901	6101350561	LIBERIA WATER AND SEWER CORP-PAYROLL	LRD	103	No reconciliation
3	0170014701655901	6101622061	LIBERIA WATER AND SEWER CORP-VOINJAMA	LRD	210	No reconciliation
4	0170014701655902	6101622071	LIBERIA WATER AND SEWER CORP-BUCHANNA	LRD	209	No reconciliation
5	0171014701655903	6100509812	LIBERIA WATER AND SEWER CORP-UNICEF	USD	208	No reconciliation

ECO BANK LIBERIA LIMITED ACCOUNT NUMBERS						
No.	OLD ACCOUNT NUMBER	NEW ACCOUNT NUMBER	ACCOUNT NAME TITLE	CURRENCY	CHART OF ACCOUNT CODES	Conclusion
6	0011014701655901	6100052172	LIBERIA WATER AND SEWER CORP-ZWEDRU	USD	207	No reconciliation
7	0170014701655903	6101622081	LIBERIA WATER AND SEWER CORP-SANNIQUILLIE	LRD	211	No reconciliation
8	0170134701655901	6101622961	LIBERIA WATER AND SEWER CORP-COLLECTION	LRD	108	No reconciliation
9	0010014701655901	6101346981	LIBERIA WATER AND SEWER CORP-ZWEDRU	LRD	206	No reconciliation
10	0011134701655902	6100063772	LIBERIA WATER AND SEWER CORP-PAYROLL	USD	102	No reconciliation
LIBERIA BANK FOR DEVELOPMENT & INVESTMENT ACCOUNT NUMBERS						
11	002USD21511074303		L.W.S.C.-COLLECTION	USD	104	No reconciliation
12	002LRD21511074302		L.W.S.C. COLLECTION	LRD	106	No reconciliation
13	001USD21511074310		L. W. S. C. - SPECIAL PROJECT ACCOUNT	USD		No reconciliation
14	002LRD21211074305		LIB.WATER & SEWER CORPORATION -ROBERTSPORT	LRD	203	No reconciliation
15	002LRD21511074312		LIBERIA WATER & SEWER CORP.-ZWEDRU	LRD		No reconciliation
16	002USD21511074311		LWSC SOCIAL CONNECTION FUND	USD		No reconciliation
17	002USD21511074313		LIBERIA WATER & SEWER CORP-ZWEDRU	USD		No reconciliation
18	008LRD21511074306		L.W.S.C. COLLECTION	LRD	202	No reconciliation
19	008USD21511074307		L.W.S.C. COLLECTION	USD	201	No reconciliation
20	012LRD21511074308		L.W.S.C COLLECTION ROBERTSPORT	LRD		No reconciliation
CENTRAL BANK OF LIBERIA ACCOUNT NUMBERS						
21	01-206-300051-01		Operating Account	LRD	113	No reconciliation
22	02-206-300051-01		Operating Account	USD	112	No reconciliation

Appendix 3A: No evidence of bid documents for items procured-Stationeries

NO.	Date	Description	Payee	Ck #	Amount	Auditor's Comment
1	17-Jul-18	Payment for the supply of stationeries and Supplies	Faith Printing & Stationery	00981551	5,145.00	No Evidence of Bid Evaluation, Contract and Delivery Notes
2	28-Jun-19	Payment for the supply of stationeries and Supplies	Faith Printing & Stationery	00982533	1,000.00	No Evidence of Bid Evaluation, Contract and Delivery Notes
3	22-May-19	Payment for the supply of stationeries and Supplies	Dzire Stationery, Inc	01070517	956.48	No Evidence of Bid Evaluation, Contract and Delivery Notes
4	22-May-19	Payment for the supply of stationeries and Supplies	Dzire Stationery, Inc	01070516	1,851.00	No Evidence of Bid Evaluation, Contract and Delivery Notes
5	2-Jan-19	Payment for the supply of stationeries and Supplies	Dzire Stationery, Inc	01069025	849.60	No Evidence of Bid Evaluation, Contract and Delivery Notes
6	20-Jul-18	Payment for the supply of stationeries and Supplies	M & Y Enterprise	00981567	275.00	No Evidence of Bid Evaluation, Contract and Delivery Notes
Total					10,077.08	

Appendix 3B: No evidence of bid documents for items procured – Petroleum product

NO.	Date	Description	Payee	Ck #	Amount	Auditor's Comment
1	28-Sep-18	Payment for the supply of petroleum products	Super petroleum	01073012	3,227.40	No evidence of bid evaluation, contract and delivery note
2	1-Aug-18	Payment for the supply of petroleum products	Super petroleum	00981599	9,818.25	No evidence of bid evaluation, contract and delivery note
3	10-Aug-18	Payment for the supply of petroleum products	Super petroleum	00981621	8,068.50	No evidence of bid evaluation, contract and delivery note
4	13-Jul-18	Payment for the supply of petroleum products	Super petroleum	00981536	7,845.75	No evidence of bid evaluation, contract and delivery note
5	9-Jul-18	Payment for the supply of petroleum products	Super petroleum	00981503	3,730.00	No evidence of bid evaluation, contract and delivery note
6	23-Apr-19	Payment for the supply of petroleum products	Teffor Petroleum	00355347	1,732.50	No evidence of bid evaluation, contract and delivery note



NO.	Date	Description	Payee	Ck #	Amount	Auditor's Comment
7	9-Apr-19	Payment for the supply of petroleum products	Teffor Petroleum	00355344	1,707.75	No evidence of bid evaluation, contract and delivery note
8	27-Mar-19	Payment for the supply of petroleum products	Teffor Petroleum	00355340	1,725.00	No evidence of bid evaluation, contract and delivery note
9	12-Jun-19	Payment for the supply of petroleum products	Gboni Enterprise	Transfer	3,712.50	No evidence of bid evaluation, contract and delivery note
10	28-Jun-19	Payment for the supply of petroleum products	Gboni Enterprise	Transfer	3,712.50	No evidence of bid evaluation, contract and delivery note
11	24-Apr-19	Payment for the supply of petroleum products	Petro Trade	20272955	9,644.08	No evidence of bid evaluation, contract and delivery note
12	24-Apr-19	Payment for the supply of petroleum products	Petro Trade	20306094	11,205.81	No evidence of bid evaluation, contract and delivery note
13	24-Apr-19	Payment for the supply of petroleum products	Petro Trade	20306095	1,868.13	No evidence of bid evaluation, contract and delivery note
14	24-Apr-19	Payment for the supply of petroleum products	Petro Trade	20272954	7,278.87	No evidence of bid evaluation, contract and delivery note
15	19-Apr-19	Payment for the supply of petroleum products	Aminata & Sons	00982507	8,449.15	No evidence of bid evaluation, contract and delivery note
Total:					83,726.19	

Appendix 4A: Fixed Asset not included in the fixed asset register (FAR)

NO.	Name of Asset	Location	Type	Serial #	Year of Purchase
1	Color Laserjet Printer	Managing Director Office	N/A	VBNL37813	n/a
2	Pixma Canon MX494 Printer	Managing Director Office	Canon	KKGW05113	n/a
3	32" Television	Managing Director Office	Haier	DHIVJ0D031HD9HA500B2	n/a
4	Disc	Managing Director Office	Mstar	MS-555	n/a
5	DSTV Decoder	Managing Director Office		H00440279X6	n/a
6	HP Deskjet Printer	Deputy Managing Director-Administration Secretary Office	n/a	CN84D476FX	N/A

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NO.	Name of Asset	Location	Type	Serial #	Year of Purchase
7	Air Conditioner (12000 BTU)	Deputy Managing Director- Administration Office	Roch	340C008070311240920112	N/A
8	Desktop computer	Procurement Staff office	Dell	S/N-CN-07CXPRFCC0056D70B810	N/A
9	Desktop computer	Procurement Staff office	Dell	S/N-CN-07CXPROFC00056C32B810	N/A
10	Refrigerator	Accounts Director Office	Semtoni	n/a	n/a
11	Desktop computer	Accounts Director Office	Dell	S/N-CNOXO4K172872543-CAMB	n/a
12	Lap Top	Accounts Section	HP	n/a	n/a
13	Desktop computer	Accounts Section	Dell	S/N-CNOXOT4K72872551D05U	n/a
14	I-Sensys MF206N Printer	Accounts Section	Canon	RWB63343	n/a
15	Air Conditioner	Account Receivable Office	AFTRON	S/N-B00094112203N00012	N/A
16	Lap Top Computer	Account Receivable Office	Dell	CN-DF3R2KFCC007CKCPAU-A02	N/A
17	laserjet Promfpm1308 Printer	Account Receivable Office	HP	S/N-VNF3Y73519	N/A
18	I-Sensys-MF4430 Printer	Cashier Office	Canon	S/N-HCT25068	N/a
19	Laserjet PROMFP-M127 FN	Cashier Office	HP	S/N-CNB9J6Q39T	N/a
20	Laserjet2035 Printer	Deputy Managing Director-Technical Staff Secretary	HP	VNC3850255	N/A
21	LI706 Desktop Computer	Deputy Managing Director-Technical Staff Secretary	HP	CNC649R4V1	N/A
22	Hewlett Parker Printer	Deputy Managing Director-Technical Staff Secretary	HP	CN68926G3V	N/A
23	Generator	Within Compound	FG Wilson	N/A	N/A
24	Desktop Computer	Internal Audit Office	Dell	S/N-CN-OXOT4K7253K-HOUU	N/A
25	Laserjet Pro 400 Printer	Internal Audit Office	N/A	S/H-PHHGBO8511	N/A
26	Color laserjet Printer	UWSSP Project Manager Office	HP	S/H-CND8976H86	N/A
27	Invoicing Machine	UWSSP Project Manager Office	N/A	SH-G8GY725463	N/A
28	Binding Machine	UWSSP Project Manager Office	N/A	S/H-01060709771	N/A
29	Scanner 5590	UWSSP Project Manager Office	HP	CN25GVH2G7	N/A
30	Scanjet G2410	UWSSP Project Manager Office	HP	CN95856214	N/A
31	Scanjet G2410	UWSSP Project Manager Office	HP	CN7BVS21CI	N/A



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NO.	Name of Asset	Location	Type	Serial #	Year of Purchase
32	Refrigerator	Human Resource Director Office	Ice Stream	N/A	N/A
33	Desktop Computer	Human Resource Staff	Dell	N/A	N/A
34	CPU	Human Resource Staff	Dell	S/H-C541B32	N/A
35	Air conditioner	Human Resource Staff	AFTRON	BR6255251404N00008	N/A
36	Desktop Monitor	Accounts- Water	Dell	S/N-CN034XWX72872728E226	N/A
37	Desktop Monitor	Accounts- Water	Dell	CN-0F3R2KFCC007BGCUEUA02	N/A
38	Desktop Monitor	Accounts- Water	Dell	CN-0F3RKFCCOO7BGCUE2UA02	N/A
39	Color laserjet Printer	Deputy Managing Director/ Sales & Marketing	N/A	S/N-VNC4120996	N/A
40	Desktop computer	Sales and Marketing Director Office	Dell	S/N-9FNQRK2	N/A
41	Pixma Printer	Sales and Marketing Director Office	Canon	S/N-KJWKI4510	N/A
42	Image Glass MF@#&W Printer	customer Service	Canon	S/N-WQX11809	N/A
43	Air Conditioner	Data Center	Ultimate	S/N-D2004816260115824120130	N/A
44	Laserjet P2014 Printer	Operation Director	HP	S/N-CNJ524316	N/A
45	Desktop computer	Deputy Managing Director-Technical Services	HP	S/N-CZC618B71D	N/A
46	Desktop Computer	Network Administrator Office	Dell Vostro	20504339426	N/A
47	Desktop Computer	Network Administrator Office	Dell Power Edge T30	6506787278	N/A
48	Monitor	Network Administrator Office	Dell	CN-OSNWN64180	N/A
49	Proliat ML10 CPU	Network Administrator Office	N/A	837826-421	N/A
50	Inspiron Desktop computer	Network Administrator Office	Dell	CN-04417N06321PU	N/A
51	apc Smart UPS	Network Administrator Office	N/A	QS124351251	N/A
52	SOPHOS Cyberome	Network Administrator Office	N/A	C1B1083FFJCY16	N/A
53	Cyberome	Network Administrator Office	N/A	CO2617090061	N/A
54	Linkis E-250 Router	Network Administrator Office	N/A	10A3OC66506298	N/A
55	Refrigerator	Plant Manager Office	West Point	WRAN1211	N/A
56	32" Television	Plant Manager Office	TLC	N/A	N/A



NO.	Name of Asset	Location	Type	Serial #	Year of Purchase
57	4 Cabin Save	Plant Manager Office	N/A	N/A	N/A
58	Air Conditioner	Quality control Lab	LG	n/a	n/a
59	Spetro Photometer	Quality control Lab	NACH	197828	n/a
60	Spetro Photometer	Quality control Lab	NACH	1909980	n/a
61	Monitor	Electro Technician Office	Dell	CN-OMIG18-72872-49ACGU1	N/A
62	Monitor	Electro Technician Office	Dell	CNOXOT728773ABAERB	N/A
63	CPU	Electro Technician Office	Dell	GTHVBX1	N/A
64	5.5 KVA Welding Machine	Electro Technician Office	N/A	KM186FAGED200604502	N/A

Appendix 4B Fixed Asset not verified during the asset verification process

NO.	Name of Asset	Location	Type	Serial #	Year of Purchase
1	Dell Inspiron 135379-5296 2-in-1Laptop	Office of the Managing Director	Dell Inspiron	1F20VJ2/135379-5296 2-in-1Laptop	2018
2	Projector (EPSON)	Board Room	Projector (EPSON)	C101083461009314130004	2012
3	HP Deskjet 1050 Printer	EXECUTIVE SECRETARY OFFICE	HP	BX700UL	2015
4	Refrigerator	MD- Chief of Office Staff	Ice Stream	220240V150HZ	2015
5	Canon MF217W i-sensys Printer	MD- Chief of Office Staff	Canon	F167302	2018
6	Refrigerator	Monitoring & Evaluation Office	Jardad	N/A	2015
7	Air Condition (12000 BTU)	Deputy Managing Director for Administration	West pool	N/A	2018
8	Flat Screen TV 32"	Deputy Managing Director for Administration	Haier	DH1VJ0D031HD9HA51045	2018
9	HP Deskjet 1513 Printer	DMD/Administration Secretary Office	HP	CN3C11PH2M	2013
10	Dell Desktop Computer	Procurement Section Office (Staff)	Dell	M:CN09JWYX-2525 CPU:5849F26	2015
11	HP Desktop Computer	Procurement Section Office (Staff)	HP	M:CNMN-0XZB CPU:H504GY1	2015
12	HP Laserjet P2055d Printer	Procurement Section Office (Staff)	HP	CNCJ522432	2016
13	HP Laserjet Printer	Procurement Section Office (Staff)	HP	N/A	2015

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NO.	Name of Asset	Location	Type	Serial #	Year of Purchase
14	Canon i-sensys Printer	Procurement Section Office (Staff)	Canon	N/A	2015
15	Dell Inspiron 15 Laptop	Public Relation Office	Dell	J2660F2	2015
16	Dell CPU	IT Manager Office	Dell	17H2525	2013
17	Dell CPU	IT Manager Office	Dell	13007979145	2013
18	Dell CPU	IT Manager Office	Dell	1.86217E+11	2013
19	Dell CPU	IT Manager Office	Dell	N/A	2013
20	Dell Monitor	IT Manager Office	Dell	05MWNN-OBP4	2013
21	Dell Monitor	IT Manager Office	Dell	CN04417N-0PKS	2013
22	Dell Monitor	IT Manager Office	Dell	CN0J672H-0ABL	2013
23	Samsung Monitor	IT Manager Office	Samsung	N1A2015YL000009346	2013
24	Dreamuer Monitor	IT Manager Office	Dreamuer	N1A2015YL000009445	2013
25	HP Printer	IT Manager Office	HP	N/A	2013
26	HP Printer	IT Manager Office		N/A	N/A
27	Pixma Printer	IT Manager Office	Pixma	KKGW05113	2013
28	Dell Monitor	Network Administrator Office	Dell	CN04417N-1VAU	2013
29	Dell Monitor	Network Administrator Office	Dell	CN05MWN-OTB	2013
30	Dell CPU	Network Administrator Office	Dell	HUCHLBX	2013
31	Dell CPU	Network Administrator Office	Dell	SPS0B4J	2013
32	Dell CPU	Network Administrator Office	Dell	B504GY1	2013
33	Dell CPU	Network Administrator Office	Dell	3CB92128JN	2013
34	UPS	Network Administrator Office	APC	8857027B-REV04	2013
35	HP Comp CPU	Network Administrator Office	CPU	24A70706QD	2013
36	Dell Desktop Monitor	Network Administrator Office	Dell	M:CN09WYX-14CL	2013
37	Dell Desktop Monitor	Network Administrator Office	Dell	M:CN09JWYX0C35	2013
38	Dell Desktop Monitor	Network Administrator Office	Dell	M:CN05MWNN-OBUB	2013
39	Dell Desktop Monitor	Network Administrator Office	Dell	M:CN0J672H-OUGL	2013



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NO.	Name of Asset	Location	Type	Serial #	Year of Purchase
40	Dell Desktop Computer	Network Administrator Office	Dell	M:CN05MWN-0X0B	2013
41	Dell Monitor	Network Administrator Office	Dell	M:CN05MWN-24QB	2013
42	HP Desktop Monitor	Network Administrator Office	HP	M:6CM3081RQT	2013
43	Dell CPU	Network Administrator Office	Dell	BUCHLBX	2013
44	HP CPU	Network Administrator Office	HP	MXX31101B3	2013
45	Dell Laptop	Network Administrator Office	Dell	Model: E6420	2014
46	Dell Laptop	Network Administrator Office	Dell	19143869941	2014
47	Dell Laptop	Network Administrator Office	Dell	Model:P39F	2014
48	HP Laptop	Network Administrator Office	HP	5CD2VL6446	2014
49	UPS Power Backup	Network Administrator Office	TECH KROM	N/A	2019
50	HP LaserjetPro 400 Printer	Network Administrator Office	HP	VNH6H02529	2013
51	Canon-I sensys Printer	Network Administrator Office	Canon	RYN49585	2013
52	Air Conditioner (24000 BTU)	Network Administrator Office	Afron	N/A	2017
53	Dell Desktop Computer	Deputy Managing Director For Finance	Dell	M:CN07CXPR-FCCOO CPU:9F3R5K2	2017
54	HP Hewlett-Packard Laptop *Assigned to Mr. Jee	Deputy Managing Director For Finance	HP	PD93160H	2015
55	Dell Laptop 3567 i5/6GB RAM/Window	Deputy Managing Director For Finance	Dell	N/A	2018
56	HP Laserjet Pro (Printer) M127FN	Deputy Managing Director For Finance	HP	CNB9J6Q39T	2018
57	Save	Deputy Managing Director For Finance	Mahmayi	N/A	2015
58	Dell Desktop Computer	DMD/Finance Secretary Office	Dell	M:05MWN-64180 CPU:CT4GY1	2015
59	Canon-i- senys MF440 Printer	DMD/Finance Secretary Office	Canon	HCT25068	2015
60	HP Laserjet P2055d Printer	DMD/Finance Secretary Office	HP	CNCJG64919	2015
61	Canon i-sensys MF4410	Accounts Director	Canon	PZK40601	2016
62	HP Desktop Computer	Accounts Director	HP	M:6CM2180Y5H CPU:SGH233TM1N	2016



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NO.	Name of Asset	Location	Type	Serial #	Year of Purchase
63	Dell Desktop Computer	Accounts Section (Staff)	Dell	M:CN0X0T4K72872551 CPU:802CH62	2016
64	UPS Power Supply	Accounts Section (Staff)	APC	N/A	2016
65	HP Laserjet Pro MFP M127FN Printer	Accounts Section (Staff)	HP	CNB9J3DF9Y	2018
66	HP Desktop Monitor	Accounts Receivable Office	HP	CPU: H874GY1	2015
67	HP Desktop Computer	Accounts Receivable Office	HP	CPU: SGH030TP29	2015
68	HP Printer	Accounts Receivable Office	HP	CNCJG64939	2015
69	Air Conditioner	Accounts Receivable Office	Sonic	JAA0GBACQ61765000150	2015
70	Air Conditioner (12000 BTU)	Accounts Receivable Office	TCL	TAC-12CS/BY	2015
71	HP Laserjet Pro M22dw Printer	Cashier Office	HP	CNB8GDLONQ	2017
72	HP Desktop Computer (LV1911)	DMD/ Technical Services Secretary	HP	6CM2232JW2	2015
73	HP Laserjet M1120 MFP Printer	DMD/ Technical Services Secretary	HP	CNG8926G3V	2011
74	HP Laserjet 1050 Printer	DMD/ Technical Services Secretary	HP	CN35G39GYK	2015
75	Desktop Computer	Technical Services Manager Office	Dell	M:229-HF35 CPU:BMCS8R1	2013
76	Dell Desktop Computer	DMD/Sales & Marketing Secretary Office	Dell	M:CN07CXPRFCC-AYWB-A00 CPU:9FNQ5K2	2018
77	Air Conditioner (9000 BTU)	Sales & Marketing Director Office	Sonic	90202513015	2015
78	UPS	Customer Service Office	Tech-Comp	24160831961	2018
79	UPS	Customer Service Office	Tech-Comp	2.41707E+11	2018
80	Canon i-senys MF216N Printer	Customer Service Office	Canon	RWB63343	2017
81	Dell Desktop Computer	Data Center	Dell	N/A	2018
82	Air Conditioner	Data Center	Admiral	N/A	2015
83	HP Monitor	Account-Sewer Officer	HP	X20LED	2013
84	Dell Desktop Computer	Account-Water Officer	Dell	M:CN0W024K-2865	2015



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NO.	Name of Asset	Location	Type	Serial #	Year of Purchase
				CPU:7550B4J	
85	Dell Desktop Monitor	Account-Water Officer	Dell	M:CNORMRO3-463	2015
86	Dell Desktop Computer	Account-Water Officer	Dell	M:CN0X0T4K-D024 CPU:GRQTB14	2015
87	Air Conditioner	Account-Water Officer	Aftron	N/A	2013
88	Air Conditioner (12000 BTU)	Account-Water Officer	Roch	3.40617E+21	2018
89	HP Hewlett Printer	MGT Internal Control	HP	CNCJ524316	2012
90	Canon i-sensys MF4410	MGT Internal Control	Canon	RYN39558	2015
91	Air Conditioner (18000 BTU)	MGT Internal Control	TCL	TAC-18CS/BY	2015
92	Dell Desktop Computer	Human Resource Staff Office	Dell	M:CNOTDGJ772872 CPU:3GY1GQZ	2015
93	Dell Desktop Computer	Internal Audit Office	Dell	M: CNOXOT4K-725314 CPU:VB2BMP3	2016
94	Dell Desktop Computer	UWSSP Finance Office	Dell	M:CN0FCWW5(2KAL) CPU:H83KW02	2012
95	Dell CPU	UWSSP Project Manager Office	Dell	HWN4D25	2010
96	HP Hewlettpackard Printer	UWSSP Project Manager Office	HP	CNCK611413	2010
97	HP Scanjet 5590 Printer	UWSSP Project Manager Office	HP	L1911B	2010
98	Air Conditioner (18000 BTU)	UWSSP Project Manager Office	Midea	M:0102131805130037 CPU:GHR4VB2	2013
99	HP Hewlettpackard Printer	UWSSP Project Manager Office	HP	CNCK606688	2012
100	HP Laserjet 1230 Printer	Record Room	HP	N/A	2013
101	Generator (150KVA)	Within the Compound	Perkins	YD51262*U860269N*	2011
102	HP Officejet 7500A Printer	Plant Manager Office	HP	MY46Q41009	2015
103	Microwave	Plant Manager Office	Samsung	J7CXWBF700111Z	2015
104	Refrigerator	Plant Manager Office	Super General	n/a	2015
105	Refrigerator	Quality Control Laboratory	N/A	N/A	2015
106	Refrigerator	Electro Mechanical Technician- Staff Office	NIKAI	11324L26500151	2016



NO.	Name of Asset	Location	Type	Serial #	Year of Purchase
107	Television	Airfield Gantry/Sales and Marketing/ Finance Office	Haier	N/A	2018
108	Air conditioner Motor	Airfield Gantry/Sales and Marketing/ Finance Office	Haier	N/A	N/A
109	Air conditioner Motor	Airfield Gantry/Sales and Marketing/ Finance Office	Haier	N/A	N/A

Appendix 4C: Fixed Asset not verified during the verification process (Vehicles)

No.	LWSC Plate	Source	Model	VIN#	Assigned Department
1	BM-219	LWSC	125 Cg Motor	LJCPAGLH09SA11891	Monrovia
2	BM-220	LWSC	125 Cg Motor	LJCPAGLH09SA1181	Monrovia
3	BM-980	LWSC	125 Cg Motor	LJCPALS9B6000171	Monrovia
4	BM-984	LWSC	125 Cg Motor	LJCPAJLS9B6000291	Monrovia
5	BM-985	LWSC	125 Cg Motor	LJCPAJLS9B6000225	Monrovia
6	BM-1042	Donated	Thunder	LF3JC1007CA004157	Monrovia
7	BM-1044	Donated	Thunder	LF3YC1007AD003555	Monrovia
8	BM-1047	Donated	Thunder	LF3YC1006CAD004174	Monrovia
9	BM-1048	Donated	Thunder	LF3YC1007CA004143	Monrovia
10	BM-1050	Donated	Thunder	LF3Y1007CA004149	Monrovia
11	BM-1051	Donated	Thunder	LF3YC1007CA004174	Monrovia
12	GSA-LWSC-1	Donated	Zongshen	LBMPCJL38F1001760	Monrovia
13	GSA-LWSC-2	Donated	Zongshen	LBMPCJL33F1001651	Monrovia
14	GSA-LWSC-3	Donated	Zongshen	LBMPCJL35F1001666	Monrovia
15	GSA-LWSC-4	Donated	Zongshen	LBMPCJL30F1001669	Monrovia
16	GSA-LWSC-5	Donated	Zongshen	LBMPCJL30F1001669	Monrovia

Appendix 4D: Fixed Asset not coded

NO.	Name of Asset		Type	Serial #	Year of Purchase
1	TCL-Air Condition 18000 BTU	Managing Director OFFICE	TCL	N/A	2014
2	Dell Desktop Optiplex 9010	Managing Director OFFICE	N/A	N/A	July. 14, 2018
3	Canon MF232W Printer	Managing Director OFFICE	N/A	BX6501	June. 2018
4	Air Condition (1800BTU)	EXECUTIVE SECRETARY OFFICE	Chigo	N/A	N/A
5	Refrigerator	EXECUTIVE SECRETARY OFFICE	Ice Stream	1000029899	2017
6	UPS Power Supply	EXECUTIVE SECRETARY OFFICE	N/A	1400W	2015
7	HP Desktop Computer	EXECUTIVE SECRETARY OFFICE	HP	M:GPW86AA CPU:3604GY1	2015
8	Air condition (1800BTU)	MD- Chief of Office Staff	Chigo	1000029288	2015
9	Dell Desktop Computer	Monitoring & Evaluation Office	Dell	M:CN0T9Y04A00 CPU:F2W4N52	2018
10	Shredder	Monitoring & Evaluation Office	Deli	S150100039	2018
11	Dell Desktop Computer	Deputy Managing Director for Administration	Dell	M:CN02XTZ6 CPU:B85N662	April. 20, 2018
12	Color Laserjet Pro M277dw Printer	Deputy Managing Director for Administration	N/A	VNB8J964BT	June. 2018
13	Refrigerator	Deputy Managing Director for Administration	H2O Bonding Relaxing	176120418	2015
14	Dell Desktop Computer	DMD/Administration Secretary Office	Dell	M:CNO1M2XX CPU:CNO1M2XX	Feb. 28,2019
15	Canon Image Glass MF 3010 Printer	DMD/Administration Secretary Office	Canon	JNEPO2308	March. 2017
16	Air Conditioner (9000 BTU)	DMD/Administration Secretary Office	West pool	2.40201E+19	June. 2018
17	Dell Desktop Computer	Administrative Director Office	Dell	M:CN07CXPRFCC00 CPU:9CQR5K2	Aug. 2018
18	Canon i-sensys Printer	Administrative Director Office	Canon	RWY63157	2015
19	Air Conditioner	Administrative Director Office	ROCH	3.40551E+21	Aug. 2018
20	HP Deskjet 2132 Printer	Procurement Director Office	HP	CN688495K6	2018
21	HP Laptop	Procurement Director Office	HP	CND7413DNB	n/a
22	Air Conditioner	Procurement Director Office	General Cold	20049842003	2018
23	UPS	Procurement Section Office (Staff)	Premax	E1706026518	Nov. 13, 2017



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NO.	Name of Asset		Type	Serial #	Year of Purchase
24	UPS	Procurement Section Office (Staff)	Premax	N/A	n/a
25	UPS	Procurement Section Office (Staff)	APC	B161230330	June. 19, 2018
26	Canon i-sensys Printer	Procurement Section Office (Staff)	Canon	RWY84679	2017
27	HP Laserjet P1102 Printer	Public Relation Office	HP	VNF7C54619	2015
28	UPS	IT Manager Office	Tech- Com	24106539518	2013
29	Air Conditioner (24000 BTU)	Network Administrator Office	Aftron	N/A	2017
30	Desk Phone (Rohs)	Deputy Managing Director For Finance	Rohs	FLY64167000224	June. 2018
31	Refrigerator	Deputy Managing Director For Finance	Hisense	N/A	Nov. 7, 2018
32	32" Flat Screen Television	Deputy Managing Director For Finance	Haier	N/A	Nov.7, 2018
33	Microwave	Deputy Managing Director For Finance	Aftron	N/A	Nov. 7, 2018
34	Dell Desktop Computer	DMD/Finance Secretary Office	Dell	M:CN07CXPR72872 CPU:9FMR5K2	July. 23, 2018
35	Air Condition (9000BTU)	DMD/Finance Secretary Office	Roch	34055121410841Z0571	July. 23, 2018
36	Dell Desktop Computer	Accounts Section (Staff)	Dell	M:CN0DFDMY728-A00 CPU:GBWBC82	2016
37	Dell Desktop Computer	Accounts Section (Staff)	Dell	M:CN0X0T4K72872551 CPU:839M862	2016
38	Dell Desktop Computer	Accounts Section (Staff)	Dell	M:CN0X0T4K72872551 CPU:7GBQB32	2016
39	Air Conditioner (18000 BTU)	Accounts Section (Staff)	TCL	TAC 18CS1/ JE	7/13/2018
40	UPS Power Backup	Accounts Receivable Office	TECH KROM	N/A	Sept. 27, 2019
41	Dell Desktop Computer	Cashier Office	N/A	M:CN07CXPR-751 CPU:9F0R5K2	Aug. 2018
42	Dell Desktop Computer	Cashier Office	N/A	M:CN07CXPR-A9HB CPU:9F8X5K2	Aug. 2018
43	Dell Desktop Computer	Cashier Office	N/A	M:CN07CXPRFCC00-AYLB CPU:9F7P5K2	Aug. 2018
44	Dell Desktop Computer	Cashier Office	N/A	M:CN07CXPRFCC00-AA3B CPU:9FN5KW2	Aug. 2018
45	Air Conditioner (18000 BTU)	Cashier Office	TCL	Model: TAC-18CS/JE	Aug. 2018



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NO.	Name of Asset		Type	Serial #	Year of Purchase
46	Air Conditioner (18000 BTU)	Cashier Office	TCL	Model: TAC-18CS/JE	Aug. 2018
47	HP Deskjet 2130 Printer	Deputy Managing Director for Technical Services	HP	CN7CG470NQ	June. 7, 2018
48	Flash Screen TV 32"	Deputy Managing Director for Technical Services	Haier	N/A	Sept. 2018
49	Air Condition (18000 BTU)	Deputy Managing Director for Technical Services	TCL	TAC-18CS/JE	May. 15, 2018
50	Desk Phone (Rohs)	Deputy Managing Director for Technical Services	Rohs HD	FLY64165000419	July. 2018
51	Microwave	Deputy Managing Director for Technical Services	Sharp	EB01996730816720110346	June. 7, 2018
52	Refrigerator	Deputy Managing Director for Technical Services	H2O Bonding Relationship	1767120421	May. 15, 2018
53	Canon- i-sensys MF211 Printer	DMD/ Technical Services Secretary	N/A	F167300	2015
54	Air Condition (12000 BTU)	DMD/ Technical Services Secretary	TCL	N/A	May. 15, 2018
55	Canon Large Printer	DMD/ Technical Services Secretary	Canon	WGM14220	2015
56	HP Laserjet P2055d Printer	Technical Services Manager Office	HP	CNCJ522402	2013
57	Air Conditioner	Technical Services Manager Office	Hisense	N/A	2013
58	Air conditioner (12000)	Deputy Managing Director for Sales & Marketing	N/A	3.40551E+18	Sept. 11, 2018
59	Flat Screen TV 32"	Deputy Managing Director for Sales & Marketing	ROCH	N/A	Sept. 11, 2018
60	Refrigerator	Deputy Managing Director for Sales & Marketing	ROCH	N/A	Sept. 11, 2018
61	HP Laptop	Deputy Managing Director for Sales & Marketing	N/A	156S015DK	May. 2018
62	Dell Desktop Computer	DMD/Sales & Marketing Secretary Office	Dell	M:CN0X0T4K72872 CPU:EHZ3GY1	2017
63	Dell Desktop Computer	DMD/Sales & Marketing Secretary Office	Dell	M:CN07CXPR728721C7CB CPU:9CBX5K2	2018
64	Laptop (ThinkPad)	DMD/Sales & Marketing Secretary Office	Lenovo	N/A	2017



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NO.	Name of Asset		Type	Serial #	Year of Purchase
65	Canon-i sensys MF211 Printer	DMD/Sales & Marketing Secretary Office	Canon	WGT25171	2017
66	UPS-Tech com	Sales & Marketing Director Office	Tech-Com	2.41707E+11	Sept. 2018
67	Air Conditioner (9000 BTU)	Sales & Marketing Director Office	LRC	3.40518E+21	March. 5, 2019
68	Dell Desktop Computer	Customer Service Office	Dell	M:CN07CXPR-A00 CPU:9F4W5K2	Aug. 2018
69	Dell Desktop Computer	Customer Service Office	Dell	M:CNOM1G18-49A CPU:2JX4VB2	Dec. 2017
70	Dell Desktop Computer	Customer Service Office	Dell	M:CN07CXPR-A00 CPU:9FK25K2	Aug. 2018
71	UPS	Customer Service Office	Tech-Comp	24107538349	Aug. 2018
72	UPS	Customer Service Office	Tech-Comp	2.41707E+11	Aug. 2018
73	Air Conditioner	Customer Service Office	Aftron	6.2911E+12	2017
74	Deskphone (Fixed)	Customer Service Office	N/A	8.64934E+14	July. 12, 2018
75	Deskphone	Customer Service Office	N/A	8.64934E+14	July. 12, 2018
76	Dell Desktop Computer	Data Center	Dell	M:CXPR-A00 CPU:9DNX5K2	Aug. 2018
77	Dell Desktop Computer	Data Center	Dell	M:CN07CXPR-A00 CPU:9F5Q5K2	Aug. 2018
78	Dell Desktop Computer	Data Center	Dell	M:CN07CXPR-A00 CPU:9F5V5K2	Aug. 2018
79	Dell Desktop Computer	Data Center	Dell	M:CN07CXPR-A00 CPU:9D9T5K2	Aug. 2018
80	Dell Desktop Computer	Data Center	Dell	M:CN07CXPR-A00 CPU:9FCS5K2	Aug. 2018
81	Dell Desktop Computer	Data Center	Dell	M:CN07CXPR-A00 CPU:9DTT5K2	Aug. 2018
82	UPS	Data Center	Tech-Comp	2.41707E+11	Aug. 2018
83	UPS	Data Center	Tech-Comp	2.41707E+11	Aug. 2018
84	UPS	Data Center	Tech-Comp	2.41707E+11	Aug. 2018
85	UPS 650	Data Center	APC	N/A	Aug. 2018
86	UPS	Data Center	Tech-Comp	N/A	Aug. 2018
87	UPS	Data Center	Tech-Comp	2.41707E+11	Aug. 2018



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NO.	Name of Asset		Type	Serial #	Year of Purchase
88	UPS	Data Center	Tech-comp	2.41707E+11	Aug. 2018
89	Glass Table	Waiting Room	N/A	LWSC-GS-1707	2014
90	Iron Chair 3 into One	Waiting Room	N/A	N/A	June. 7, 2018
91	Iron Chair 3 into One	Waiting Room	N/A	N/A	June. 7, 2018
92	Iron Chair 3 into One	Waiting Room	N/A	N/A	June. 7, 2018
93	Aircondition (9000 BTU)	Waiting Room	Aftron	B00094112203M000	2015
94	Canon i-sensys MF217W Printer	MGT Internal Control	Canon	RVW81613	July. 2018
95	Air Conditioner (12000 BTU)	MGT Internal Control	TCL	N/A	July. 2018
96	Dell Laptop	Human Resource Director Office	Dell	55L7582	2015
97	HP Laserjet Pro M12a Printer	Human Resource Director Office	HP	VNCV402396	Aug. 28, 2018
98	Air Conditioner (9000 BTU)	Human Resource Director Office	LRC	240480888017A080120239	Aug. 2018
99	Dell Desktop Computer	Human Resource Staff Office	N/A	M:CN07CXPRFCC0075I CPU:9FNV5K2	Aug. 2018
100	APC-Back UPS 650	Internal Audit Office	APC	BX650L	2016
101	Image class MF3010 Printer	Internal Audit Office	Canon	YCD15704	Feb. 19, 2019
102	UPS Back	UWSSP Project Manager Office	APC	N/A	2010
103	Air Cinditioner (12000)	UWSSP Project Manager Office	Roch	N/A	Oct. 16, 2019
104	Canon Image Runner Printer	UWSSP Project Manager Office	Canon	N/A	2010
105	HP Laserjet P1005 Printer	Record Room	HP	VNF5691538	2013
106	HP Laserjet Pro MFPM127FN Printer	Plant Manager Office	HP	CNB9GBR69M	2015
107	Canon Image Runner 2520 (Large Printer)	Plant Manager Office	Canon	RM1L3908	2015
108	Dell Desktop Monitor	Quality Control Laboratory	Dell	CNOXOT4K	2013
109	Monitor	Quality Control Laboratory	Samsung	N1A2015YL0000038	2010
110	HP Deskjet 1510 Printer	Quality Control Laboratory	HP	CN56F293NW	2013
111	HP Laserjet P1102 Printer	Quality Control Laboratory	HP	VNC3C66179	2013
112	Freezer	Quality Control Laboratory	N/A	n/a	2015



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NO.	Name of Asset		Type	Serial #	Year of Purchase
113	Air Drying Oven	Quality Control Laboratory	Fored	n/a	2015
114	Dryfast Dryer	Quality Control Laboratory	Welch	2047	2015
115	Optical Microscope	Quality Control Laboratory	N/A	XSP-13C-LP	2015
116	Air Conditioner (12000 BTU)	Quality Control Laboratory	IGNIS	11335NG4740G50900045	2015
117	Air Conditioner (12000 BTU)	Quality Control Laboratory	IGNIS	BOV-V30F	2015
118	Exhuast Fan, Control Lighting	Operator Office	N/A	SD-KZX	2016
119	Nobel Cooler	Operator Office	N/A	N/A	2015
120	Air Conditioner	Operator Office	N/A	D20009862061411120137	2015
121	Air Conditioner	Electro Mechanical Technician- Staff Office	IGNUS	n/a	2016
122	Generator (1500KVA)	Within the Compound	Perkins	n/a	2015
123	Generator (1700KVA)	Within the Compound	Perkins	n/a	2015
124	Generator (1700KVA)	Within the Compound	Perkins	n/a	2015
125	Generator (350KVA)	Within the Compound	Perkins	n/a	2015
126	Dell Server Power Edge T30	IT Manager Office	Dell	CN0642XYWS20077VA071	Sept. 2018

Appendix 5: Non-compliance with Recruitment Policy

NO.	EMPLOYEE NAME	POSITION	OUTSTANDING DOCUMENTS
1	Alpha O. Bah	Network Director	Letter of Appointment
2	M.Hne Coleman	Engineering Director	Letter of Appointment & Medical Certificate
3	Francis M.D. Blama	Bloack Mapping Manager	Letter of Appointment & Medical Certificate
4	James M. Gaye	Outstation Manager	Medical Certificate & Police Clearance
5	Sarah N. Gbanah	Account Receivable Manager	Police Clearance
6	Nimpson S.B.Todd	Public Relation Manager	Medical Certificate & Police Clearance
7	Charles B. Sargbah	Asst. Manager, Field Services	Medical Certificate
8	Wadeh N. Habah	Asst. Manager, Customer Service	Letter of appointment, Medical Certificate & Police Clearance
9	J. Athanasius Johnson	Senior Issuing and Receiving Clerk	Letter of appointment
10	Reuben M. Sauser	Chief of Office Staff-MD	Letter of Appointment



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NO.	EMPLOYEE NAME	POSITION	OUTSTANDING DOCUMENTS
11	Joan E. Richardson	Chief of Office Staff-DMD-A	Letter of appointment, Medical Certificate & Police Clearance
12	Joseph S. Bonda	Junior Engineer	Letter of appointment & Medical Certificate
13	Preston J. Domah	Junior Engineer	Letter of appointment & Medical Certificate
14	Janathan Tarway	Plumber/Driver, Kakata	Medical Certificate
15	Lasana Dolley	Operator/ Kakata	Medical Certificate
16	Morris M. Glay	Plumber III/Buchanan	Medical Certificate
17	Hilary T. Yoryor	OIC/ Buchanan	Police Clearance
18	Nathaniel Wolo	Station Supervisor/Zwedru	Police Clearance and Medical Certificate

