



Promoting Accountability of Public Resources

ANNUAL REPORT OF THE AUDITOR GENERAL

FOR THE YEAR ENDED
DECEMBER 31, 2018



PERFORMANCE REPORT

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



Promoting Accountability of Public Resources


Office of the Auditor General of the Republic of Liberia

The Honorable Speaker
Members of the Legislature

Dear Hon. Speaker,

In accordance with Part II Section 2.1.9 of the General Auditing Commission (GAC) Act of 2014, I hereby submit to you the Annual Report of the Office of the Auditor General (AG) for the calendar year ended 31st December 2018.

Sincerely,


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




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ACRONYMS AND ABBREVIATIONS

ACCA	Association of Chartered Certified Accountants
AfDB	African Development Bank
AFROSAI	African Organization of Supreme Audit Institutions
AFROSAI-E	African Organization of English-speaking Supreme Audit Institutions
AG	Auditor General
APRM	African Peer Review Mechanism
BOA	Bureau of Audit
CA	Chartered Accountant
CAM	Compliance Audit Manual
CBS	Capacity Building Strategy
CGMA	Chartered Global Management Accountant
CISA	Certified Information Systems Auditor
CMA	Certified Management Accountant
CPA	Certified Public Accountant
CSO	Civil Service Organization
DAG	Deputy Auditor General
EDF	European Development Fund
EU	European Union
FAM	Financial Audit Manual
FY	Fiscal Year
GAC	General Auditing Commission
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GOL	Government of Liberia
HR	Human Resources
ICBF	Institutional Capacity Building Framework
ICT	Informational and Communications Technology
IDI	INTOSAI Development Initiative
IDSC	INTOSAI Donor Cooperation Steering Committee
IFAC	International Federation of Accountants
IFF	Illicit Fund Flow
IFMIS	Integrated Financial Management Information System
IMF	International Monetary Fund
INTOSAI	International Organization of Supreme Audit Institutions
IPFMRP	Integrated Public Financial Management Reform Project
ISSAI	International Standards of Supreme Audit Institutions
JICA	Japan International Cooperation Agency
LIPA	Liberia Institute of Public Administration
MIC	Management Internal Control
OAG	Office of the Auditor General
OAGK	Office of the Auditor General, Kenya
PABX	Private Automatic Branch eXchange



PAC	Public Accounts, Expenditures and Audit Committee
PE	Programme Estimate
PFM	Public Financial Management
PHR	Professional in Human Resources
PMP	Project Management Professional
PMS	Performance Management System
PPCC	Public Procurement and Concessions Commission
QA	Quality Assurance
SIDA	Swedish International Development Cooperation Agency
SNAO	Swedish National Audit Office
SP	Strategic Plan
SPHR	Senior Professional in Human Resources
STE	Short-term Expert
SYL	SAI Young Leaders
USA	United States of America
USAID	United States Agency for International Development





Promoting Accountability of Public Resources

General Auditing Commission

Vision, Mission and Core Values

Vision

To be a professional Supreme Audit Institution (SAI) that promotes trust, accountability, transparency and value for money in the management of public resources.

Mission

The GAC is the independent constitutional external public sector auditor of Liberia which supports Legislative oversight over the management of public resources. We serve the people of Liberia by conducting quality and timely financial, compliance and performance audits.

Core Values

Integrity, Transparency, Independence, Professionalism, Diversity

Strategic Goals

- SG 1: Greater impact of GAC's audit recommendations
- SG 2: Increased trust in the GAC as a credible organization
- SG 3: High Performing GAC



Acknowledgement

On behalf of the Management Team of the General Auditing Commission (GAC), I am pleased to extend compliments and gratitude to His Excellency George Manneh Weah, President of the Republic of Liberia, for his support to the GAC during the first year of this new administration.

The Liberian citizenry, which is our most important stakeholder, diligently interacted with and supported us extensively during the year through civil society and other organizations. By so doing, they created an enabling environment which allowed us to discharge our constitutional mandate as defined in the GAC Act, 2014. We remain grateful and again affirm our commitment to continuously work towards making a difference in their lives, consistent with our responsibilities outlined in the International Standards of Supreme Audit Standards (ISSAI) 12.

I also wish to extend my thanks and appreciation to the Honorable Speaker of the House of Representatives, the Senate Pro Tempore, the Joint Chairmen of the Public Accounts, Expenditures and Audit Committee (PAC) and the members of the Legislature for their continual support to the GAC during the year under review. The PAC's deliberation of audit reports that were tabled before it during this period helped strengthen our resolve to work harder.

The donor/development partners' support in enhancing the Government of Liberia's agenda for promoting transparency and accountability in the Management of public resources cannot be overemphasized. With support from the European Union's (EU) 11th European Development Fund (EDF) Project, the GAC made significant gains in implementing its three-year Capacity Building Strategy (CBS), and at the same time strengthened (and in some cases developed) invaluable relationships with a number of its key stakeholders. The World Bank Multi-donor Pooled Fund, which is administered by the Integrated Public Financial Management Reform Project (IPFMRP), continued to provide vital support to the GAC by providing some highly needed logistics to aid the audit execution process.

The International Organization of Supreme Audit Institutions (INTOSAI), through its regional extensions – the African Organization of Supreme Audit Institutions (AFROSAI) and AFROSAI's arm for English Speaking Countries (AFROSAI-E) –, played a significant role in supporting our operations during the past year. AFROSAI-E, in particular, continued its ongoing capacity development initiative with the GAC's and at the same time ensured that the Commission remained up-to-date with current development in the public auditing fraternity. The GAC also collaborated with the INTOSAI Development Initiative (IDI), the Swedish National Audit Office (SNAO), the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, the United States Agency for International Development (USAID) and other donors and development partners in its effort to attract institutional support from these organizations. We remain eternally grateful for these organizations' unwavering support.

I also thank all of our auditees as they have strived to work cooperatively with my office during the conduct of audits at their individual organizations and programs/projects. Their interactions with the GAC, during a series of workshops held in 2018, also served to highlight ways by which we can create



a better working relationship that will foster national development and benefit the Liberian populace in general.

Finally, I wish to express sincere gratitude to my hardworking Deputy Auditors General (DAG) Honorable Winsley S. Nanka, CPA and Honorable Foday G. Kiazolu, FCCA, and the GAC Administrative Department, supervised by Mr. John L. Greaves II, CMA for their support and hard work during the year ended. Also, the commitment of the GAC's general staff body cannot be overlooked because their individual and collective support was crucial in ensuring that the work of the Commission was conducted in an efficient and effective manner.



Foreword by the Auditor General (AG)

I am pleased to submit to you the Annual Performance Report of the Auditor General for the calendar year ended December 31, 2019, in accordance with my Mandate as stipulated under Section 2.1.9 of the 2014 GAC Act.

During the year under review, the GAC completed 51 audits of Government ministries, agencies and commissions (MACs); this number is also inclusive of project audits, special audits and investigations. This was less than the number of audits we had targeted following our risk-profiling of government institutions. The variance in the number of audits completed was due to many factors, notably the availability of sufficient funding to execute our work plan. All completed audit reports have been tabled with the PAC, with a full list included in the Audit Services section of this report. Full copies of the individual audit reports can also be obtained from the GAC website (www.gac.gov.lr).

The current GAC Strategic Plan is centered on engagements with stakeholders and to this end, with support from the European Union (EU), we carried out a series of interactive engagements with parties external to the GAC who have an interest in what we do. Amongst these organizations were the Media, Civil Society Organizations (CSOs), our auditees (clients), integrity institutions and donor/development partners, amongst others. We intend to continue these interactions in 2019, and will now include the Legislature with emphasis on the PAC. It was worth noting that continuous interaction with these stakeholders plays a crucial role in the execution of our Mandate as the public auditors of the Government of Liberia, while at the same time enabling us to remain a unified force in the fight against corruption while we strive to support Government's agenda of enhancing national development.

Also, in consonance with the goals of the GAC Strategic Plan (SP), we have implemented measures which seek to ensure that the Commission continues to make its contribution to the development of the Public Financial Management (PFM) System of Liberia, and by extension, the lives of the citizenry. In this regard, our SP focuses primarily on the strengthening of our audit processes through the consistent application of high quality audit standards as promulgated by INTOSAI. Hence, during the year under review, we collaborated with AFROSAI-E to carry out strategic trainings for our audit personnel in preparation for the roll-out and use of the new public sector audit methodologies as detailed in the recently-launched Financial Audit Manual (FAM) and Compliance Audit Manual (CAM). Moreover, our internal processes are aimed at ensuring that our operation is demonstrative of good governance practices that reflect international best practices and policies, because we, as auditors, are expected to lead by example if we are to hold others accountable.

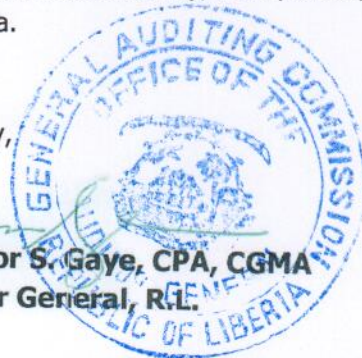
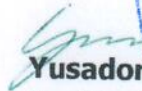
As required under Section 2.1.8 (g) of the GAC Act of 2014, the GAC represented Liberia at global professional auditing and financial management functions through its interactions with international partners such as the World Bank, African Development Bank (AfDB), International Monetary Fund (IMF) and INTOSAI and its regional extensions – AFROSAI and AFROSAI-E. Our continuous interaction with these bodies has enhanced the international standing of our national auditing and financial management systems and contributed positively to the GAC's profile.



Professional development of staff is important if our institution is to produce useful audit results. For this reason, I continue to place high premium on structured and targeted training being provided for both audit and support personnel. As part of implementation of our current three-year CBS, a number of audit and support staff have completed professional certification programs and have been qualified as Certified Information Systems Auditors (CISA), Certified Management Accountant (CMA), Association of Chartered Certified Accountants (ACCA) and Chartered Accountants (CA), amongst others. In addition, currently, our Training Unit has enrolled at least a hundred and ten (110) staff into these qualification programs, while a number of support personnel are attending specialized classes at the Liberia Institute of Public Administration (LIPA). These training programs are financed by donor partners, with current support being provided by the EU.

As we move into 2019, we hope to enhance the value we create for the Liberian citizenry by maintaining and improving (where possible) our audit processes, while at the same time increasing our audit coverage in view of the available resources. We will also seek to continuously engage with our relevant stakeholders – the Legislature, CSOs, Media, Auditees, the Executive, etc. – as we strive to promote accountability, transparency, fiscal probity and good governance across the Government of Liberia.

Sincerely,



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



1 CHAPTER 1: ABOUT THE GAC

1.1 Brief Historical Background

Prior to 1956, the General Auditing Office (GAO) was established by an Act of the Legislature as the Bureau of Audits (BOA) to pre-audit requisitions, vouchers and payrolls in tandem with the disbursements of public monies. In 1956, this Act was amended under Chapter 32, Section 740-744 of the Executive Law of Liberia to audit all accounts of the Government of Liberia in the manner prescribed by the Liberian Revenue and Finance Laws.

In 1972, the Executive Law of Liberia was amended: Chapter 53, Sections 1-11 established the General Auditing Office (GAO). Under this Law, the Auditor General reported directly to the President. However, the January 1986 Constitution of the Republic of Liberia created the GAC as one of three autonomous Commissions, resulting in the GAC's replacement of the GAO. In June 2005, a statutory provision was made, supplementing the creation of the GAC in the 1986 Constitution which requires the GAC (The Commission) henceforth reports to the Legislature. Notwithstanding, this amendment did not enable the GAC to become fully compliant with the 1977 LIMA and the 2007 Mexico declarations. The 2014 GAC Act enables the Commission to be fully compliant with those declarations. However, for compliance to be fully achieved, the Act needs to be implemented in full with all of its provisions observed.



Figure 1: Headquarters of the General Auditing Commission, Ashmun Street, Monrovia, Liberia

1.2 GAC Mandate – Functions of the Auditor General (2014 Act)

The Mandate of GAC is outlined in Part 2, Section 2.1.3 of the 2014 GAC Act. The Act stipulates that:

- (a) The Auditor General shall be the auditor of the public accounts and public funds of the Republic of Liberia. Subject to sub-section (b) below, the Auditor General shall carry out such audits and inquires as he/she considers necessary of public entities



and funds owned or controlled by the Government to enable reporting, as required by the Act.

- (b) Notwithstanding, the generality of sub-section (a) of this section:
- The Auditor General shall carry out the annual audit of the Government Consolidated Financial Statements, and
 - The scope of the audits by the Auditor General for the Judicial Branch of Government shall exclude matters relating to courts decisions and for the Legislative Branch of Government shall exclude matters relating to merits legislation.
- (c) The Auditor General shall have the right to determine which audits are to be carried out, select the type of audits to be carried out, when to carry them out and report the findings.
- (d) In the performance of his/her duties as set out in sub-section (c) above, the Auditor General shall not be subject to the direction or control of any person or authority.
- (e) The Auditor General and the staff of the General Auditing Commission shall carry out audits, but shall not be involved, or seen to be involved, in any manner, in management responsibilities of the organizations being audited.

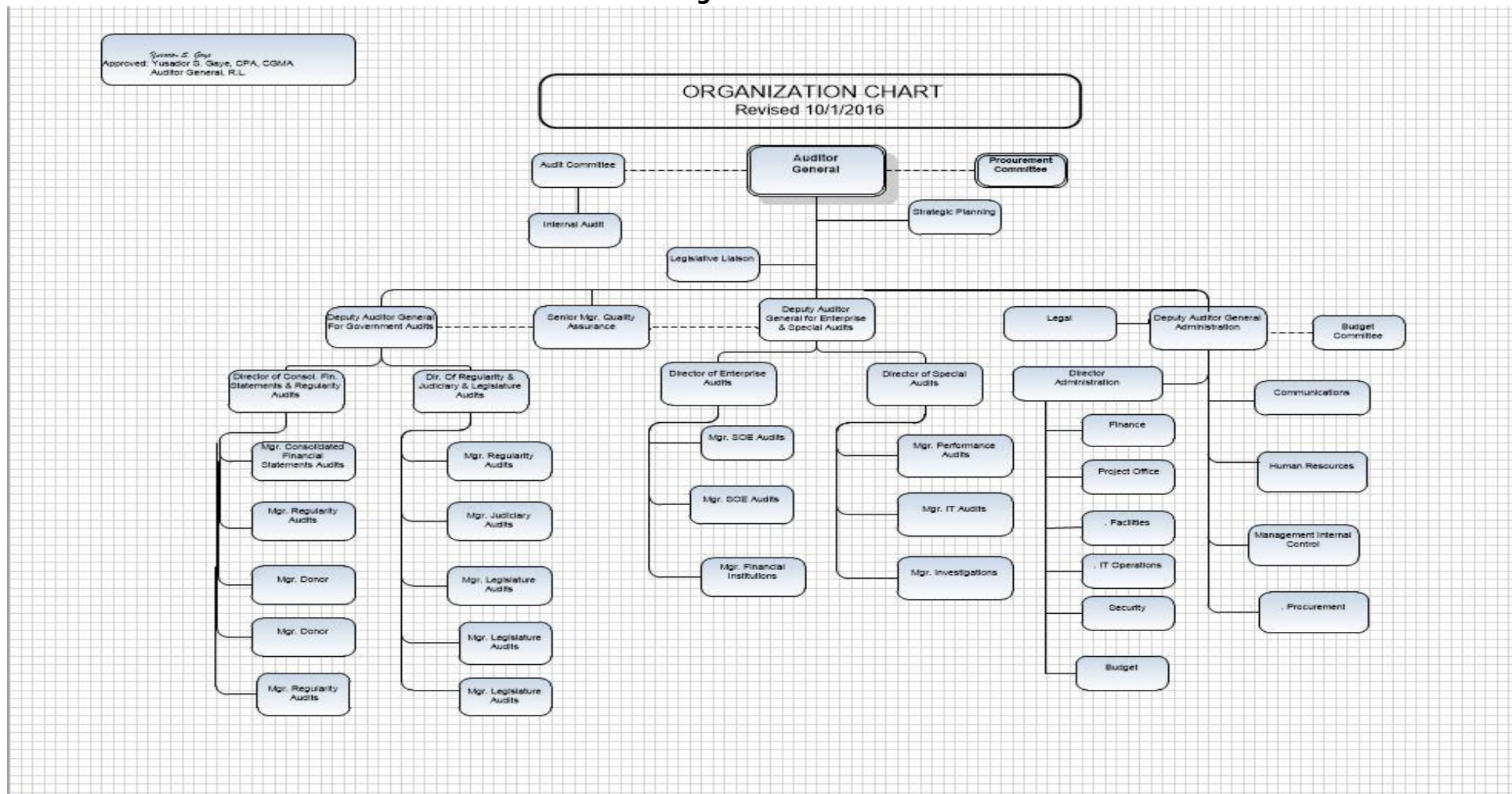
1.3 The Organizational Structure of the GAC

The Auditor General (AG) is the head of the GAC and, as stipulated in Section 37 (5) of the Public Finance Management Act of 2009, functions as the Auditor of the public accounts of the Republic of Liberia.

The GAC structure provides for three DAGs who assist the AG in overseeing the Audit Services and Administrative departments of the Commission. The DAGs for Audit Services supervise the various audit directorates, while the DAG for Administration is responsible for the Administrative Department which has at least 11 units. The current organizational structure of the GAC is provided below.



Organizational Chart



1.4 Strategic Planning Implementation and Performance Outcomes

1.4.1 Overview of Implementation of the Strategic Plan 2016 - 2020

The focus of the GAC's Vision as detailed in its SP is to enhance our competence as a professional Supreme Audit Institution (SAI) as we strive to promote accountability, transparency and value for money in the utilization of public resources. From this Vision, our Mission, as the constitutional external auditor of Liberia, is to support the Legislature's oversight over the management of public resources by conducting quality and timely regulatory and performance audits.

There are three strategic goals in the Plan, which is now in its third year of implementation:

SG1: Greater Impact of GAC's Audit Recommendations: Here the GAC uses its statutory audit reporting responsibilities to initiate positive changes in the public sector. This requires carefully planning our work to meet the needs of the Legislature as it addresses the strategically important financial management issues facing Government. We also consider the interests of various stakeholders such the Media and civil society groups to drive our decision as we manage the scarce resources available to us to make the greatest impact in the lives of citizens.

In view of the resources available to conduct audits of government institutions, the GAC risk-profiled more than four hundred (400) entities which are within its audit universe and selected a hundred a five (105) institutions to be audited for the fiscal year 2017/18. Amongst these institutions were ministries, agencies, commissions, universities, state-owned enterprises (SOEs) – the Roberts International Airport (RIA), the Liberia Maritime Authority (LMA), the Liberia Petroleum Refinery Company (LPRC), National Port Authority (NPA), etc. Note that the entities listed as part of the 105 do not include special projects.

Due to insufficient disbursement to the GAC from Central Government to audit all of the institutions in the GAC Annual Audit Plan, the Management of the GAC focused its energy on the major MACs and SOEs, which had considerable budgets/operations and more stakeholders interests, with one of Management's overall objective being to ensure that these major institutions remained current on their audits. Reports for audits completed were submitted to the PAC, after which public hearings were held by the Committee. A comprehensive report covering 7 audits was published by the PAC Secretariat following the conclusion of these hearings.

SG2: Increased Trust in the GAC as a Credible Organization

The GAC must be a model organization when it comes to financial management and overall corporate governance if it must hold others to account. We must set and operate at the standards to which we hold our clients. By so doing, we are in a better position to add value to the Liberian PFM system and in the process make a positive impact in the lives of our citizens.



Seeing that we already have a robust internal financial management control system in place – an internal audit function, compliance unit and good polices – we continued to review our personnel, systems and processes so as to enhance the value of these critical areas. Management also emphasized the amount of leverage and independence needed to enable these functions effectively execute their work. Personnel from these units were enrolled into professional certification programs so as to further develop their knowledge and skills so that they are able to add more value to our work as an audit institution as this enhances our abilities to be a model institution which leads by example (ISSAI 12, Principle 10).

In addition, we continued to use the International Standards of Supreme Audit Institutions (ISSAIs) as the framework and working tool to conduct our audits. To this end and as one of first Supreme Audit Institutions (SAIs) within the AFROSAI-E community to do so, in 2018, all of our audit personnel were trained by experts from AFROSAI-E on how to use the Organization's newly finalized and launched Fam and CAM during the conduct of our audits. The individual manuals were previously a part of a consolidated Regularity Audit volume which covered Financial and Compliance audits. Although the GAC began to use the new manuals in 2018, Management put into place mechanisms to have them customized in 2019 so that the manuals reflect our local context which will in turn enable the GAC provide more value to the work we do as an audit institution.

We also ensure that we are self-assessed on a yearly basis using the AFROSAI-E Institutional Capacity Building Framework (ICBF), the result of which are verified during our periodic peer reviews which are conducted by AFROSAI-E alongside experts from institutions outside the AFROSAI-E region. Moreover, as required under the 2014 GAC Act, we have remained in contact with our external auditors which were appointed by the Legislature so that our books and operations are reviewed immediately when all resources and arrangements have been secured.

SG3: High Performing GAC:

As part of achieving this goal, the Management of the GAC seeks means by which it can be more effective and efficient in delivering on its audit Mandate utilizing the fixed resources available to finance its operation. This requires reviewing the results of various audits and discovering means by which operations can be conducted in better (and sometimes different) ways, but keeping the same objectives in mind.

Achieving marked improvements in results requires that we continuously improve the capacities of our staff, with an eye on the ever-evolving audit and regulatory environments in which we operate. To ensure that this is done, during the year under review, Management implemented a number of capacity enhancement initiatives, both internally and externally. Implementation of the GAC's CBS continued, with in-house tuition services being provided for our staff in preparation for writing the professional accountancy and other exams. A number of candidates have experienced successes in the program which has impacted our work with reference of job output as well as the confidence and interest which now exudes



for these personnel. On-the-job trainings in executing different kinds of audits were also conducted by experts sourced from AFROSAI-E, while several Administrative staff attended classes at LIPA so as to boost their abilities to provide much needed support services to the GAC's Audit Department.

1.4.2 Evaluation/Review of Capacities Needed to Achieve the GAC Strategic Goals

In order to achieve the goals aforementioned, relevant capacities, which are identified in the GAC SP, need to be enhanced, or in other cases, developed. These capacities are listed below and matched with Management's efforts aimed at improving them during the year under review.

- a. **Good Infrastructure and Working Environment** – As part of the EU's 11th EDF support to the GAC, funding has been provided for upgrade to the current Information and Communication Technology (ICT) infrastructure. Under this support, an Asset Management System, Data Management system and a Private Automatic Branch Exchange (PABX) system are among several technological upgrades which will be added to the existing GAC infrastructure to enhance the Commission's operations and overall ability to create value for its stakeholders.
- b. **Performance Management System (PMS)** – The GAC has secured funding from the African Development Bank (AfDB) for the implementation of a Performance Management System (PMS). In 2018, the system was deployed, with most of the customization completed; the conclusion of final details will ensure that the PMS is fully operational by the beginning of the 2019/20 fiscal year. This system, which is closely tied to GAC Strategic Goal 3, is part of Management's effort aimed at measuring and enhancing the performance, effectiveness and efficiency of its workforce as it strives to develop and maintain a working culture which ultimately produces an increased number of high quality audits.
- c. **Enhanced Learning and Professional Staff Development Function** – Following the recruitment of a Training Coordinator in 2017, there has been a noticeable improvement in the coordination of training activities at the GAC as the Commission strives to streamline its capacity building efforts to yield the desired results. Increased support and autonomy has been given the Training Section so as to support innovation. This is because Management acknowledges that training comprises a critical aspect of institutional development, more so for an organization whose key resource is human capital.
- d. **Enhanced Performance, Financial and Compliance Audit Functions** – A robust audit function is fundamental to the GAC achieving its legal Mandate and thereby meeting the needs of its stakeholders. To enhance the development of this capacity, the GAC, as part of its current EU support, signed a contract with AFROSAI-E for the provision of short term experts (STE) who provided intensive in-house and on-the-job trainings for staff in various audit specialties. Additionally, a number of GAC staff attended trainings which were provided by international partners so as to continuously enhance their skills.



- e. **Establish a Quality Assurance (QA) Function** – The importance of an effective QA function need not be overstressed when it comes to its role in ensuring that audits conducted meet appropriate acceptable international auditing standards and relevant laws and regulations. If the GAC will make a difference in the lives of citizens, our audits must be conducted at the highest possible standards and must comply with accepted rules and conventions governing the conduct and reporting of audit activities. To this end, arrangements with the SNAO for the establishment of a QA function at the GAC were concluded in 2018. With this arrangement in place, the function will be fully established at the GAC in 2019. Management expects that the Unit will be fully operational by the fourth quarter of calendar year 2019.
- f. **Enhanced Communication Function** – In the absence of an effective communication mechanism, the work and overall contribution of an SAI may go unnoticed by the citizens and other internal and external stakeholders that the organization serves. As part of a structured interaction, these stakeholders need relevant, regular and timely information so that they are able to better hold their governments to account. On the other hand, effective internal communication practices create a positive culture of idea sharing which boosts employees' morale and contributes to achieving an organization's goals and objectives.

As part of efforts aimed at enhancing its communication programs, the GAC mobilized a Communication expert from AFROSAI-E, through funding provided by the EU support. The results of the trainings conducted have enhanced communication between the GAC and its stakeholders and helped the Commission improve its ratings under the AFROSAI-E Institutional Capacity Building Framework (ICBF). The ICBF is a five-domain and five-level self-assessment system which is used to measure the level a progress a SAI has made when it comes to Independence and Legal Framework, Organization and Management, Human Resources, Audit Standards and Methodology and Communication and Stakeholders Management.

- g. **Enhanced Human Resources (HR) Function** – The GAC recognizes that HR is the hub of an SAI and so specific emphasis has been placed on further developing this function to enable the GAC measure itself against the requisite benchmarks. To this end, provision has been made under the current EU support to have an HR expert recruited to add value to the Commission's current HR systems.

1.4.3 GAC Annual Performance Analysis and Outcomes

The GAC's annual performance as well as the expected outcomes of the SP are evaluated and analyzed by assessing various criteria that underlie the implementation of its strategy, the achievement of the Commission's strategic goals, and the fulfilment of various programs.

Below is a summary of achievements made with reference to the three strategic goals as at the end of December 2018. The specific details are provided in a document which covers the monitoring and evaluation of the SP.



Table A: Gains on Achievement of Strategic Goals

Strategic Goal	Achievements
<p>SG 1: Greater Impact of GAC's Audit Recommendations</p>	<ul style="list-style-type: none"> ✓ The GAC continued to increase its coverage so that more institutions of government were audited. The major/large SOEs were audited so as to keep them up to date. Also, more development partner/donor projects were audited as external stakeholders continue to see the Country SAI as their preferred auditors. ✓ Greater emphasis was placed on audits being ISSAI compliant. To this end, arrangements were initiated with SNAO for the establishment of an independent QA function within the GAC. The result has been audit recommendations that add more value to clients' operations. ✓ Engagement workshops held with auditees so as to explain the GAC Mandate and how auditees play a major role in national development through their implementation of the GAC audit recommendations.
<p>SG 2 : Increased trust in the GAC as a credible organization</p>	<p>As a result of GAC's endeavor for accountability (producing audited annual financial statements and being peer-reviewed, amongst other actions), the following are highlights from Operational Period 2018:</p> <ul style="list-style-type: none"> ✓ In view of the quality and timeliness of the GAC audit reports, development partner/donor projects are now more inclined to the Commission auditing their project supports. During the year under review, the AfDB and Global Fund made commitments to have the GAC audit their projects in Liberia; this was in addition to the World Bank whose projects the GAC has audited for the past years, and USAID that the GAC entered an agreement with in 2017 to audit its projects in Liberia. ✓ More audit and administrative staff professionally certified, while others made significant progress in their areas of studies. This significantly increases the value that auditors are capable of adding to their clients' operations.
<p>SG 3: High Performing GAC</p>	<ul style="list-style-type: none"> ✓ 51 strategic audits of ministries, agencies, commissions (MACs) as well as project audits, special audits and investigations were overall completed in 2018. Reports covering MACs were tabled with the PAC of the Legislature and those relating to projects were submitted to development partners. ✓ Auditees becoming more inclined to being audited and cooperate with the GAC due to the level of communication/education being put in place by the Management via stakeholders interactive forums.

1.4.4 Our Operational Focus For 2019

It is our expectation that 2019 will be another fulfilling year, so we have identified a number of key areas on which we will focus our efforts. Specifically, we aim to:

- Increase our audit coverage and deliver a range of timely and relevant audits that provide opportunities for the Legislature to improve administration and utilization of public resources across the Government of Liberia.



- Continue to enhance our relationship with the new Legislature, particularly the PACs, to explain the work the GAC does and our contribution to improving public accountability and governance. We also plan to build on the foundations laid in 2018 by continuing to work with other important stakeholders such as the Media, CSOs, integrity institutions and our auditees, to enhance awareness of our role in national development and how they can contribute to this effort in a positive and sustainable manner.
- Develop means to enhance better collaboration with other MACs of Government.
- Pursue initiatives to strengthen the continuing capacity development of the Commission with emphasis on improving staff attraction and retention strategies. This will also include a more structured training and professional development regime with a focus on enhancing leadership skills.
- Continue to contribute to the auditing profession and global financial and accountability efforts, in general, by sustaining our involvement with national and international auditing and financial management bodies.

1.4.5 Audit of the GAC's Accounts

In 2016, the GAC was audited by the Office of the Auditor General Kenya (OAGK) for six fiscal years (2009/10 to 2014/15). The PAC of the 53rd Legislature again appointed OAGK to conduct follow-up audits for subsequent years. However, the audits were not initially conducted because of the auditors' extensive engagement during the buildup to and holding of Kenya's presidential elections; subsequent delays were due to lack of funds to finance the audits.

Notwithstanding, the AG has made efforts to have the audit costs, as was the case during the 2016 audits, covered by the World Bank-pooled Fund. If the necessary approval is obtained, the process will commence in 2019 when an appropriate time has been agreed with the auditors.



2 CHAPTER 2: AUDIT ACTIVITIES

2.1 Audit Engagements

In the year 2018, the GAC conducted audits of various Government's MACs and projects per its Mandate. Utilizing on the results of its audit risk matrix, the Commission placed special emphasis on institutions that had a combination of high budgets and recent audit opinions that created needs for concern; attention was also placed on institutions that had not been audited in recent fiscal periods, as well as those institutions and programs which drew a considerable level of interests from our stakeholders.

During the period under review, a total of fifty one (51) audits were conducted. Forty (40) of these completed audit reports were for MACs, while eleven (11) reports were issued for project audits, special audits and investigations. Of the aforementioned forty (40) audits, twelve (12) reports were issued for Financial Audits and twenty five (25) for Compliance Audits; also, two (2) reports were published for Performance Audits, while two (2) were for Agreed-upon Procedures (AUP). Below is a detailed list of all audit reports issued during the calendar year 2018.

a. Financial Statement Audits

No	Entity	Audit Period	Audit Type	Status	Date Issued
1	Government of Liberia Consolidated Funds	July 1, 2015 - June 30, 2016	Financial Statements	Issued	January 16, 2018
2	Liberia Telecommunications Authority(LTA)	July 1, 2013 - June 30, 2016	Financial Statements	Issued	April 16, 2018
3	Ministry of Transport (MOT)	July 1, 2013 – June 30, 2016	Financial Statement		April 16, 2018
4	National Transit Authority (NTA)	July 1, 2013 - June 30, 2016	Financial Statements	Issued	July 2018
5	National Oil Company of Liberia (NOCAL)	July 1, 2015 - June 30, 2017	Financial Statements	Issued	July 2018
6	Governance Commission	July 1, 2012 – June 30, 2016	Financial Statements	Issued	July 2018
7	Ministry of Lands, Mines and Energy (MLME)	July 1, 2012 - June 30, 2016	Financial Statements	Issued	September 11, 2018
8	Liberia Petroleum Refining Company (LPRC)	Years Ended 2010, 2011, 2012, 2013, & 2014	Financial Statements	Issued	September 11, 2018
9	Liberia Maritime Authority (LMA)	July 1, 2015 – June 30,2016	Financial Statements	Issued	September 14, 2018
10	Roberts International Airport (RIA)	For the Year Ended December 31, 2016 & 6 (six) month ended June 30, 2017	Financial Statements	Issued	October 11, 2018
11	National Social Security & Welfare Corporation (NASSCORP)	July 1, 2013 - June 30, 2016	Financial Statement	Issued	October 11, 2018



No	Entity	Audit Period	Audit Type	Status	Date Issued
12	Ministry of Health & Social Welfare (MOH/SW)	July 1, 2013 - June 30, 2017	Financial Statements	Issued	December 6, 2018

b. Compliance Audits

No	Entity	Audit Period	Audit Type	Status	Date Issued
1	Grand Bassa Community College (GBCC)	July 1, 2012 - June 30, 2015	Compliance Audit	Issued	January 16, 2018
2	Lofa County Community College (LCCC)	July 1, 2012 - June 30, 2015	Compliance Audit	Issued	January 16, 2018
3	Montserrado County Administration	Jul 1, 2015 - June 30, 2016	Compliance Audit	Issued	January 16, 2018
4	Judiciary Branch - Procurement Processes	July 1, 2010 - June 30, 2013	Compliance Audit	Issued	January 16, 2018
5	Liberia Institute for Biomedical Research (LIBR)	July 1, 2015 - June 30, 2016	Compliance Audit	Issued	January 16, 2018
6	National Commission on Higher Education (NCHE)	July 1, 2012 - June 30, 2016	Compliance Audit	Issued	January 16, 2018
7	Paynesville City Corporation (PCC)	July 1, 2012 - June 30, 2016	Compliance Audit	Issued	January 16, 2018
8	National Disaster Relief Commission /MIA	January 1, 2010 - December 31, 2016	Compliance Audit	Issued	January 16, 2018
9	Environmental Protection Agency (EPA)	July 1, 2012 - June 30, 2016	Compliance Audit	Issued	January 16, 2018
10	Kakata Rural Teachers Training Institute (KRTTI)	July 1, 2012 - June 30, 2013	Compliance Audit	Issued	January 16, 2018
11	Liberia Refugee Repatriation and Resettlement Commission (LRRRC)	July 1, 2012 - 30 June 2016	Compliance Audit	Issued	January 16, 2018
12	Monrovia Consolidated School System (MCSS)	July 1, 2012 - June 30, 2013	Compliance Audit	Issued	January 16, 2018
13	John F. Kennedy Medical Center (JFKMC)	July 1, 2013 - June 30, 2015	Compliance Audit	Issued	January 16, 2018
14	National Investment Commission (NIC)	July 1, 2013 - June 30, 2016	Compliance Audit	Issued	January 16, 2018
15	National Disaster Relief Commission/Ministry of Internal Affairs	January 1, 2010 – December 31, 2016	Compliance Audit	Issued	January 16, 2018
16	Legal Framework & Implementation of the Assets Declaration Systems of Liberia	July 1, 2015 – June 30, 2016	Compliance Audit (Collaborative)	Issued	March 12, 2018
17	Coastal and Marine Management of the Liberia Maritime Authority	July 1, 2015 – June 30, 2016	Compliance Audit (Collaborative)	Issued	March 12, 2018
18	National Aids Commission (NAC)	July 1, 2012 - June 30, 2016	Compliance Audit	Issued	April 16, 2018
19	Law Reform Commission (LRC)	July 1, 2013 - June 30, 2016	Compliance Audit	Issued	April 16, 2018
20	Liberia Institute of Statistics & Geo-Information Services (LISGIS)	July 1, 2013 - June 30, 2016	Compliance Audit	Issued	April 16, 2018



No	Entity	Audit Period	Audit Type	Status	Date Issued
21	Nimba County Community College (NCCC)	July 1, 2013 - June 30, 2016	Compliance Audit	Issued	April 16, 2018
22	Ministry of Gender, Children and Social Protection (Payroll Audit)	July 1, 2014 – January 31, 2018	Compliance Audit	Issued	July 2018
23	Ministry of Information, Cultural Affairs & Tourism (MICAT)	July 1, 2012 - June 30, 2015	Compliance Audit	Issued	September 11, 2018
24	The Revenue Sharing Agreement on the Storage Fees Charged on Petroleum Products	January 1, 2016 and June 30, 2017.	Compliance Audit	Issued	September 11, 2018
25	Financial Records of the National Housing Authority (NHA)	July 1, 2013 – June 30, 2016	Compliance Audit	Issued	September 11, 2018

c. Performance Audits

No	Entity	Audit Period	Audit Type	Status	Date Issued
1	On Liberia's Preparedness for Implementation of the Sustainable Development Goals (Agenda 2030)	July 1, 2015 - June 30, 2016.	Performance Audit	Issued	December 20, 2018
2	Performance Audit on the Institutional Framework for Preventing Corruption in Liberia	FY 2013/2014 to FY 2017/2018	Performance Audit	Issued	December 20, 2018

d. Agreed-upon Procedures

No	Entity	Audit Period	Audit Type	Status	Date Issued
1	Auditor General's Report on Factual Findings on Applying Agreed-upon Fixed Assets, Petty Cash and Cash Position of IPFMRP I and the PPA for IPFMRP II Funded by the World Bank and Implemented by the PFMU and RCU of the Ministry of Finance and Development Planning	May 1, 2017 – January 19, 2018.	Agreed-upon Procedure	Issued	April 26, 2018
2	Applying Agreed-upon Procedures to the LEITI Reporting Template on the Assessment of Collections of Revenues by the LRA and Supervising Ministries and Agencies (M & A)	FY 2015/2016	Agreed-upon Procedure	Issued	September 11, 2018



e. Project Audits, Special Audits and Special Investigations

No	Entity	Audit Period	Audit Type	Status	Date Issued
1	MOH-Health System Strengthening Project (HSSP)	July 1, 2017 thru June 30, 2018	Project Financial Statements	Issued	December 31, 2018
2	MOH- Global Financing Facility (GFF)	July 1, 2017 thru June 30, 2018	Project Financial Statements	Issued	December 31, 2018
3	MOH-Strengthening Liberia Health System Project (SLHSP)	July 1, 2017 thru June 30, 2018	Project Financial Statements	Issued	December 31, 2018
4	CSA- Public Sector Modernization Project (PSMP)	July 1, 2017 thru June 30, 2018	Project Financial Statements	Issued	December 31, 2018
5	MFDP-IPFMRP II –Project Audit	July 1, 2017 - June 30, 2018	Project Financial Statements	Issued	December 31, 2018
6	Liberia Electricity Corporation (LEC)- Liberia Accelerated Electricity Expansion Project (LACEEP) & LACEEP Additional Financing (AF)	Fiscal Year ended June 30, 2018 & sixteen (16) months ended June 30, 2018	Project Financial Statements	Issued	December 31, 2018
7	Liberia Social Safety Net (LSSNP) Project – Ministry of Gender and Child Services Protection (MGCSP)	July 1, 2017 – June 30, 2018	Project Financial Statements	Issued	December 31, 2018
8	Audit of Micro, Small and Medium Enterprise (MSMEs) and Rural Finance Post- Ebola Reconstruction	May 3, 2017 to June 30, 2018	Project Financial Statements	Issued	December 31, 2018
9	The Ebola Emergency Response Project (EERP)-MOH	June 30, 2018	Project Financial Statements	Issued	December 31, 2018
10	Liberia Accelerated Electricity Expansion Project (LACEEP) IDA 52520	July 1, 2017 – June 30, 2018	Project Financial Statements	Issued	December 31, 2018

2.1. Annual Appropriation for Audit

In accordance with Part 3 Sections 3.4 of the GAC Act 2014, the GAC shall be funded by the Government of Liberia through budgetary appropriations made by the Legislature.

The total appropriation made for the GAC for the Fiscal Year (FY) 2018/2019 amounted to US\$5,456,672 million, compared to a provision of US\$ US\$5,854,664 million for the preceding FY. Of the aforementioned budgeted amounts, US\$250,000 was appropriated for audit services for FY 2017/18, while US\$240,000 was allocated for the following fiscal year. The difference between the total budget and the amounts allocated for audits was for salaries and other administrative costs.

The GAC's audit funding is illustrated in the table below:



Table: GAC National Budget FY 2016/2017 & FY 2018/2019

Budget Classification	Fiscal Year	
	2017/2018 (US\$)	2018/2019 (US\$)
Administration & Management	5,604,664	5,216,672
Audit Services	250,000	240,000
Total Appropriation	5,854,664	5,456,672

Notable Issues – Financial Audits

Financial audits are undertaken to express an opinion on whether reasonable assurance has been obtained that the financial statements presented by management are free from material misstatements, in all material respects, and that they are presented in accordance with the applicable financial reporting framework.

A number of entities should be commended for efforts made during the execution of audits in 2018. However, despite the significant efforts made by the GAC, auditors encountered numerous challenges when working with some institutions. Several MACs were did not submit annual financial statements to the GAC for audit in keeping with their fiscal reporting requirements. On the other hand, while others submitted financial statements, they failed to present the financials in accordance with the appropriate financial reporting framework, and this resulted in significant delays in commencing the audits because of the numerous adjustments to the statements that were now required. Further, accounting records/schedules to support the amounts stated on the financial statements were inadequately prepared in a number of instances, which presented additional challenges. Finally, in some instances, there were noticeably poor internal control systems in some of these institutions.

Notable Issues – Compliance Audits

Compliance Audits were conducted during year 2018 with the view to express an opinion on the extent to which MACs were compliant with laws, regulatory guidelines, policies and other existing requirements.

During the audits, we discovered that the majority of financial and operations/activities carried in MACs were not in compliance with applicable laws and other regulatory frameworks. This indicates that there is need for greater improvement in the manner in which MACs operate, because this impacts the efficiency with which activities are undertaken. Furthermore, we noted that there was a need to strengthen the internal controls of these institutions, which should be combined with robust monitoring. Our audits also revealed that sufficient efforts were not applied to correct systematic weaknesses that have been identified and communicated to managements during prior years' audits.

While these were the general findings, we noted that some MACs were eager to develop and implement strategies to improve their performance and mitigate risks and errors. Further, we noted that several of these organizations were undergoing restructuring aimed



at improving their performance.

In general, some of the other weaknesses identified include:

- Poor governance
- Not adhering to procurement laws and regulations, and
- Poor records management

2.2 Challenges Hampering Audit Execution:

- 1) The timing in the submission of financial statements and supporting documentation by some auditees continued to hamper the GAC's ability to complete audits within its planned schedules.
- 2) Auditees' delay, and in some instances failure, to present their responses to management letters and/or provide evidence within the required timeframe.
- 3) Insufficient budgetary support.
- 4) Inaccessibility of most parts of the Country especially during the rainy season which affects auditors' ability to gather audit evidence in a timely manner.
- 5) Difficulties in the scheduling of audits due to auditees timelines.
- 6) Lack of adequate physical infrastructure and working environment.
- 7) Inadequate ICT infrastructure such as laptops, desktop computers and printers.
- 8) Staff Retention



3 CHAPTER3: ADMINISTRATION (CORPORATE/SUPPORT SERVICES)

The Department of Administration provides support services to the Office of the AG in carrying out the GAC Mandate. This Department is divided into various units: Human Resources (HR), Accounting and Finance, Strategic and Operational Planning, Procurement and Asset, Facility and Fleet Management (AFFM). Other units include Management Internal Controls (MIC), Corporate Information and Communication Technology (ICT), Communications, Facility Security, Budget, Project Management, Internal Audit, Stores and Legal Services. There are some sections (and/or sub-units) which include Protocol, Training and Print and Publication.

3.1 Human Resources (HR) and Manpower Development Department

The HR Unit covers employee services, training and manpower development and the Resources Center (Library).

During the year under review, the Unit increased its enforcement of staff compliance with the GAC's policies. Also, the GAC launched the second phase of its CBS, with financing from the EU, as part of which several staff were enrolled into various professional certification programs. HR also collaborated with the Audit Services Department and various Administrative units in initiating numerous processes which led to an improvement of the GAC's ability to meet its strategic goals, through the maximization of the Commission's human capital.

Resource Center

This section of the HR Unit manages the documentation and archive of audit documentations and other important documents. During the year under review, the HR's long standing plan aimed at reconditioning the Resource Center was launched and was estimated to be 80% completed at the end of the year. New book shelves and boxes were mounted which created the possibility of transferring documents which needed to be archived.

Awards and Recognition

During the year, employees who made passes in the professional certification programs were recognized by Management for their achievements. The HR Unit also recognized employees who celebrating birthdays and/or were wedded.

Staff Welfare

The HR has embarked on improving employee/management relationship by enhancing staff wellbeing. The Staff New Group Medical and Life Insurance Policy was extended with improved and additional medical facilities via another service provider. As part of its outreach program, the HR Unit attended employees' weddings and also visited sick staff members. The Unit also supported and facilitated the burial ceremonies of deceased colleagues.

Staffing

The GAC will be unable to execute and deliver on its Mandate and strategic goals without the required qualified staff. Therefore, the sustainability of GAC is strongly underpinned by



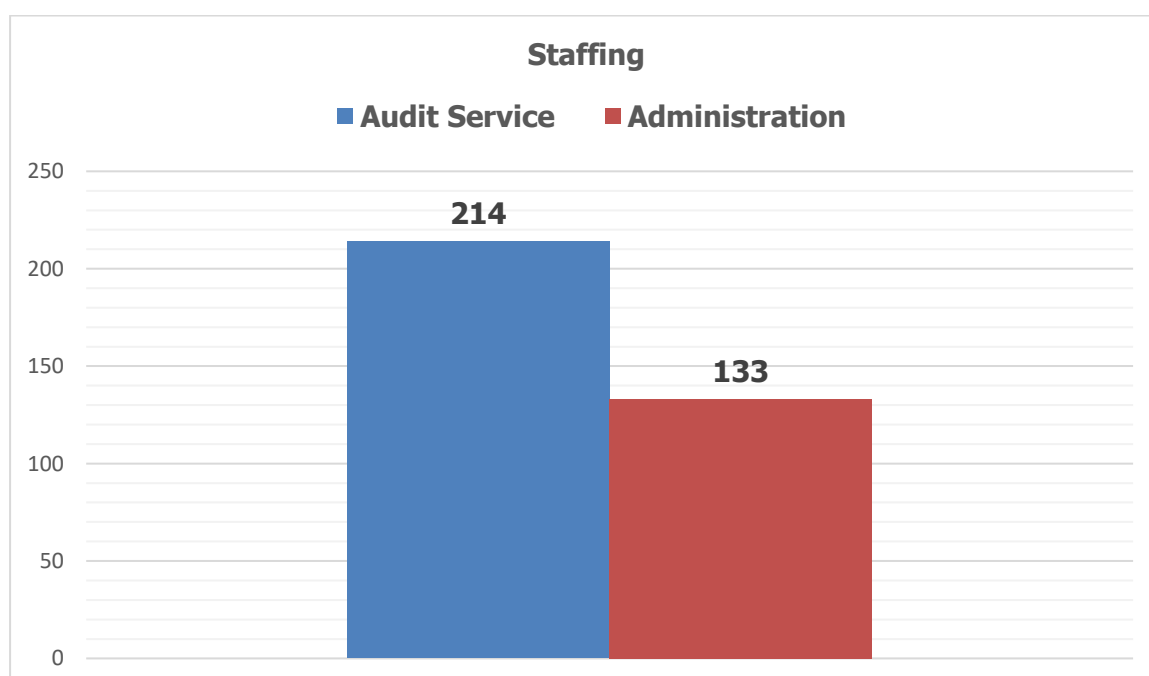
the availability of staff with the required work ethics, knowledge, competence, skills and professionalism.

At the end of 2018, the GAC had a total workforce of three hundred forty seven (347), with nine (9) of these employees being recruited during the year under review. Of the 347 employees, 214 were assigned in the Audit Services Department, which represents 62% of the total workforce, while 133 were in Administration, representing 38%. Also, two hundred forty nine (249) of the total aforementioned workforce comprised males, while the remaining ninety eight (98) were females.

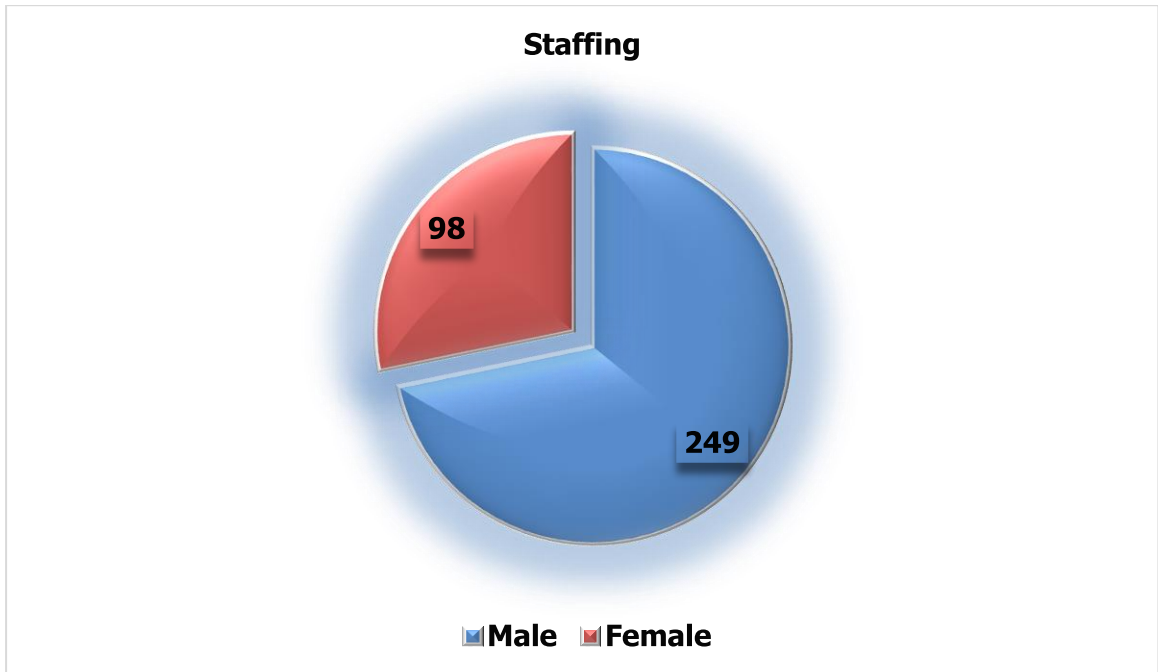
Also, during the year, a total of 16 staff left the GAC, representing 5% of the total staff base.

Below is the distribution of staff by both departments and gender.

GAC Workforce by Department



GAC Workforce by Gender



Details of Staff Turnover:

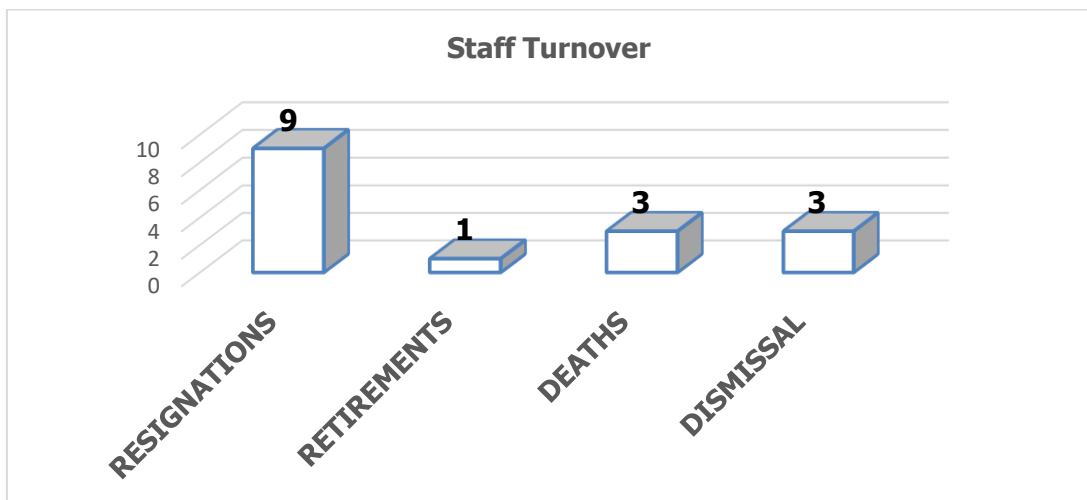




Figure 2: Retirement Ceremony for an Employee who had Provided Long Term Service to the GAC

3.2 Training and Manpower Development

This section of HR oversees capacity development programs to ensure that employees meet the necessary required competencies and skills in their various roles. The GAC requires qualifications for its workforce in carrying out their audit and support responsibilities. While most staff members have varied educational backgrounds which are useful for carrying out their assigned roles and responsibilities, the Management of the GAC insists on further development of strong human capital through the acquisition of professional qualification/certification such as Association Certified Chartered Accountant (ACCA) and Certified Information Systems Auditor (CISA) for audit staff. Administrative personnel are required to obtain the Certified Management Accountant (CMA), Certified Internal Auditor (CIA), Senior Professional in Human Resources (SPHR) and the Project Management Professional (PMP) qualifications, amongst others. To this end, the Management of the GAC has sourced funding from the EU to provide its employee the means of acquiring these qualifications.

In addition to the professional qualification programs which provide the required knowledge staff need to execute their duties, employees also need other forms of specialized trainings to enhance their skills. Hence, in 2018 several staff (and group of staff) underwent intensive capacity building trainings. These included twenty (21) foreign trainings and workshop and eleven (11) local trainings, some of which were organized internally and facilitated by internal and external experts.

Importantly, the GAC implemented the first year of its capacity building program (the CBS), which was in effect the commencement of the second phase of the program which had previously been financed through the World Bank Multi-donor pooled fund. As part of these activities, several employees from the Administrative and Audit Services Department participated in a range of training initiatives. A consulting firm was recruited to provide tuition services for staff enrolled into professionalization programs and who were preparing to write the certification exams. Below is a breakdown of staff enrolled into various programs

and the progress made per category during the year under consideration.

Table A: Professional Certifications in 2018

Program	Number of Candidates Enrolled	Candidates Registered for Exams	Number of candidates that passed various papers	Comment
ACCA	113	30	4	One (1) candidate completed the ACCA curriculum and was certified as a chartered accountant; three (3) completed different papers as part of the overall program.
CAT	103	50	48	All candidates are part of the ongoing qualification process.
CIMA	4	4	4	All candidates are part of the ongoing qualification process.
CISA	9	2	1	Program completed and staff Certified.
CIA	7	6	0	Exams have been scheduled for 2019.
PHRI/SPHRI	4	4	0	Exams have been scheduled for 2019.
Corporate ICT	9	6	0	Exams have been scheduled for 2019
TOTAL	249	102	57	

In addition, eighteen (18) staff were enrolled to undergo various course studies at LIPA. Of this number, fourteen (14) successfully completed their individual courses and graduated.

Table B: List of External Training Programs and Capacity-Building Activities

No.	Description	Venue	Foreign	Number of GAC staff who participated
1	IDI Capacity Development Programme-IFAD Project Audit	Dar-es-salaam, Tanzania	Foreign	3
2	Financial and Compliance Audit Manuals: Train the Trainers Workshop	Pretoria, South Africa	Foreign	1
3	AFROSAI-E ICBF Self-assessment Workshop	Pretoria, South Africa	Foreign	1
4	AFROSAI-E & GIZ follow-up Development Coastal & Marine Workshop	Pretoria, South Africa	Foreign	1
5	IDI SAI Engaging Stakeholders Review Workshop	Johannesburg, South Africa	Foreign	1



No.	Description	Venue	Foreign	Number of GAC staff who participated
6	IDI SAI Young Leaders and Coaches International Interaction Workshop	Chennai, India	Foreign	2
7	ICFB/HR Performance Management	Johannesburg, South Africa	Foreign	1
8	Train the Trainer – New Financial and Compliance Audit Manuals Workshop	Abuja, Nigeria	Foreign	5
9	Financial and Compliance Audit Manuals Customization Workshop	Pretoria, South Africa	Foreign	1
10	Illicit Financial Flows (IFF) Report Writing Workshop	Yaoundé, Cameroon	Foreign	1
11	Regional Workshop Financial and Compliance Audit Manuals	Johannesburg, South Africa	Foreign	5
12	Japan International Cooperation Agency (JICA) Training Program	Tokyo, Japan	Foreign	1
13	3rd Module IT Audit Champions Workshop	Kigali, Rwanda	Foreign	2
14	Annual Communication Workshop	Pretoria South Africa	Foreign	1
15	Japan International Cooperation (JICA) Training Program	Lusaka, Zambia	Foreign	3

Table C: List of Local/ Internal Training Programs and Capacity-building Activities

No	Name & Purpose of training	Venue	Local	Number of GAC staff who participated
1	Financial Audit Manual Training Workshop (1)	Jandy's Little Paradise Hotel, Marshall, Margibi County, Liberia	Local	45
2	Financial Audit Manual Training Workshop (2)	GAC Conference Room	Local	41
3	Financial Audit Manual Training Workshop (3)	GAC Conference Room	Local	51
4	Financial Audit Manual Training Workshop (4)	GAC Conference Room	Local	61
5	Compliance Audit Manual Training Workshop (1)	Jandy's Little Paradise Hotel, Marshall, Margibi County, Liberia	Local	45
6	Compliance Audit Manual Training Workshop (2)	GAC Conference Room	Local	50
7	Compliance Audit Manual Training Workshop(3)	GAC Conference Room	Local	45
8	Compliance Audit Manual Training Workshop (4)	GAC Conference Room	Local	70
10	Interview Techniques of Suspect and Person of Interest – Phase One	Financial Intelligent Unit (FIU), Monrovia	Local	3



No	Name & Purpose of training	Venue	Local	Number of GAC staff who participated
11	Strategic HR in Business and Workforce Planning	PricewaterhouseCoopers (PWC) Business School, Sinkor, Monrovia, Liberia	Local	2



Figure 3a: The AG Presents Certificates of Completion to Auditors Who Had Finished the FAM/CAM Audit Training



Figure 3b: The AG Presents Certificates of Completion to Auditors Who Had Finished the FAM/CAM Audit Training





Figure 4: The AG Makes Remarks at the End of the FAM & CAM Audit Trainings



Figure 5a: Cross Section of Auditors Undergoing Audit Skills-enhancement Trainings



Figure 5b: Cross Section of Auditors Undergoing Audit Skills-enhancement Trainings



Figure 5c: Cross Section of Auditors Undergoing Audit Skills-enhancement Trainings



Figure 5d: Cross Section of Auditors Undergoing Audit Skills-enhancement Trainings

3.3 Stakeholders Engagement

3.3.1 Launch of the GAC Stakeholders' Engagement Strategy Plan 2018 - 2019

During the year under review, the GAC launched its Stakeholders' Engagement Strategy Plan 2018 – 2020. The aim of this Plan is to provide a roadmap of how the GAC will engage its stakeholders within the framework of its Strategic Plan 2016 – 2020. Specifically, this Plan is intended to support the consistent integration of stakeholders' engagement principles into the GAC's policies, strategies and day-to-day operations. It includes an overview of the GAC's stakeholder analysis and engagement framework as well as recommended plans of action or strategies that are consistent with the Commission's SP over a three-year period. Outcome No. 4 of the GAC's SP focuses on more stakeholder engagements by the GAC as well as a "Collaborative Service Delivery Model" which essentially looks at how the Commission can achieve its outcomes in collaboration with stakeholders.



3.3.2 The Organization and Outcome of First Year of the Stakeholders' Engagement Process

During the period under review, the GAC implemented a number of strategies to communicate effectively with its stakeholders while ensuring that their concerns were factored in the audit process to enhance their relevance.

Focus groups/interest groups such as auditees and development partners were engaged to broaden stakeholders' participation so as to improve the audit scope and quality. Survey instruments were used to solicit feedback from internal and external stakeholders with whom the GAC works with in order to improve the quality of the audit process.

Going forward, we will continue to enhance and update our website to allow all of our stakeholders to provide feedback on our published reports and any other issues that might affect the operations of Government entities.

Overall, the first year of the GAC's stakeholder engagement process was highly successful and much appreciated by the stakeholders. As part of this process, the Management organized and implemented an interactive forum with all of its stakeholders – auditees, donors, the Media, CSOs, integrity institutions and other relevant stakeholders. The organization, purpose and results of this interactive activity were considered relevant and meaningful by the participants. As part of the feedback received, participants appreciated the "interactive" setup of the Forum. Both participants and organizers considered the workshop as very successful. It allowed presenters to discuss and share lessons learnt. The level of interaction was very high and presenters from integrity institutions, in particular, were eager to learn from other institutions' experiences. In particular, participants suggested the "sharing of ideas and opening up of a dialogue" in future forums.

3.3.3 Other Stakeholder Engagement Workshops

As part of the EU's 11th European Development Fund (EDF) support to the GAC, the Commission held individual interactive workshops with the CSOs, Media and integrity institutions on 13th, 20th and 28th September, 2018; subsequently, interactive workshops were also held with auditees on 3rd and 4th October 2018. Interactions with the Legislature and the PAC, in particular, were postponed due to the agriculture break at the Legislature.

The workshops focused on how the GAC can build relationships with these stakeholders so as to help the Commission achieve its Mandate as it strives to promote accountability, transparency and good governance across the Government of Liberia. The underlying idea was that continuous collaboration and synchronized and sustained efforts are crucial to the collective efforts of the GAC and these stakeholders when it comes to achieving their individual mandates and that of the Government of Liberia as part of the broader picture.

3.3.4 Affiliation with Professional Organizations

As required under Section 2.1.8 (g) of the Audit Act of 2014, the GAC interacted extensively with professional bodies and other relevant organizations during the year under review. Several of these interactions were implemented in the form of the AG's, DAGs' and other staff participation in various meetings, conferences and forums.



In addition, the GAC collaborated with professionals from other SAIs so as to leverage on the relevant expertise available within their individual institutions and at the same time promote knowledge sharing opportunities during the execution of assignments.

As a member of INTOSAI, the GAC was an active participant in initiatives introduced and/or implemented by its African counterpart AFROSAI and AFROSAI-E. There were also extensive interactions with IDI, mostly in the area of capacity building.

3.3.5 Participation in the IDI SAI Young Leaders (SYL) Initiative

In October 2017, IDI launched the SYL Initiative, at which time it requested that two (2) Change Strategy Proposals be submitted by candidates from the GAC. In addition, ninety (90) others proposals were solicited from participants who represented SAIs from across the INTOSAI region. A highly interactive and competitive process ensued which required participants to go through a series of rigorous screening and elimination processes that were held in Chennai, India and Oslo, Norway. Conducted over a period of one year, the program culminated with 25 participants meeting the targeted milestones and being invited to a final session in Washington DC, the United States of America. In Washington, the remaining SYLs were reduced to a final twenty (20), which included Ms. Mambiyea M. Wounuah who represented the GAC of Liberia.

Ms. Wounuah, whose project focused on "GAC E-data Repository", aimed to develop an electronic library for all audit working papers at the GAC, as she sees electronic archiving as the best alternative. It is worth noting that of the final twenty (20) SYLs from SAIs around the World, only three African countries were represented at this stage – Liberia, Botswana and South Africa.

The SYL Initiative is an interactive developmental program which aims to nurture young leaders in SAIs, to enable their own growth and contribute to development of their SAIs. It is widely recognized in the INTOSAI Community as the most effective moving force, which transforms an SAI.

3.3.6 Other Interactions

As part of the GAC's responsibility under the 2014 Act, personnel from the Commission attended the following meetings and conferences:

- 1) The AG, along with two staff, attended the AFROSAI-E Governing Board Meeting in Kigali, Rwanda. The AG co-chaired the Organization's Capacity-Building Committee.
- 2) The AG attended Joint Meeting on SAIs Contribution to SDGs Agenda in New York, the United States of America (USA).
- 3) The AG attended INTOSAI Capacity Building Committee (CBC) & INTOSAI Donor Cooperation Steering Committee (IDSC) meeting in Kuwait.



- 4) The AG, along with two staff, attended the International Federation of Accountants (IFAC) Developing Accountancy Capacity in Fragile & Conflict-affected States Workshop in Johannesburg, South Africa.
- 5) Three GAC staff attended the IDI's Audit Review meeting in Nanjing, China.
- 6) A member of the GAC staff attended AFROSAI WEGA 8 Annual Meeting in Kigali, Rwanda.
- 7) A member of the GAC staff attended the African Peer Review Mechanism (APRM) meetings in Addis Ababa, Ethiopia.
- 8) Two personnel from the GAC Legal Unit attended the AFROSAI-E 13th Legal and Technical Updates on Legal Procedures in Johannesburg, South Africa.

3.4 Assets to Support the Conduct of Audits

- **Vehicles**

Currently, there is an urgent need for new vehicles to support audit activities as most of the GAC's current fleet, which were acquired through the World Bank Multi-donor pooled fund, are now fully depreciated having been in operations for up to seven years. In addition to the normal wear and tear that occurs as a result of years of use, the deplorable condition of roads in most parts of the Country has been a major contributing factor as auditors often have to travel the length and breadth of Liberia to carry out field verifications. The depreciation of these vehicles has now brought huge financial burden as the Commission is constrained to defray the repair and maintenance costs of these assets, the aggregate value of which steadily increases on an annual basis.

The present condition of vehicles has presented a situation which sometimes hinders the smooth operation of the Commission, especially during peak audit periods, when the GAC Management is constrained to prioritize which field verification will first be conducted and which will be postponed. If this trend continues, there is an extreme likelihood that the Commission's drive to increase audit coverage (consistent with its Strategic Goal 1) will be seriously hindered. What is of most concern to Management is that this trend might also constrain the GAC to regress to previous times when vehicle rental was the primary means of carrying out audit verification, a method which is neither affordable nor sustainable under the current economic conditions. As the situation currently is, the GAC needs at least ten (10) vehicles to replace the already fully depreciated batch of these assets.





Figure 8a: Damaged GAC's vehicles



Figure 8b: Damaged GAC's vehicles

- **Computers for Auditors**

Laptops are usually rotated amongst auditors because the GAC does not have the required number of working computers to assign to individual audit staff.

Management is however working with development partners and at the same time exploring other means by which it can acquire these highly essential working tools to aid its working purpose. Moreover, considering the work that the GAC does and the related software that are relevant to audit work, there is a need for laptops that are customized for the GAC's purpose.

3.5 Financial Management and Budget Performance

- **Submission of Budget Estimates**

In compliance with Section 3.4 (a) of the GAC Act of 2014, in May 2018, the GAC submitted its 2018/19 budget estimates to the Legislature (via the PAC) alongside its 2017/18 Budget Performance Report.

- **Financial Statements**

The GAC operates on a fiscal year basis, and so to present a more appropriate picture of its financial performance for the period under review, the financial statements that follow hereafter are presented on a fiscal year basis (July 1, 2017 – June 30, 2018) – they do not represent the Calendar Year 2018. It must be noted that these financial statements are unaudited. In keeping with the requirements of the GAC 2014 Act, the audited version of the financials will be made available to supplement once the KNAO has completed the audit.





Promoting Accountability of Public Resources

General Auditing Commission (GAC)

FINANCIAL STATEMENTS

FOR THE FISCAL YEAR ENDED JUNE 30,
2018



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

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STATEMENT OF RESPONSIBILITIES OF THE HEAD OF MINISTRY OR AGENCY


The following Unaudited Financial Statements set out from pages 6 to page 16 have been prepared on the Cash Basis in accordance with International Public Sector Accounting Standards (Cash Basis IPSAS) and in compliance with the Public Financial Management Act, 2009 (PFM Act).

In accordance with the provisions of the Public Financial Management Act, I am responsible for the control and accounting of funds and all other public funds received, held and expended for and on behalf of the General Auditing Commission (GAC).

Section 3.6 (a) and (c) of the GAC Act of 2014 requires that the financial statements of the GAC be completed within three (3) months of the end of the fiscal year and its audited statements submitted by the independent auditors to the Legislature within an additional two (2) months. Accordingly, I am pleased to submit the required Statement of Receipts and Payments for the fiscal year ended June 30, 2018. I hope the notes to the Financial Statements will further clarify the information in these Financial Statements.

To the best of my knowledge and belief, these Financial Statements agreed with the books of accounts, which have been properly kept.

I accept responsibility for the integrity of these Financial Statements, the financial information they contain, and their compliance with the Public Financial Management Act, 2009.


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

Sept. 30, 2018
.....
Date

MANAGEMENT DISCUSSION AND ANALYSIS ON THE FINANCIAL STATEMENTS

Introduction

This Section gives a synopsis of significant items, transactions and events presented in the Financial Statements and the factors that influenced them. It introduces the statements and presents an analytical overview of the GAC's financial activities for fiscal year 2017/2018.

The Approved Budget

The original budget for the General Auditing Commission was **US\$5,415,805.00**. However, the final approved budget after additional budget cut was US\$ 5,391,958.00 of which US\$4,930,90,075 was allocated.

The Commission incurred a 21.38% over expenditure in goods and services. This happened because cash brought forward from previous period was expended in the reporting period to settle obligations.

Financial Performance

The General Auditing Commission received US\$4,930,075 as budgetary allocation for FY17/18. Of this amount, Compensation of Employees constituted 91% and the remaining 9% was allocated to Goods and Services Consumed. Other receipts which totaled US\$468,762.00 include a receipt of US\$267,600.00 from Ministry of Health, US\$15,000.00 from National Oil Company of Liberia and US\$ 10,000.00 from Civil Service Agency as audit fees. Other audit fees include US\$65,000.00 from Roberts International Airport, US\$37,062.00 from the Ministry of Agriculture, US\$30,000.00 from NASSCORP, US\$10,000.00 from the Liberia Maritime Authority and US\$30,000.00 from the John F. Kennedy Memorial Hospital. Also part of other receipts is an amount of US\$4,100.00 which includes miscellaneous collections such as refunds and receipts for bid documents purchases. The Commission also received US\$832,249 under the 11th EDF support to the GAC. Hence, the total cash receipt that was controlled by the Commission through its bank accounts during the fiscal period is **US\$6,231,086**.

Total staff compensation during the period was US\$4,497,765. This amount also included benefit for personnel that were retired during the fiscal year. In addition, US\$996,373 was spent to pay for Goods and Services provided, with 65% of this amount being spent on audit activities, and the remaining on other budgetary lines. The Commission also spent US\$7,365 on capital under the 11th EDF support to the GAC. Other payments, which amounted to US\$5,709, included bank charges, pass-through expenditure and exchange losses and gains on operational transactions. A total payment from budgetary allocations for the fiscal period was **US\$5,507,212**.

During the period under review, the Integrated Public Financial Management Reform Project (IPFMRP) also made third party payments on the GAC's behalf. These payments covered the cost of two brand new vehicles (Hyundai Tucson) and the supply and installation of a server and switch. In addition, the European Union's (EU) 11th EDF Project support to the GAC made provision for capacity building (staff professional development in programs such as the Association of Chartered Certified Accountants (ACCA), the Chartered Institute of Management Accountants (CIMA) and other programs); other forms of institutional support were also provided under this arrangement.

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Concerns and Strategic Focus

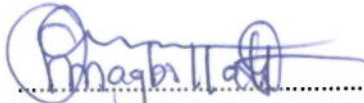
The GAC completed twenty-five (25) audits and commissioned forty-two (42) during the reporting period. Management did not complete seventeen (17) audits commissioned during the fiscal year due to challenges beyond its control.



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

Sept. 30, 2018

.....
Date



.....
Cooper Magbollah
Comptroller

September 30, 2018

.....
Date

*Financial Statements
For The Fiscal Year Ended June 30, 2017*

**GENERAL AUDITING COMMISSION
STATEMENT OF CASH RECEIPTS AND PAYMENTS
FOR THE FISCAL YEAR ENDED JUNE 30, 2017**

	Note	FY 16/17		FY 15/16	
		Receipts/ (Payments) Controlled by Entity	Payments by Other Government Entities	Receipts/ (Payments) Controlled by Entity	Payments by Other Government Entities
		US\$	US\$	US\$	US\$
RECEIPTS					
Authorized Allocation/Appropriation	3	5,227,468	-	5,740,382	-
Other Receipts	5	566,084	-	22,957	-
External Assistance	4	1,712	-	7,093	554,523
Total Receipts		5,795,264	-	5,770,432	554,523
PAYMENTS					
Wages, Salaries and Employee Benefits	6	4,560,609	-	4,474,359	-
Use of Goods and Services	7	1,291,706	-	1,401,015	349,992
Purchase/Construction of Property	8	-	-	-	204,531
Other Expenditures/Payments	9	9,462	-	22,831	-
Total Payments		5,861,777	-	5,898,205	554,523
Increase/(Decrease) in Cash		(66,513)		(127,773)	
Cash at the beginning of the FY		301,002		438,548	



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Increase/(Decrease) in Cash	(66,513)	(127,773)
Foreign currency translation difference	(160)	(9,773)
Cash at the End of the FY	2	<u>301,002</u>



*Financial Statements
For The Fiscal Year Ended June 30, 2018*

**GENERAL AUDITING COMMISSION
STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNT
FOR THE FISCAL YEAR ENDED JUNE 30, 2018**

- Budget Approved on the Cash Basis

ACCOUNT TITLE/DESCRIPTION	Actual Amount (A)	Final Budget (B)	Original Budget (C)	Difference: Final Budget and Actual (D) = (B-A)	Percentage Variance (E) = (D/B)
	US \$	US \$	US \$	US \$	%
CASH INFLOWS					
Authorized Allocation/Appropriation	4,930,075	5,391,958	5,415,805	461,883	8.5%
Grants	832,249	-	-	-832,249	-
Other receipts	468,762	-	-	-468,762	-
Total Receipts	6,231,086	5,391,958	5,415,805	-839,128	
CASH OUTFLOWS					
Wages, Salaries and Employee Benefits	4,497,765	4,674,840	4,674,840	176,990	3.8%
Goods and Services Consumed	996,373	717,118	740,965	-279,255	-39%
Purchase/Construction of Property, Plant, & Equipment	7,365	-	-	-7,365	-
Other Payments	5,709	-	-	-5,709	-
Total Payments	5,507,212	5,391,958	5,415,805	-115,254	2.1%
NET CASH FLOWS	723,874	-	-	-723,874	

*** Actual amounts encompass both cash and third party settlements.**



*Financial Statements
For The Fiscal Year Ended June 30, 2018*

**GENERAL AUDITING COMMISSION
STATEMENT OF CASH POSITION
AS AT JUNE 30, 2018**

	Currency Held In	Notes	As At June 30, 2018	As At June 30, 2017	Change in Cash Balances
Cash/ Bank Account Details		2			
Bank Accounts					
Guaranty Trust Bank (206600000210) –Operations A/C	USD		29,361	11,066	17,895
Guaranty Trust Bank (206600000110) –Operations A/C	LRD		34,150	363	33,346
Guaranty Trust Bank (206600000211) –Payroll A/C	USD		61,240	41,760	19,480
Guaranty Trust Bank (206600000111) –Payroll A/C	LRD		8,524	6,618	1,906
Guaranty Trust Bank (2000000000000)-EU-11 th EDF	USD		807,597	-	-
UBA Prepaid Card #1	USD		96	96	-
UBA Prepaid Card #4	USD		1,089	1,382	-293
Un-deposited Check	USD		-	175,000	-175,000
Total Cash in Banks			942,057	236,285	-102,666
Petty Cash Account					
Petty Cash on Hand	USD		644	540	117



*Financial Statements
For The Fiscal Year Ended June 30, 2018*

	Currency Held In	Notes	As At June 30, 2018	As At June 30, 2017	Change In Cash Balances
Cash Held By Others For Reimbursement/Refund/Repayment					
Cash Held In Staff Advances	USD		9,737	2,933	17,101
Cash-In-transit	USD		11,949	-	548
Excess Of Refund On Other Payments By IPFMRP	USD			-5,429	-5,429
Total Cash Held By Others			22,330	-2,496	18,112
Total Cash And Bank Balances			964,387	234,329	-79,445

*All Liberian Dollar amounts are converted at the spot rate.



NOTES TO THE FINANCIAL STATEMENTS

1. Accounting Policies

Basis of Preparation

These financial statements have been prepared in accordance with the requirements of the Public Financial Management Act, 2009 and comply with the Cash Basis International Public Sector Accounting Standard (Cash Basis IPSAS) "Financial Reporting under the Cash Basis of Accounting".

The accounting policies adopted have been consistently used throughout.

Reporting Entity

The financial statements are for the GAC. The Commission is an autonomous agency and reports directly to the National Legislature of Liberia.

The GAC's principal activity is to conduct audits of all accounts of the Government of Liberia. It controls its own bank accounts with appropriations and other cash receipts being deposited into these accounts as they are received from the Ministry of Finance and Development Planning (MFDP) and other stakeholders.

Payments by Other Government Entities

The GAC benefits from payments made on its behalf by its controlling entity (Government of Liberia) and other government entities.

Payments by External Third Parties

External third parties (entities external to the economic entity) also make payments on the GAC's behalf for goods and services. These payments do not constitute cash receipts or payments by the Commission, but do benefit the Commission. They are disclosed in the Payments by External Third Parties column in the Statement of Cash Receipts and Payments and in other financial statements.

Reporting Currency and Translation of Foreign Currencies

a. Functional and Presentation Currency

1. The functional currencies are the Liberian Dollar and the United States Dollar and the reporting currency is the United States Dollar. Items included in the financial statements are measured in the currency of the primary economic environment in which the entity operates.

b. Translation of Transactions in Foreign Currency

1. Foreign currency transactions are translated into United States Dollar using the exchange rates circulated by the Central bank of Liberia (CBL). Closing monetary balances are translated into the reporting currency using the closing rate. The closing rates for the reporting period is 1USD to 137.35LD. Foreign exchange gains and losses resulting from the settlement of such transactions and from



*Financial Statements
For The Fiscal Year Ended June 30, 2018*

the translation at the year-end are disclosed on the face of the financial statements for reconciliation purpose.

2. Cash at the End of the year

This amount comprises cash available in banks, cash held in salary advances & cash- in- transit.

	<u>FY 17/18</u>	<u>FY 16/17</u>
	US\$	US\$
Cash Available in Banks	942,057	236,285
Cash Held by others	9,737	2,933
Petty Cash	644	540
Reimbursables		(5,429)
Cash-In-transit	11,949	
Total	<u>964,387</u>	<u>234,329</u>

Below is a summary list of amount from ending cash balance not available for use to settle operational obligations.

Staff Social Security Withheld	43,707
Staff Medical Insurance	21,852
Vendor Taxes to be remitted	3,141
Total	<u>68,700</u>

3. Authorized Allocations

The total amount of Authorized Allocations received for FY2017/18 is presented below comparatively:

	<u>FY 17/18</u>	<u>FY 16/17</u>
	US\$	US\$
Compensation of Employees	4,500,206	4,560,609
Goods and Services	429,869	1,291,706
Total	<u>4,930,075</u>	<u>5,852,315</u>

4. External Assistance

The IPFMRP contribution to SAI Liberia's expenditures is considered external assistance to the GAC. These payments were made by the IPFMRP to purchase vehicles to facilitate the smooth operations of auditors and purchased ICT materials for the data center. In the same vein, the EU/ 11th EDF Project financed the cost of certification programs in an effort to execute its capacity building plan and also purchased assorted ICT Equipment for the normal running of the institution.



*Financial Statements
For The Fiscal Year Ended June 30, 2018*

	FY 17/18 US\$	FY 16/17 US\$
EU (11 th EDF Project)	24,551	-
IPFMRP (Pool Fund)	74,100	261,380
Total	98,651	261,380

Below is a detail of Undrawn External Assistance.

	Budgeted	Actual	Balance
IPFMRP - AFDB	270,000	74,100	2,653,672
EU (11 th EDF Project)	2,482,322	24,551	
Total	2,752,322	98,651	
Total Undrawn External Assistance			2,653,672

5. Other Receipts

The Commission received fees as reimbursement for audit costs; it also received fees from the sale of bid documents to vendors which is embedded in the Miscellaneous Receipts and other receipts. These amounts were received and controlled by the Commission through its bank accounts.

	FY 17/18 US\$	FY 16/17 US\$
Audit Fees/Cost	464,662	558,785
Miscellaneous Receipts	4,100	4,854
Total	468,762	566,084

6. Wages, Salaries and Employee Benefits

This amount represents payment to employees of the GAC as remuneration. The below schedule shows monthly salaries for all GAC staff during the fiscal year under review.

	FY 17/18 US\$	FY 16/17 US\$
July	373,125	382,986
August	371,849	380,737
September	380,981	382,421
October	377,723	382,900
November	377,393	378,236
December	380,894	378,614



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January	379,059	376,514
February	381,245	373,014
March	381,002	72,832
April	380,789	684,923
May	356,656	399,834
June	357,049	367,598
Total	4,497,765	4,560,609

7. Use of Goods and Services

In general, all expenses are recognized in the statement of Cash Receipts and Payments when payments are made. Below are the amounts disbursed in goods and services and broken down according to economic classification:

	FY 17/18	FY 16/17
	US\$	US\$
Foreign Travel - Means of Travel	41,905	81,279
Water & Sewage	13,700	8,788
Telephone, Fax, Internet, P&C	54,327	77,524
Fuel & Lubricants – Vehicles & Generators	28,307	166,180
Repair & Maintenance-Vehicles	12,074	39,225
Repair & Maintenance-Machinery, Equipment , & Furniture	8,729	17,186
Stationery	1,075	12,508
Printing, Binding & Publication Service	21,024	50,835
News Papers, Books & Periodicals	2,590	3,347
Other Office Materials & Consumables	3,681	11,051
Audit Expense	650,752	657,695
Entertainment, Representations & GI	8,426	31,419
Subscription (Members Fees & Dues)	11,193	13,606
Legal Dues & Compensations	557	799
Personnel Insurance	88,285	74,654
Vehicle Insurance	32,562	45,610
Total	979,187	1,291,706

The Commission also benefited from the donor projects from which goods and services were procured and advice was remitted to the GAC at the end of the fiscal period. Please see comparative amount stated below:



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For The Fiscal Year Ended June 30, 2018*

	FY 17/18 US\$	FY 16/17 US\$
IPFMRP	-	79,680
EU/11 th EDF Project	17,186	-
Total	17,186	79,680

8. Purchase/Construction of Property, Plant, and Equipment

The GAC maintains at historical costs a memorandum record in its Fixed Asset Registry for all of its non-current assets.

The Commission also benefited from fixed assets purchased under the IPFMRP. The purchase of two (2) vehicles (Hyundai Tucson) and a server and switch with full installation. Also, there were purchases made under the EU/ 11th EDF Project. The purchased of assorted ICT equipment (desktop, laptop & software, a printer and a shredder). Schedule of the aforementioned items is provided below:

	FY 17/18 US\$	FY 16/17 US\$
Capital Expenditure		
IPFMRP	74,100	181,700
EU/ 11 th EDF Project	7,365	
Total	81,465	181,700

9. Other Expenditure/ Payments

The GAC incurred bank service charges, exchange losses/gains from operational transactions . These outflows are summarized as other payments.

	FY 17/18 US\$	FY 16/17 US\$
Bank Charges	2,657	3,420
Exchange Losses/gains	3,052	6,042
Total	5,709	9,462

10. Statement of Comparison of Budget and Actual Amounts

The budget figures include the GAC's controlled amounts and third party settlements. Due to the usual carryover of cash to settle obligations from previous period, payments for goods and services consumed exceeded budget by 39%.

11. Liabilities

At the close of the fiscal year, the GAC's total liability position was US\$2,131,223. Of this amount, US\$1,979,575 represents the Commission's accrued total contribution (4.75%) to the National Social Security and Welfare Corporation (NASSCORP), while US\$151,648 represents commitments to vendors for goods and services provided. The Commission has placed in its 2018/2019 fiscal year budget its employee contribution liability to NASSCORP which has been accruing over the years.



Financial Statements
For The Fiscal Year Ended June 30, 2018

12. Authorization Date

Madam Yusador S. Gaye, CPA, CGMA, head of the GAC and Auditor General of the Republic of Liberia, authorized the financial statements for the reporting period for publication on 30th September 2018.



*Financial Statements
For The Fiscal Year Ended June 30, 2018*

APPENDIX

Total Amount Outstanding			
No.	Economic Classification	Currency	Amount
1	Stationery	US\$	410
2	Printing, Binding and Publications	US \$	2,320
3	Telephone, fax and postage	US \$	32,015
4	Repair Maintenance Vehicles	US \$	574
5	Audit Expenses	US \$	85,484
	Repairs and Maintenance-M & E	US\$	550
6	Vehicle Insurance	US \$	17,056
	Office Material and Consumables	US\$	764
7	Water and Sewage	US \$	12,475
GRAND TOTAL			151,648



*Financial Statements
For The Fiscal Year Ended June 30, 2018*

APPENDIX 2 - DETAILS OF FIXED ASSET PAYMENTS DURING THE PERIOD 1ST JULY 2016 - 30TH JUNE 2017				
Date	Fixed Asset Type	Qty	Description	Amount US \$
1	ICT Equipment	Assorted	Desktop, Printer & Shredder (EU Project)	1,744
2	ICT Equipment	1	Server & Switch (IPFMRP Project)	15,100
3	ICT Equipment	1	Laptop & Software (EU Project)	5,620
4	Transport Equipment	2	Vehicles (Hyundai Tucson) (IPFMRP Project)	59,000
GRAND TOTAL				81,464

