



Promoting Accountability of Public Resources

ANNUAL REPORT OF THE AUDITOR GENERAL

FOR THE YEAR ENDED DECEMBER 31,
2022



ANNUAL PERFORMANCE REPORT 2022

P. Garswa Jackson, Sr., FCCA, CFIP, CFC
Auditor General, R.L.



Promoting Accountability of Public Resources

Office of The Auditor General of the Republic of Liberia

LETTER TO THE SPEAKER

The Honorable Speaker
Members of the PAC and the Legislature
Capitol Hill
Monrovia, Liberia

Dear Hon. Speaker,

Enclosed is the Annual Performance Report for the operations of the Auditor General (AG) office for the year ending 31 December 2022, submitted in accordance with Part II Section 2.1.9 of the General Auditing Commission (GAC) Act of 2014.

This report reflects the Office's success and highlights key performance indicators and services delivered during the calendar year 2022.

Kind regards, as we strive to promote accountability, transparency, fiscal probity, and good governance across the Government of Liberia.

Sincerely,

P. Garswa Jackson, Sr., FCCA, CFIP, CFC
Auditor General, R.L.



Table of Contents

LIST OF ACRONYMS.....	4
MESAGE FROM THE AUDITOR GENERAL.....	5
1. PART 1: ABOUT THE GAC	7
1.1 Brief Background	7
1.2 GAC's Mandate – Duties of the Auditor General (2014 Act).....	7
1.3 GAC Vision, Mission and Core Values	8
1.4 The GAC's Strategic Plan.....	9
1.5 Oversight, Accountability, and Reporting	10
1.6 The Organizational Structure of the GAC	10
2. PART 2: AUDIT ACTIVITIES	12
2.1 Audit Engagement 2022	12
2.1.1 Financial Statements Audits.....	13
2.1.2 Compliance Audits.....	21
2.1.3 Performance Audit.....	42
2.2 Notable Audit Issues.....	44
2.3 General Findings	44
2.4 Audit Quality Control and Quality Assurance	45
2.5 GAC's Audit Recommendations Follow-Up.....	45
2.6 Technical Support to PAC of the Legislature	47
3. PART 3: ADMINISTRATION ACTIVITIES	47
3.1.1 Human Resource Activities	47
3.2 Assets to Support the Conduct of Audits	52
3.3 Infrastructure	54
3.4 Financial Resources Management.....	55
3.4.1 Funding of the GAC	55
3.4.2 Financial Management and Budget Performance	56
3.5 Audit of the GAC's Accounts.....	57
4. PART 4: PROGRESS MADE ON THE IMPLEMENTATION OF THE STRATEGIC PLAN	57
4.1 Strategic Plan Direction and Implementation.....	57
4.2 Strategic Plan 2021 – 2025.....	57
4.3 GAC's Stakeholders Engagement	58
4.3.1 Engagement Activities	58
4.3.2 Auditor General's Meeting with Internal Stakeholders.....	59



LIST OF ACRONYMS

AfDB	African Development Bank
AFROSAI	African Organization of Supreme Audit Institutions
AFROSAI-E	African Organization of English-speaking Supreme Audit Institutions
AG	Auditor General
BOA	Bureau of Audit
CBS	Capacity-Building Strategy
CFC	Certified Financial Consultant
CFE	Certified Fraud Examiner
CFIP	Certified Forensic Investigation Professional
CPA	Certified Public Accountant
CSOs	Civil Society Organizations
DAG	Deputy Auditor General
ECOSAI	Economic Supreme Audit Institutions
EDF	European Development Fund
EU	European Union
FAM	Financial Audit Manual
FCCA	Fellow Member of the Association of Certified Chartered Accountants
FIU	Financial Intelligence Unit
GAC	General Auditing Commission
GOL	Government of Liberia
HR	Human Resources
ICBF	Institutional Capacity-Building Framework
IDI	INTOSAI Development Initiative
IFMIS	Integrated Financial Management Information System
INTOSAI	International Organization of Supreme Audit Institutions
IPFMRP	Integrated Public Financial Management Reform Project
ISSAI	International Standards of Supreme Audit Institutions
IT	Information Technology
LACC	Liberia Anti-Corruption Commission
OAG	Office of the Auditor General
PAC	Public Accounts, Expenditures, and Audit Committee
PFM	Public Financial Management
PMS	Performance Management System
PPCC	Public Procurement and Concessions Commission
QA	Quality Assurance
SIDA	Swedish International Development Corporation Agency
SNAO	Swedish National Audit Office
SP	Strategic Plan
TOT	Trainer of Trainers
UN	United Nations
UNDP	United Nations Development Program
USAID	United States Agency for International Development



MESAGE FROM THE AUDITOR GENERAL



In accordance with my mandate as stipulated in Part 3 Section 2.1.9, I am pleased to present the 2022 Annual Performance Report of the Office of the Auditor General (OAG) of the Republic of Liberia. The report highlights numerous achievements and significant challenges we faced in pursuing our Audit Mandate as enshrined in our Strategic Plan.

In 2022, we made significant achievements by improving public service delivery by implementing an integrated audit approach, promoting accountability and transparency in the public sector. These significant achievements are:

1. Audits of about 60 ministries, agencies, commissions, and projects completed for multiple years. Eighteen have been published, and the rest to be published pending the conduct of exit conferences (final meetings) early next year. Completed audits include: The National Payroll Audit, The Domestic Debt Audit, The Audit of the Consolidated Financial Statements (FY 2020/2021 & Special Budget Year 2021), etc.
2. Follow-up on the Implementation of Audit Recommendations Unit has been made operational.
3. Competitively hired six additional Certified Public Accountants (CPAs) to boost capacity.
4. Refurbished the GAC building and offices and improved the working environment.
5. Achieved the One Auditor One Laptop Project, which enhanced the efficiency of audits.
6. Regularized the audit of the General Auditing Commission.
7. Facilitated two external quality reviews of GAC Audits.
8. Enhanced staff benefits, etc.

The GAC's Strategic Plan 2021-2025 centers around 5 goals as an important working tool in achieving its vision and mission. Also, we have developed and cascaded other internal plans (such as annual operational plan, stakeholders' engagement strategy, etc.), which are integrated in the strategic plan to ensure that all areas of the business are working in the same direction to deliver our goals. The overall Outcome is "To achieve an ICBF score of 3.5 in the next five years". In rating our performance, we measure our strategic goals against the Key Performance Indicators (KPI) of the Monitoring and Evaluation (M&E) Framework. We were able to successfully deliver some of our activities as summarized in this report.

I take this opportunity to appreciate His Excellency George Manneh Weah, President of the Republic of Liberia, for his support in making the Commission to achieve its mandate.

I also appreciate the continuous support and engagements with the Speaker, Joint Chairman of the Public Accounts, Expenditure and Audit Committee (PAC) and the entire members of the Legislature for strengthening our efforts in improving public financial management and good governance.

I am grateful for their continuous support and deliberations on the various audit reports and issues of public concerns. However, resource constraint in the delivery of our mandate is a serious concern that needs to be addressed.

Thanks to the Deputy AGs, the hardworking team at the Commission and all external partners of the GAC. I appreciate all of you! Looking forward to another productive year in 2023. Happy New Year!

Sincerely,

P. Garswa Jackson, Sr., FCCA, CFIP, CFC
Auditor General, R.L.



1. PART 1: ABOUT THE GAC

1.1 Brief Background

The GAC, as an independent constitutional external public sector auditor and Supreme Audit Institution (SAI), aims to make itself a world-class high performing institution, premised on the GAC's 2014 Act which gives the Commission both financial and operational independence. The GAC Act of 2014 repealed all the existing legislations prior to its enactment. The Act endeavors to strengthen legislative oversight of the Government regarding the management of public resources. The Commission will carry out independent audits and report its audit results to the Legislature, with copies to the President. The GAC is headed by the Auditor General who shall audit public accounts and funds in order to support the Legislature in holding the Government accountable for the use of public resources.



Headquarters of the General Auditing Commission, Ashmun Street, Monrovia, Liberia

1.2 GAC's Mandate – Duties of the Auditor General (2014 Act)

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

- a.** (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:
 - i.** The Auditor General shall carry out the annual audit of the Government's annual Consolidated Financial Statements; and

- ii. 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 of legislation.
- c. The Auditor General shall have the right to determine which audits are to be carried out, to 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 constitutional duties as enshrined 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 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 GAC Vision, Mission and Core Values

▪ Vision and Mission



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



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.

▪ GAC's Core Values



We are honest and have strong moral principles



We will do our work with no malice and be truthful to all stakeholders



We will always demonstrate freedom from influence in appearance



We will hold high the ethics expected of an SAI and the qualities of trained and skilled people



We are inclusive and respect individual differences

Purpose

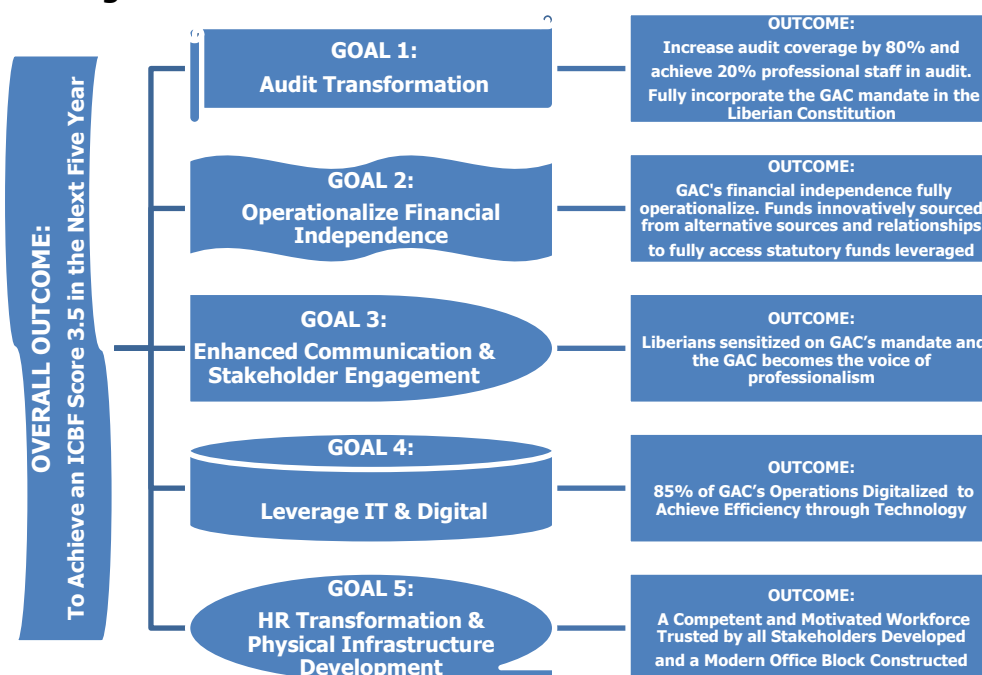
PURPOSE

Promoting Accountability of Public Resources

1.4 The GAC's Strategic Plan

In accordance with Part 2 Section 2.1.8a the Auditor General shall develop a Strategic Plan for performing his/her functions. Based on this functionary mandate, the AG develops a Strategic Plan 2021-2025, as a working tool in order to carry out his vision for the Commission. The GAC, as the Supreme Audit Institution of Liberia, is mandated to perform external audit of government organizations and agencies, thereby enhancing public confidence in the Government. The intent of the SP is to guide the Commission in its efforts to ensure that the implementation of responsibilities is on track. To achieve this, the GAC's SP sets out a strategic goal that it pursues, thus delivering the desired results of quality audits.

▪ The Strategic Plan Goals and Outcomes for 2021-2025



▪ GAC's Strategic Goals and Objectives for 2021-2025

Goals	Objectives
G1: Audit Transformation	1)Implement a Robust Follow-up Mechanism 2)Implementation of audit training outcomes 3)Strengthen the QA Function 4)Auditees Capacity Building 5)Operationalize Outsourcing Policy 6)Build capacity of auditors and ensure adequate resources 7)Develop an audit strategy
G2: Operationalize Financial Independence	1)Leverage Relationships in the Legislature 2) Partner Developmental/ Donor Partners in Funding Activities 3) Engagements with SOEs
G3: Enhance Communication and Stakeholder Engagement	1) Leverage Technology in Communication and Stakeholders' Engagement 2) Enhance collaboration with key stakeholders 3) Build an Effective Communication Team

Goals	Objectives
G4: Leverage IT & Digital	1) Strengthen IT Governance and Processes
	2) Deploy Digital Solutions
	3) Improve IT Service Delivery
	4) Consolidate IT Infrastructure (Hardware, Software and Networking)
	5) Develop an IT Strategy
G5: To Acquire HR Transformation and Physical Infrastructure Development	1) Develop a Leadership Management Program and a Cultural and Work Attitudinal Change Initiative
	2) Leverage Innovative Talent Acquisition and Professional Development Programs in a Cost-efficient Manner
	3) Establish a Culture of Employees' Engagement
	4) Deliver a Robust Performance Driven Culture
	5) Restructure the HR Function and Career Path
	6) Deliver Improvements to the Physical Working Environment of the Employees

1.5 Oversight, Accountability, and Reporting

The PAC is recognized as the primary customer of the Office of the Auditor General. The Office of the Auditor General is charged with the responsibility of supporting the committee's role in assessing the integrity, economy, efficiency, and effectiveness of public sector management on behalf of the Legislature and the public. As part of its role, the PAC scrutinizes matters raised in the GAC's reports to the Legislature. It then prepares and submits a summary report on its review to the Legislature. The Auditor General then briefs the committee on the report as well as any other matter of interest.

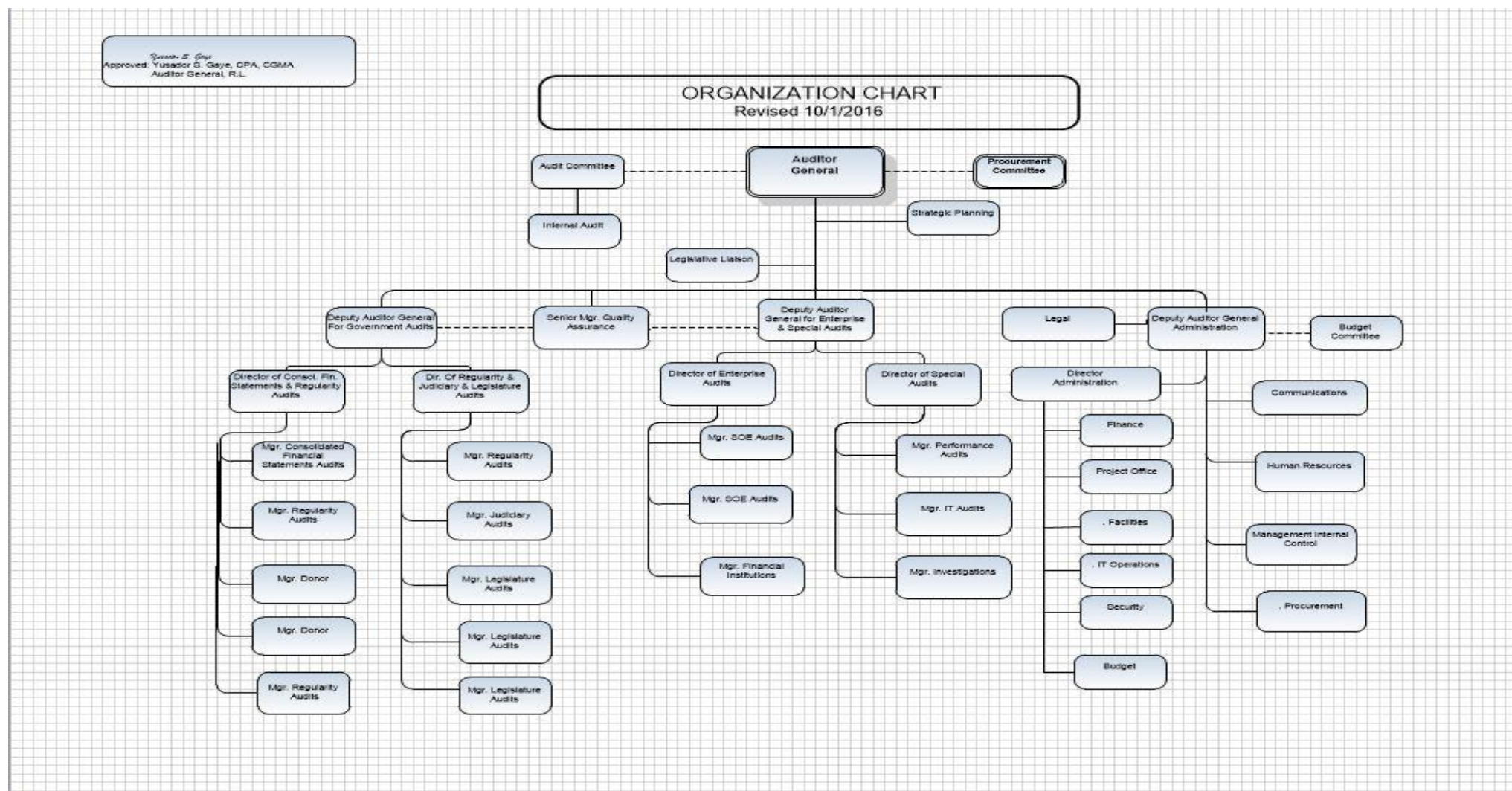
The AG is accountable to the Legislature by tabling its annual report on GAC's performance, annual financial statements, and the audit report on said financial statements to the Legislature, with a copy to the President (as required by Part 2 Section 2.1.9 e).

1.6 The Organizational Structure of the GAC

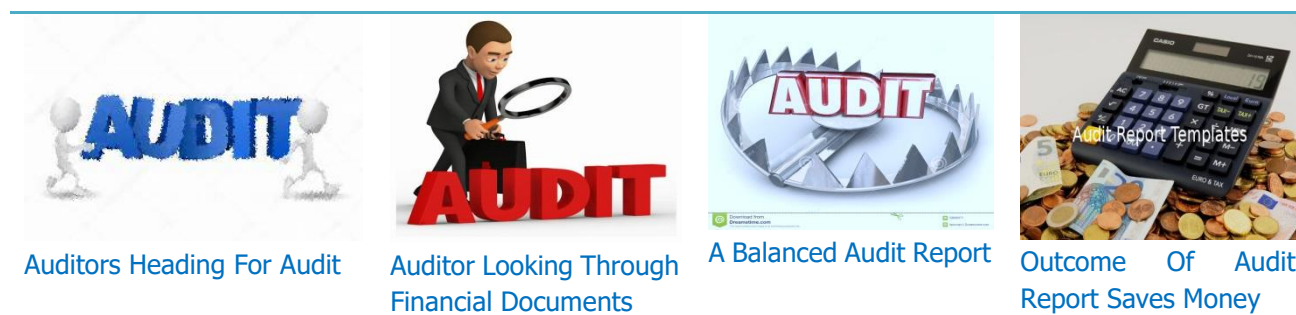
As stipulated in the GAC Act of 2014, the Auditor General (AG) is the head of the General Auditing Commission (GAC) who shall support the Legislature to hold the Government accountable for the use of public resources. The AG is responsible for the overall governance structure of the GAC and reports directly to the Legislature. The AG is assisted by three Deputy Auditors General. The AG, in carrying out his responsibilities, develops an organizational structure to guide him in the delivery of GAC's mandate.

In managing the organization's structure, the AG himself supervises three units and two committees, while his three deputies assist in supervising both the Audit and Administrative functions of the Commission. The Deputy Auditor General for Government Audits is responsible to supervise two (2) audit directories, while the Deputy Auditor General for Enterprises and Special Audits is responsible for the other two (2) audit directories. The directors supervise managers who are of various ranks/grades. The two DAGs have a supervisory role over Quality Assurance. Deputy Auditor General for Administration is responsible for the Administrative Department which comprises eleven (11) support/corporate units and a committee.

ORGANOGRAM



2. PART 2: AUDIT ACTIVITIES



2.1 Audit Engagement 2022

In according with Part 2 Section 2.1.3 of the Audit Act, 2014 authorizes the AG to conduct audits of all public accounts and funds of the Republic of Liberia. Hence, the GAC is mandated to audit a client portfolio (audit universe) which comprises government ministries, agencies and commissions (MAC), as well as institutions of higher learning and relevant programs and activities across the Country. Even though the scope of the AG's authority to audit covers all public funds generated through tax and non-tax revenue, donor support and other sources, resource constraints, which may be financial or time bound, often limit the AG's ability to audit the entire portfolio in a given year. Hence, a risk-based profiling process, which classifies auditees as high, medium and low risk, is used to select the audits that will be conducted in a given year. The classification of an audit into any of the aforementioned categories is based on a number of factors – the size of the budget, level of complexity of operations (which is often influenced by the degree of decentralization), stakeholders' interests, period of last audit, last audit opinion, and other relevant factors.

During the period under review, the GAC's audit risk-profiling process resulted into **One Hundred Nine (109)** institutions and programs of government being rated as high, medium and low risk. As aforementioned, emphasis was placed on institutions classified as high and medium risk as far as the available budgets could cover. Note that some institutions classified as high or medium but were not audited during the period under review because the estimated cost of audit was very significant, considering the scope of their operations and the extent of these institutions' presence around the Country.

The Auditor General issued a total of **Sixty (60) audit reports in 2022**. Of the Sixty (60) audits, Thirty-two (32) were issued for Financial Statement Audits, Twenty-five (25) for Compliance Audits, and Three (3) for Performance Audits. Below is a detailed list of all audit reports issued and key findings during the calendar year 2022:

2.1.1 Financial Statements Audits

Financial audit focuses on determining as to whether an entity's financial information is presented in accordance with the applicable financial reporting and regulatory framework.

During the review period, we encountered numerous challenges from MACs, either their failure to submit annual financial statements for audit or failure to do so in a timely manner. There were also notable delays in the submission of documentation and in responding to management letters and draft audit reports. This adversely affected the reporting of foreseen timeline during audit planning. Hence, some of these institutions did not submit financial statements, while others submitted theirs that did not meet the requirements of the applicable reporting standards.

List of Financial Statement Audits:

No.	Audited Entity	Title of the Audit Report	Audit Period	Audit Opinion	Release Date
1	Liberia Broadcasting System (LBS)	AG's Report on the Audit of the LBS Financial Statements	For Year Ended June 30, 2016	Adverse	2022 April
2	Liberia Broadcasting System (LBS)	AG's Report on the Audit of the LBS Financial Statements	For Year Ended June 30, 2017	Adverse	2022 April
3	Liberia Broadcasting System (LBS)	AG's Report on the Audit of the LBS Financial Statements	For Year Ended June 30, 2018	Adverse	2022 April
4	Liberia Broadcasting System (LBS)	AG's Report on the Audit of the LBS Financial Statements	For Year Ended June 30, 2019	Adverse	2022 April
5	Ministry of Health (MOH) - Global Alliance for Vaccine Immunization (GAVI)	AG's Report on the Audit of the MOH - GAVI-Health Strengthening System Project Financial Statements	For Year Ended June 30, 2020	Unqualified	2022 April
6	Ministry of Health (MOH) - Global Alliance for Vaccine Immunization (GAVI)	AG's Report on the Audit of the MOH - GAVI-Health Strengthening System Project Financial Statements	For Year Ended June 30, 2021	Unqualified	2022 April
7	National Road Fund (NRF)	AG's Report on the Audit of the NRF Financial Statements	July 1, 2018 to June 30, 2019	Unqualified	2022 March
8	National Road Fund (NRF)	AG's Report on the Audit of the NRF Financial Statements	July 1, 2019 to June 30, 2020	Unqualified	2022 March
9	Liberia Intellectual Property Office (LIPO)	AG's Report on the Audit of the LIPO Financial Statements	2018/2019	Adverse	2022 December
10	Liberia Intellectual Property Office (LIPO)	AG's Report on the Audit of the LIPO Financial Statements	2019/2020	Adverse	2022 December
11	Liberia Intellectual Property Office (LIPO)	AG's Report on the Audit of the LIPO Financial Statements	2020/2021	Adverse	2022 December

No.	Audited Entity	Title of the Audit Report	Audit Period	Audit Opinion	Release Date
12	Ministry of Commerce (MOC)	AG's Report on the Audit of the MOC Financial Statements	2018/2019	Adverse	2022 December
13	Ministry of Commerce (MOC)	AG's Report on the Audit of the MOC Financial Statements	2019/2020	Adverse	2022 December
14	Ministry of Commerce (MOC)	AG's Report on the Audit of the MOC Financial Statements	2020/2021	Adverse	2022 December
15	National Housing Authority (NHA)	AG's Report on the Audit of the NHA Financial Statements	2016/2017	Adverse	2022 December
16	National Housing Authority (NHA)	AG's Report on the Audit of the NHA Financial Statements	2017/2018	Adverse	2022 December
17	National Housing Authority (NHA)	AG's Report on the Audit of the NHA Financial Statements	2018/2019	Adverse	2022 December
18	National Housing Authority (NHA)	AG's Report on the Audit of the NHA Financial Statements	2019/2020	Adverse	2022 December
19	National Investment Commission (NIC)	AG's Report on the Audit of the NIC Financial Statements	2018/2019	Qualified	2022 December
20	National Investment Commission (NIC)	AG's Report on the Audit of the NIC Financial Statements	2019/2020	Qualified	2022 December
21	National Investment Commission (NIC)	AG's Report on the Audit of the NIC Financial Statements	2020/2021	Qualified	2022 December
22	National Transit Authority (NTA)	AG's Report on the Audit of the NTA Financial Statements	2016/2017	Adverse	2022 December
23	National Transit Authority (NTA)	AG's Report on the Audit of the NTA Financial Statements	2017/2018	Adverse	2022 December
24	National Transit Authority (NTA)	AG's Report on the Audit of the NTA Financial Statements	2018/2019	Adverse	2022 December
25	National Transit Authority (NTA)	AG's Report on the Audit of the NTA Financial Statements	2019/2020	Adverse	2022 December
26	National Transit Authority (NTA)	AG's Report on the Audit of the NTA Financial Statements	2020/2021	Adverse	2022 December
27	National Social Security & Welfare Corporation	AG's Report on the Audit of the NASSCORP Financial	July 1, 2019 to June 30, 2020	Unqualified	2022 March



No.	Audited Entity	Title of the Audit Report	Audit Period	Audit Opinion	Release Date
	(NASSCORP)	Statements			
28	Ministry of Health (MOH) - Close-Out Audit of the Health Systems Strengthening Project (HSSP)	AG's Report on the Close-Out Audit of the MOH - Health Systems Strengthening Project (HSSP)/Additional Financing (AF) (IDA-5244, TF-14432LBR & TFA4116) Financial Statements	Ten (10) months ended April 30, 2022	Unqualified	December 2022
29	Fisheries Project - Closeout Audit of the Liberia Sustainable Management of Fisheries Project (LSMFP)	AG's Report on the Closeout Audit of the Liberia Sustainable Management of Fisheries Project (LSMFP) Financial Statements	December, 2021	Unqualified	2022 June
30	Technical Advisory Building Support to the Liberia Revenue Authority (LRA)	AG's Report On the Audit of the Technical Advisory Building Support to the LRA Financial Statements	June 1, 2019 - March 31, 2022	Unqualified	2022 December
31	Rural Renewable Energy Agency (RREA)	AG's Report on the Audit of the RREA with project name Liberia Renewable Energy Access Project (LIRENAP), Project Number: 149683 Financial Statements	July 1, 2021 to June 30, 2022	Unqualified	2022 December
32	Rural Renewable Energy Agency (RREA) - 2	AG's Report on the Audit of the RREA with project name Renewable Energy Electrification in Liberia (REEL) Financial Statements	April 4, 2021 - June 30, 2022	Unqualified	2022 December

Summary of Key Findings of the Financial Statements Audits:

1. AG's Report on the Financial Statements Audit of the Liberia Broadcasting System (LBS) for the Period Ended June 30, 2016

Key Findings
<p>Payments for goods and services valued at US\$969,917.91 and L\$28,967,251.60 were not adequately supported by payment vouchers, receipts, invoices etc.</p> <ul style="list-style-type: none"> There was a variance of US\$32,245.60 for Internally Generated Revenue (Other Receipts) between the Financial Statements and the general Ledger. There was a variance of US\$242,387.01 for expenses between the Financial Statements and the General Ledger. Management did not re-deposit into the GOL Consolidated Fund account the uncommitted cash balances totaling US\$79,259.84 and L\$1,001,809.26

2. Auditor General's Report on the Financial Statements Audit of the Liberia Broadcasting System (LBS) for the Fiscal Period Ended June 30, 2017

Key Findings

Payments for goods and services valued at US\$179,599.89 and L\$62,179,920.19 were not adequately supported by payment vouchers, receipts, invoices etc.

- There was a variance of US\$46,907.20 for Other Receipts between the Financial Statements and the Trial Balance.
- There was a variance of US\$317,040.66 for expenses between the Financial Statements and the General Ledger.
- Management did not re-deposit into the GOL Consolidated Fund account the uncommitted cash balances totaling US\$101,908.19 and L\$12,059,072.86

3. Auditor General's Report on the Financial Statements Audit of the Liberia Broadcasting System (LBS) for the Fiscal Period Ended June 30, 2018

Key Findings

Payments for goods and services valued at US\$939,133.86 and L\$57,738,869.71 were not adequately supported by payment vouchers, receipts, invoices etc.

- There was a variance of US\$59,986.74 for Internally Generated Revenue (Other Receipts) between the Financial Statements and the Trial Balance.
- There was a variance of US\$6,076.45 for expenses between the Financial Statements and the General Ledger.
- Management did not re-deposit into the GOL Consolidated Fund account the uncommitted cash balances totaling US\$26,262.63 and L\$1,616,098.03

4. AG's Report on the Liberia Broadcasting System (LBS) Financial Statements For The Financial Year Ended June 30, 2019

Key Findings

Payments for goods and services valued at US\$1,071,275.79 and L\$25,480,628.78 were not adequately supported by payment vouchers, receipts, invoices etc.

- Management did not provide a detail ledger and trial balance for expenditure amounting to US\$1,219,790.64 as reported in the financial statements.
- Management did not re-deposit into the GOL Consolidated Fund account the uncommitted cash balances totaling US\$17,730.78 and L\$2,405,881.92

5. AG's Report on the Financial Statements Audit of the Liberia Intellectual Property Office (2018/2019).

Key Findings

- Management did not disclose in the financial statements reconciled bank balance amounting to USD42,585.94 and its underlying documents domiciled at the Liberia Bank for Development and Investment.
- Management did not disclose revenues received from the African Regional Intellectual Property Organization amounting to USD104,580.31 which was recorded on the Entity's bank statement from LBDI bank.
- Management did not disclose in the financial statements several transactions recorded on the LBDI bank statements amounting to US\$61,653.00.

Key Findings

- Management made payments amounting to USD11,400.00 and LRD7,200.00 without evidence of supporting documents such as payment vouchers and invoices, etc. to validate the transactions.

6. AG's Report on the Financial Statements Audit of the Liberia Intellectual Property Office (2019/2020).

Key Findings

- Management did not disclose in the financial statements reconciled bank balance amounting to USD6,333.76 and its underlying documents domiciled at the Liberia Bank for Development and Investment.
- Management did not disclose revenues received from the African Regional Intellectual Property Organization amounting to USD115,456.82 which was recorded on the Entity's bank statement from LBDI bank.
- Management did not disclose in the financial statements several transactions recorded on the LBDI bank statements amounting to USD151,265.00.
- Management made payments amounting to USD11,776.75 and LRD20,930.00 without evidence of supporting documents such as payment vouchers and invoices, etc. to validate the transactions.

7. AG's Report on the Financial Statements Audit of the Liberia Intellectual Property Office (2020/2021).

Key Findings

- Management did not disclose in the financial statements reconciled bank balance amounting to USD15,109.06 and its underlying documents domiciled at the Liberia Bank for Development and Investment.
- Management did not disclose revenues received from the African Regional Intellectual Property Organization amounting to USD93,723.34 which was recorded on the Entity's bank statement from LBDI bank.
- Management did not disclose in the financial statements several transactions recorded on the LBDI bank statements amounting to USD84,588.04.
- Management made payments amounting to USD6,929.00 and LRD49,940.00 without evidence of supporting documents such as payment vouchers and invoices, etc. to validate the transactions.

8. AG's Report on the Financial Statements Audit of the Ministry of Commerce and Industry (2018/2019).

Key Findings

- There was a net unexplained variance of US\$19,001.58 in expenditures reported in the financial statements as compared to accounting information provided in the Integrated Financial Management Information System (IFMIS).
- Management did not disclose in the Expenditure Report nor provide detailed information of US\$254,696.85 and L\$11,735,439.24 from the Monrovia Industrial Park (MIP), National Standard Lab (NSL) and the Liberia Business Registry (LBR)
- The amounts of US\$2,644.54 and L\$235,655.50 deducted as withholding taxes from goods and services taxes (GST) from Vendors were not remitted into the GOL General Revenue Account.
- Management did not include Explanatory Notes relating to the causes of significant variances between the budget and actual amounts (i.e. revenues and expenditures) as required by the IPSAS Cash Basis Accounting were not disclosed in the financial statements

9. AG's Report on the Financial Statements Audit of the Ministry of Commerce and Industry (2019/2020).

Key Findings

- There was a net unexplained variance of US\$37,808.75 in expenditures reported in the financial statements as compared to accounting information provided in the Integrated Financial Management Information System (IFMIS).
- Management did not provide detailed ledgers for expenditures amounting to US\$3,811,240.21 as reported in the financial statements.
- Management did not disclose in the Expenditure Report nor provide detailed information of US\$44,932.73 and L\$26,276,640.39 from Monrovia Industrial Park (MIP), and National Standard Lab (NSL) Unauthorized access of US\$2,000,000 placed in the 2019/2020 Recast National budget by the National Legislature for COVID-19 Response.

10. AG's Report on the Financial Statements Audit of the Ministry of Commerce and Industry (2020/2021).

Key Findings

- There was an unexplained variance of US\$ 58,684.29 in expenditures reported in the financial statements as compared to accounting information provided in the Integrated Financial Management Information System (IFMIS).
- Management did not provide detailed ledgers for expenditures amounting to US\$ 2,255,326.00 as reported in the financial statements.
- Management did not disclose in the Expenditure Report nor provide detailed information of US\$ 219,391.15 from Monrovia Industrial Park (MIP), and National Standard Lab (NSL) Management unsupported expenditure of US\$ 7,208.00 for goods and services

11. AG's Report on the Audit of the National Housing Authority Financial Statements (2016/2017).

Key Findings

- There was a net unexplained variance of US\$619,216 in expenditures reported in the financial statements as compared to accounting information provided in the Integrated Financial Management Information System (IFMIS).
- Management did not prepare a cashbook/general ledger for FY 2016/2017 although Management presented financial statements for audit. Amounts of US\$187,000.00 variance as the result of misstated opening balance in the financial statement reported by the management of National Housing Authority.
- Management of the National Housing Authority did not include explanatory notes in the financial statements on the budgetary and classification basis adopted in the approved budget. as required by the IPSAS Cash Basis Accounting.

12. AG's Report on the Audit of the National Housing Authority Financial Statements (2017/2018).

Key Findings

- There was a net unexplained variance of US\$23,902 in expenditures reported in the financial statements as compared to accounting information provided in the Integrated Financial Management Information System (IFMIS).
- Financial statements prepared for the fiscal period lacked comparative information as is required by paragraph 2.6.0 of the Cash Basis IPSAS as adopted by the Government of Liberia.

Key Findings

- Amounts of US\$686,860 variance as the result of misstated opening balance in the financial statement reported by the management of National Housing Authority.
- Management of the National Housing Authority did not include explanatory notes in the financial statements on the budgetary and classification basis adopted in the approved budget as required by the IPSAS Cash Basis Accounting.

13. AG's Report on the Audit of the National Housing Authority Financial Statements (2018/2019).

Key Findings

- There was a net unexplained variance of US\$619,445 in expenditures reported in the financial statements as compared to accounting information provided in the Integrated Financial Management Information System (IFMIS).
- Financial statements prepared for the fiscal period lacked comparative information as is required by paragraph 2.6.0 of the Cash Basis IPSAS as adopted by the Government of Liberia. Variance of US\$88,440 between the cash balance per the Statement of Cash Receipts & Payments and the cash balance per the Statement of Cash Position.
- Management of the National Housing Authority did not include explanatory notes in the financial statements on the budgetary and classification basis adopted in the approved budget as required by the IPSAS Cash Basis Accounting.

14. AG's Report on the Audit of the National Housing Authority Financial Statements (2019/2020).

Key Findings

- The amount of US\$89,340 recorded as closing balance in NHA's financial statements for the fiscal year 2018/2019 did not reconcile with the opening balance of US\$2,060 for the fiscal year of 2019/2020; thereby, resulting in a variance of US\$87,280.
- Financial statements prepared for the fiscal period lacked comparative information as is required by paragraph 2.6.0 of the Cash Basis IPSAS as adopted by the Government of Liberia. variance of US\$88,440 between the cash balance per the Statement of Cash Receipts & Payments and the cash balance per the Statement of Cash Position.
- Management of the National Housing Authority did not include explanatory notes in the financial statements on the budgetary and classification basis adopted in the approved budget as required by the IPSAS Cash Basis Accounting.

15. AG's Report on the Financial Statements Audit of the National Investment Commission (2018/2019).

Key Findings

- Cash received for incentive fees (advisory fees) of US\$151,257.72 were without evidence of invoice and receipts to ascertain the completeness and accuracy of the amounts received.
- Misapplication of personnel income tax table to annual gross salary led to overpayment of salaries by US\$124,602.12, thus misstating actual salary payments.

16. AG's Report on the Financial Statements Audit of the National Investment Commission (2019/2020).

Key Findings

- Cash received for incentive fees (advisory fees) of US\$40,000.00 were without evidence of invoices and receipts to ascertain the completeness and accuracy of the amounts received.

17. AG's Report on the Financial Statements Audit of the National Investment Commission (2020/2021).

Key Findings

- Cash received for incentive fees (advisory fees) of US\$36,000.00 were without evidence of receipts to ascertain the completeness and accuracy of the actual cash received per invoices.

18. AG's Report On the National Transit Authority Financial Statements (2016/2017).

Key Findings

- Management did not maintain Trial balance that provides a basis for the preparation of final accounts.
- No evidence that Management prepared comprehensive consumption record of fuel in the amount of US\$ 769,296.26.

19. AG's Report On the National Transit Authority Financial Statements (2017/2018).

Key Findings

- Management did not maintain Trial balance that provides a basis for the preparation of final accounts.
- Management of NTA disbursed the total amount of L\$450,970.00 directly from bus intake without the use of the voucher system.
- No evidence that Management prepared comprehensive consumption record of fuel in the amount of US\$ 813,927.5

20. AG's Report On the National Transit Authority Financial Statements (2018/2019)

Key Findings

- Management made payments for various transactions amounting to US\$ US\$2,975.00 & LR\$ 1,055,890.00 without supporting documents such as payment vouchers, invoices/receipts, delivery notes, contracts, etc. to substantiate the legitimacy of the transactions.
- Management did not maintain Trial balance that provides a basis for the preparation of final accounts.
- Management of NTA disbursed the total amount of L\$3,235,480.00 directly from bus intake without the use of the voucher system.
- Management made payment to Board members amounting to L\$ 1,476,500.00 whose tenure expired
- No evidence that Management prepared comprehensive consumption record of fuel in the amount of US\$ 466,482.20.

21. AG's Report On the National Transit Authority Financial Statements (2019/2020).

Key Findings

- Management made payments for various transactions amounting to US\$ US\$3,450.00 & LR\$ 3,784,891.40 without supporting documents such as payment vouchers, invoices/receipts, delivery notes, contracts, etc. to substantiate the legitimacy of the transactions.
- Management did not maintain Trial balance that provides a basis for the preparation of final accounts.
- During the audit, our precomputation of the closing cash balance for FY2019/2020 amounted to US\$7,488.84, whereas the opening cash balance per the financial statement 2020/2021 amounted to US\$4,556.84 thus resulting to the variance of US\$2,932.00
- Daily cash collection records prepared by the entity's cashiers did not reconcile to figures reported per bank deposits which results to a material variance totaling LRD820,255.00.
- Management disbursed the total amount of L\$247,000.00 directly from bus intake without the use of the voucher system.
- Management made payment to Board members amounting to US\$ 4,499.40 whose Tenue expired.

22. AG's Report On the National Transit Authority Financial Statements (2020/2021).

Key Findings

- Management made payments for various transactions amounting to US\$ 296,538.00 & LR\$ 5,747,530.52 without supporting documents such as payment vouchers, invoices/receipts, delivery notes, contracts, etc. to substantiate the legitimacy of the transactions.
- Management did not maintain Trial balance that provides a basis for the preparation of final accounts.
- A variance of US\$ 47,832.66 between the allotment confirmed by MFDP and the amount reported in the financial statements was noted by the auditors.
- No evidence that Management disclosed in the notes to the financial statements the amount totaling US\$56,101.42 as receivables. Further, there was no evidence of supporting documents provided.
- Daily cash collection records prepared by the entity's cashiers of 10,395,771.00 did not reconcile to figures reported per bank deposits amounting to 1,855,010.00.
- Managing Director received board fees amounting to US\$ 12,203.84 without evidence of been appointed as Secretary to the Board.
- Senior management increased their monthly salaries by the total of US\$9,500.00 without Board approval. The unilateral salary increment placed the senior Management staff above the Entity's approved pay grade.
- Management withholding and remitting withholding taxes on goods and services
- Management made payment to Board members amounting to US\$ 16,667.70 whose Tenure had expired.

2.1.2 Compliance Audits

Compliance audit is an assessment of whether the provisions in the applicable laws, rules and regulations made thereunder and various orders and instructions issued by the competent authority are being complied with.

In 2022, we conducted Compliance Audits in accordance with INTOSAI's Compliance Audit guideline (ISSAI 4000). The audits aimed to determine whether MACs complied with various regulatory instruments.

Therefore, the Compliance Audits were executed to express an opinion on the extent to which MACs were compliant with laws, regulatory guidelines, policies, established codes, budgetary allocations and relevant contracts. During the audits, we discovered that a number of MACs' activities were not in compliance with the relevant laws, regulations, policies, etc. The table below shows highlights from the audits:

List of Compliance Audits

No.	Audited Entity	Title of Audit Report	Audit Period	Audit Opinion	Release Date
1	Cooperative Development Agency (CDA)	AG's Report on the Compliance Audit of the CDA	2016/2017	Adverse Conclusion	2022 December
2	Cooperative Development Agency (CDA)	AG's Report on the Compliance Audit of the CDA	2017/2018	Adverse Conclusion	2022 December
3	Cooperative Development Agency (CDA)	AG's Report on the Compliance Audit of the CDA	2018/2019	Adverse Conclusion	2022 December
4	Cooperative Development Agency (CDA)	AG's Report on the Compliance Audit of the CDA	2019/2020	Adverse Conclusion	December 2022
5	John F. Kennedy Medical Center (JFKMC)	AG's Report on the Compliance Audit of the JFKMC	2017/2018	Adverse Conclusion	December 2022
6	John F. Kennedy Medical Center (JFKMC)	AG's Report on the Compliance Audit of the JFKMC	2018/2019	Adverse Conclusion	December 2022
7	John F. Kennedy Medical Center (JFKMC)	AG's Report on the Compliance Audit of the JFKMC	2019/2020	Adverse Conclusion	December 2022
8	Liberia Institute of Public Administration (LIPA)	AG's Report on Compliance Audit of the LIPA	2018/2019	Adverse Conclusion	2022 December
9	Liberia Institute of Public Administration (LIPA)	AG's Report on Compliance Audit of the LIPA	2019/2020	Adverse Conclusion	2022 December
10	Liberia Institute of Public Administration (LIPA)	AG's Report on Compliance Audit of the LIPA	2020/2021	Adverse Conclusion	2022 December
11	Liberia Institute of Statistics and Geo-information Services (LISGIS)	AG's Report on the Compliance Audit of the LISGIS	2016/2017	Adverse Conclusion	2022 December
12	Liberia Institute of	AG's Report on the	2017/2018	Adverse	2022



No.	Audited Entity	Title of Audit Report	Audit Period	Audit Opinion	Release Date
	Statistics and Geo-information Services (LISGIS)	Compliance Audit of the LISGIS		Conclusion	December
13	Liberia Institute of Statistics and Geo-information Services (LISGIS)	AG's Report on the Compliance Audit of the LISGIS	2018/2019	Adverse Conclusion	2022 December
14	Liberia Institute of Statistics and Geo-information Services (LISGIS)	AG's Report on the Compliance Audit of the LISGIS	2019/2020	Adverse Conclusion	2022 December
15	National Lottery Authority (NLA)	AG's Report on the Compliance Audit on the Revenues, Operations, and Eligible Expenditures of the NLA	2019/2020	Adverse Conclusion	2022 December
16	National Lottery Authority (NLA)	AG's Report on the Compliance Audit on the Revenues, Operations, and Eligible Expenditures of the NLA	2020/2021	Adverse Conclusion	2022 December
17	Liberia Refugee Repatriation & Resettlement Commission (LRRRC)	AG's Report on the Compliance Audit of the LRRRC	2016/2017	Adverse Conclusion	2022 December
18	Liberia Refugee Repatriation & Resettlement Commission (LRRRC)	AG's Report on the Compliance Audit of the LRRRC	2017/2018	Adverse Conclusion	2022 December
19	Liberia Refugee Repatriation & Resettlement Commission (LRRRC)	AG's Report on the Compliance Audit of the LRRRC	2018/2019	Adverse Conclusion	2022 December
20	Liberia Refugee Repatriation & Resettlement Commission (LRRRC)	AG's Report on the Compliance Audit of the LRRRC	2019/2020	Adverse Conclusion	2022 December
21	National Payroll - Civil Servants	AG's Compliance Audit Report on the Civil Servants National Payroll	January 2018 - December 2021	Adverse Conclusion	December 2022
22	Bong County - County Development and Social Development Fund Audit	AG's Report on the on the Compliance Audit of the County Development and Social Development Fund Of	July 1, 2019 to June 30, 2019	Adverse Conclusion	2022 March



No.	Audited Entity	Title of Audit Report	Audit Period	Audit Opinion	Release Date
		Bong County			
23	Bong County - County Development and Social Development Fund Audit	AG's Report on the on the Compliance Audit of the County Development and Social Development Fund Of Bong County	July 1, 2019 to June 30, 2020	Adverse Conclusion	2022 March
24	Bong County - County Development and Social Development Fund Audit	AG's Report on the on the Compliance Audit of the County Development and Social Development Fund Of Bong County	July 1, 2020, to June 30, 2021	Adverse Conclusion	2022 March
25	Rural Renewable Energy Agency - with project name Renewable Energy Electrification in Liberia (REEL)	AG's Report on the Financial Statement audit of the Rural Renewable Energy (RREA) with project name Renewable Energy Electrification in Liberia (REEL)	January 1, 2021 -June 30, 2022	In compliance	2022 December

Summary of Key Findings:

1. AG's Report on the Compliance Audit of the Cooperative Development Agency for the period (2016/2017).

Key Findings
<p>We identified multiple issues of significant materiality that affect the operations of the Cooperative Development Agency. These issues can be categorized as follows:</p> <ul style="list-style-type: none"> • Management did not prepare and present approved financial statements in accordance with the Public Financial Management Act of 2009 as restated in 2019 and the IPSAS Cash Basis of Accounting (November 2017). • Management made payments for various transactions amounting to US\$30,134.06 without adequate supporting documentation such as payment vouchers, transfer instructions to banks, copy of checks, cash invoices, delivery notes and/or job completion certificates and other relevant documents to authenticate the transactions contrary to Regulation P.9 (2) of the Public Finance Management Act of 2009. • Management did not provide detailed ledgers for expenditure amounting to US\$603,349.22 as reported in the expenditure report. • IFMIS Ledger reported an amount of US\$536,903.00 as revenue received by CDA, while CDA's quarterly Financial Statements reported a balance of US\$603,349.22 as revenue received from GOL, thus resulting in a variance of (US\$66,445.94). • Management did not provide a listing and supporting documents for donations / contributions amounting to US\$27,477.16 made to the Entity by various institutions. • Management expended an excess of US\$128,571.47 of its approved budget for the fiscal period without evidence of a supplementary budget. • Management did not prepare bank reconciliations for its bank accounts maintained for the fiscal period.

Key Findings

- There was no evidence that Management developed necessary policy and procedural documents to regulate the operations of the entity.
- We observed that the procurement activities at CDA were associated with various irregularities such as lack of functional procurement committee evidence by the absence of meeting minutes and periodic reports., lack of annual approved procurement plan, non-compliance with procurement methods and non-submission of quarterly reports on procurement activities to PPCC.
- Irregularities in the management of the entity's payroll such as lack of retirement or resignation documents for personnel joining and leaving the entity as well as unsupported adjustment (movement) in the value of payroll for the period.
- Irregularities in the management of the entity's fixed assets such as lack of comprehensive Fixed Asset Register (FAR), no depreciation record for fixed asset, maintaining damaged assets on the FAR, no periodic physical verification of assets by Management, not regularly updating the FAR and no asset movement log to keep track of assets assigned or transferred to various offices within the entity.

2. AG's Report on the Compliance Audit of the Cooperative Development Agency for the period (2017/2018).

Key Findings

We identified multiple issues of significant materiality that affect the operations of the Cooperative Development Agency. These issues can be categorized as follows:

- Management did not prepare and present approved financial statements in accordance with the Public Financial Management Act of 2009 and the IPSAS Cash Basis of Accounting (November 2017).
- Management made payments for various transactions amounting to US\$225,046.81 without adequate supporting documentation such as payment vouchers, transfer instructions to banks, copy of checks, cash invoices, delivery notes and/or job completion certificates and other relevant documents to authenticate the transactions contrary to Regulation P.9 (2) of the Public Finance Management Act of 2009.
- Management did not provide detailed ledgers for expenditure amounting to US\$603,349.22 as reported in the expenditure report.
- IFMIS Ledger reported an amount of US\$536,903.00 as revenue received by CDA, while CDA's quarterly Financial Statements reported a balance of US\$603,349.22 as revenue received from GOL, thus resulting in a variance of US\$ (66,445.94).
- Management did not provide a listing and supporting documents for donations / contributions amounting to US\$27,477.16 made to the entity by various institutions.
- Management expended an excess of US\$128,571.47 of its approved budget for the fiscal period without evidence of a supplementary budget.
- Management did not prepare bank reconciliations for its bank accounts maintained for the fiscal period.
- There was no evidence that Management developed necessary policy and procedural documents to regulate the operations of the entity.
- We observed that the procurement activities at CDA were associated with various irregularities such as lack of functional procurement committee evidence by the absence of meeting minutes and periodic reports., lack of annual approved procurement plan, non-compliance with procurement methods and non-submission of quarterly reports on procurement activities to PPCC.
- Irregularities in the management of the entity's payroll such as lack of retirement or resignation documents for personnel joining and leaving the entity as well as unsupported adjustment (movement) in the value of payroll for the period.

Key Findings

- Irregularities in the management of the entity's fixed assets such as lack of comprehensive Fixed Asset Register (FAR), no depreciation record for fixed asset, maintaining damaged assets on the FAR, no periodic physical verification of assets by Management, not regularly updating the FAR and no asset movement log to keep track of assets assigned or transferred to various offices within the entity.

3. AG's Report on the Compliance Audit of the Cooperative Development Agency for the period (2018/2019).

Key Findings

We identified multiple issues of significant materiality that affect the operations of the Cooperative Development Agency. These issues can be categorized as follows:

- Management did not prepare and present approved financial statements in accordance with the Public Financial Management Act of 2009 as restated in 2019 and the IPSAS Cash Basis of Accounting (November 2017).
- Management made payments for various transactions amounting to US\$50,678.00 and LR\$ 1,530,000.00 without adequate supporting documentation such as payment vouchers, transfer instructions to banks, copy of checks, cash invoices, delivery notes and/or job completion certificates and other relevant documents to authenticate the transactions contrary to Regulation P.9 (2) of the Public Finance Management Act of 2009.
- Management did not provide explanation neither supporting documents for two checks in the amount of US\$ 14,330.00 withdrawn from Guaranty Trust Bank (GT) account number 031-5061-002-0001-000 with description "withdrawn by self".
- Management did not provide detailed ledgers for expenditure amounting to US\$ US\$602,545.97 as reported in the expenditure report.
- IFMIS Ledger reported an amount of US\$353,073.86 as revenue received by CDA, while CDA's quarterly Financial Statements reported a balance of US\$259,959.31 as revenue received from GOL, thus resulting in a variance of US\$ (93,114.55).
- Management did not provide a listing and supporting documents for donations / contributions amounting to US\$ US\$71,282.75 and LR\$ \$1,563,900.00 made to the entity by various institutions.
- A variance of US\$9,211.17 exists between the total personnel cost reported per the IFMIS Ledger and the total personnel cost per the Quarterly performance report for the fiscal period. Further, the fourth quarter report was not submitted for audit.
- Management did not prepare bank reconciliations for its bank accounts maintained for the fiscal period.
- There was no evidence that Management developed necessary policy and procedural documents to regulate the operations of the entity.
- Procurement activities at CDA were associated with various irregularities such as lack of functional procurement committee evidence by the absence of meeting minutes and periodic reports., lack of annual approved procurement plan, non-compliance with procurement methods and non-submission of quarterly reports on procurement activities to PPCC.
- Irregularities in the management of the entity's payroll such as lack of retirement or resignation documents for personnel joining and leaving the entity as well as unsupported adjustment (movement) in the value of payroll for the period.
- Irregularities in the management of the entity's fixed assets such as lack of comprehensive Fixed Asset Register (FAR), no depreciation record for fixed asset, maintaining damaged assets on the FAR, no periodic physical verification of assets by Management, not regularly updating the FAR and no

Key Findings

asset movement log to keep track of assets assigned or transferred to various offices within the entity.

4. AG's Report on the Compliance Audit of the Cooperative Development Agency for the period (2019/2020).

Key Findings

We identified multiple issues of significant materiality that affect the operations of the Cooperative Development Agency. These issues can be categorized as follows:

- Management did not prepare and present approved financial statements in accordance with the Public Financial Management Act of 2009 as restated in 2019 and the IPSAS Cash Basis of Accounting (November 2017).
- Management made payments for various transactions amounting to US\$184,948.61 without adequate supporting documentation such as payment vouchers, transfer instructions to banks, copy of checks, cash invoices, delivery notes and/or job completion certificates and other relevant documents to authenticate the transactions contrary to Regulation P.9 (2) of the Public Finance Management Act of 2009.
- Management did not provide supporting document for donations/transfers amounting to US\$105,790.00.

Management expended an excess of US\$124,904.45 of its approved budget for the fiscal period without evidence of a supplementary budget.

- Management did not prepare bank reconciliations for its bank accounts maintained for the fiscal period.
- There was no evidence that Management developed necessary policy and procedural documents to regulate the operations of the entity.
- We observed that the procurement activities at CDA were associated with various irregularities such as lack of functional procurement committee evidence by the absence of meeting minutes and periodic reports., lack of annual approved procurement plan, non-compliance with procurement methods and non-submission of quarterly reports on procurement activities to PPCC.
- Irregularities in the management of the entity's payroll such as lack of retirement or resignation documents for personnel joining and leaving the entity as well as unsupported adjustment (movement) in the value of payroll for the period.
- Irregularities in the management of the entity's fixed assets such as lack of comprehensive Fixed Asset Register (FAR), no depreciation record for fixed asset, maintaining damaged assets on the FAR, no periodic physical verification of assets by Management, not regularly updating the FAR and no asset movement log to keep track of assets assigned or transferred to various offices within the entity.

5. AG's Report on the Compliance Audit of the John F. Kennedy Medical Center for the period (2017/2018).

Key Findings

We identified multiple issues of significant materiality that affect the operations of the John F. Kennedy Medical Center. These issues can be categorized as follows:

- Management did not provide supporting documents (Payment Vouchers, invoices, receipts, delivery notes, contracts, service completion certificate, etc.) for expenditures totaling L\$10,209,835.90.
- Management did not provide financial statements in line with the GOL reporting framework, International Public Sectors Accounting Standards (IPSAS Cash Basis of 2017).

Key Findings

- Management did not provide detailed ledgers for expenditure amounting to US\$8,298,340.00 as reported in the Budget Performance report.
- A variance of US\$661,240.02 for internally generated revenue was observed between the Bank Statements Accounts and the Budget Performance Report.
- Management did not provide a list and values of grants and donations / contributions made to JFKMC by various individuals, institutions.
- Management made payments amounting to US\$1,062,036.80 for contract awarded to ADI Contractors Incorporated without evidence of the following contract document:
 - The advertisement of the Expression of Interest (EOI) for pre-qualification;
 - The detailed scope of works and technical specification;
 - The company's quotation;
 - The procurement Committee Minutes along with the Notice of award;
 - The Contractor's business registration, audited financial statements, company profile, and resume(s);
 - The project document and its appendices;
 - Certificate of Completion; to justify the regularity of the transactions.
- Transactions amounting to L\$140,000.00 and US\$862.00 was paid as DSA to staff for foreign travels without evidence of retirement.
- There was no evidence of Management deducting and remitting into the GOL General Revenue Account the amount of L\$227,765.72 as income tax withheld from Consultants and Contractors (pool staff).
- Management did not prepare bank reconciliation statements for the following months (July to June 2017/2018).
- The following irregularities were associated with the JFKMC Assets Management System:
 - There was no evidence of a fixed assets management policy.
 - The fixed assets register did not contain all the relevant columns.
 - The fixed assets register was not regularly updated.
 - There was no evidence of periodic physical verification of assets by Management
 - There was no evidence of movement of assets form.
 - There was no history of disposal of assets.
- Management made salary payments amounting to L\$39,708,610.68 for (153) individuals who were not on the personnel listing.
- Management did not provide evidence of payment amounting to L\$6,807,555.49 representing employees' contributions to NASSCORP.
- Management did not maintain essential personnel records such as letter of applications, employment letters, contracts, credentials, job description appointment, Personnel Action Notice (PAN), etc.
- Ten (10) staff of JFKMC have met the requirements for retirement but were still employed with the institution.

6. AG's Report on the Compliance Audit of the John F. Kennedy Medical Center for the period (2018/2019).

Key Findings

- We identified multiple issues of significant materiality that affect the operations of the John F. Kennedy Medical Center. These issues can be categorized as follows:

Key Findings

- Management did not provide supporting documents (Payment Vouchers, invoices, receipts, delivery notes, contracts, service completion certificate, etc.) for expenditures totaling US\$191,954.75 and L\$47,787,690.10.
 - Management did not provide financial statements in line with the GOL reporting framework International Public Sectors Accounting Standards (IPSAS Cash Basis of 2017).
 - Management did not provide detailed ledgers for expenditure amounting to US\$1,957,486.00 as reported in the Budget Performance report.
 - A variance of US\$310,522.00 for internally generated revenue was observed between the Bank Statements and the Budget Performance Report.
 - Management did not provide a list and values of grants and donations / contributions made to JFKMC by various individuals, institutions.
 - Management made payments amounting to L\$3,801,230.00 for goods, works and services without evidence of bid evaluation report and request for quotations to validate these transactions.
 - There was no evidence of Management deducting and remitting into the GOL General Revenue Account the amount of L\$1,740,783.74 as income tax withheld from consultants and contractors (pool staff) of the JFKMC.
 - Management did not prepare bank reconciliation statements for the following months (July to June 2018/2019).
 - The following irregularities were associated with the JFKMC Assets Management System:
 - There was no evidence of a fixed assets management policy.
 - The fixed assets register did not contains all the relevant columns.
 - The fixed assets register was not regularly updated.
 - There was no evidence of periodic physical verification of assets by Management
 - There was no evidence of movement of assets form.
 - There was no history of disposal of assets.
 - Management did not provide evidence of payment amounting to L\$209,069.08 representing employees' contributions to NASSCORP.
 - Management did not maintain essential personnel records such as letter of applications, employment letters, contracts, credentials, job description appointment, Personnel Action Notice (PAN), etc.
- Ten (10) staff of JFKMC have met the requirements for retirement but were still employed with the institution.

7. AG's Report on the Compliance Audit of the John F. Kennedy Medical Center for the period (2019/2020).

Key Findings

- There was no evidence that Management developed necessary policy and procedural documents to regulate the operations of the entity.
- We observed that the procurement activities at CDA were associated with various irregularities such as lack of functional procurement committee evidence by the absence of meeting minutes and periodic reports., lack of annual approved procurement plan, non-compliance with procurement methods and non-submission of quarterly reports on procurement activities to PPCC.
- Irregularities in the management of the entity's payroll such as lack of retirement or resignation documents for personnel joining and leaving the entity as well as unsupported adjustment

Key Findings

- (movement) in the value of payroll for the period.
- Irregularities in the management of the entity's fixed assets such as lack of comprehensive Fixed Asset Register (FAR), no depreciation record for fixed asset, maintaining damaged assets on the FAR, no periodic physical verification of assets by Management, not regularly updating the FAR and no asset movement log to keep track of assets assigned or transferred to various offices within the entity.
 - The following irregularities were associated with the JFKMC Assets Management System:
 - There was no evidence of a fixed assets management policy.
 - The fixed assets register did not have all the relevant columns.
 - The fixed assets register was not regularly updated.
 - There was no evidence of periodic physical verification of assets by Management
 - There was no evidence of movement of assets form.
 - There was no history of disposal of assets.
 - There was no evidence of board meeting to facilitate oversight and review of Management functions.
 - Management did not provide evidence of payment amounting to US\$223,018.52 representing pool staff employees' contributions to NASSCORP.
 - Management did not maintain essential personnel records such as letter of applications, employment letters, contracts, credentials, job description appointment, Personnel Action Notice (PAN), etc.
 - Ten (10) staff of JFKMC have met the requirements for retirement but were still employed with the institution.

8. AG's Report on Compliance Audit of the Liberia Institute of Public Administration (LIPA) for the period (2018/2019).

Key Findings

- We identified multiple issues of significant materiality that affect the operations of the Liberia Institute of Public Administration (LIPA). These issues can be categorized as follows:
- Management did not prepare and present approved financial statements in accordance with the Public Financial Management Act of 2009 as restated in 2019 and the IPSAS Cash Basis of Accounting (November 2017).
 - Management made payments for various transactions amounting to US\$ US\$33,573.00 without adequate supporting documentation such as payment vouchers, transfer instructions to banks, copy of checks, cash invoices, delivery notes and/or job completion certificates and other relevant documents to authenticate the transactions contrary to Regulation P.9 (2) of the Public Finance Management Act of 2009.
 - Management did not provide detailed ledgers for expenditure amounting to US\$ US\$541,963.00 as reported in the expenditure report.
 - No evidence of receivable policy to guide the management of the entity's receivables Receivable amount of US\$ 133,877.50 representing balances of fees for courses offered did not have a receivable ledger.
 - "No evidence that Management developed necessary policy and procedural documents such as: Fixed Asset Management Policy, Risk Management Policy etc., to regulate the operations of the entity.
 - IFMIS Ledger reported an amount of US\$1,025,293.67 as revenue received by LIPA, while LIPA's Performance Report showed a balance of US\$541,963.00 as revenue received from GOL, thus resulting in a variance of US\$ 483,330.67 Management did not prepare bank reconciliations for all six (6) bank accounts maintained for the fiscal period.
 - Management of LIPA reported cash balances on its bank reconciliation statement which differed from the bank statements balances for various months.



Key Findings

- Management failed to disclose its cash balance in one of its LBDI Accounts (002LRD40415719106) titled Liberia Institute of Public Administration (LIPA). The cash balance per bank statement as at June 30, 2018 was L\$4,821.26.
- Cash receipts from students' fees and other income generated at the Liberia Institute of Public Administration (LIPA) amounting to US\$158,408.50 reported per the cash collection records prepared by the entity's cashiers did not reconcile with figures reported per bank deposits in the amount of US\$254,430.70 leading to a variance of US\$96,022.20."
- "Furthermore, the Liberian dollars portion amounting to LD\$1,611,955.00 as cash book record could not reconcile with the bank deposit amount of LD\$3,716,794.50.00 giving the variance of LD\$2,105,839.50.
- Management did not maintain a designated account to collect and deposit training fees and other income received by the entity.
- A variance of US\$650,765.99 between the total personnel cost reported per the Performance report and the total personnel cost per the payrolls for the period.
- Thirty-four (34) employees of the entity did not sign the attendance log for a period ranging from 5 days to 80 days without evidence of excuse in violation of the above-mentioned criteria were still employed with the entity.
- The months of March, April, and May 2019 had total joiners of 47 employees but the documentation (PAN) was not provided for our review.
- Gross salary for 109 employees in Dec.2018 was US\$46,953.85, whereas for the month of March 2019 gross salary for 104 employees total US\$ 47,623.60. thus, leaving a variance of US\$ 669.75.
- However, we were not provided evidence to support the change in gross salary.
- There was no evidence that Management developed necessary policy and procedural documents to regulate the operations of the entity.
- No evidence that the Internal Audit Unit conducted audits and submitted reports on the operations of the entity for the fiscal period as required; no evidence of risk assessment had been conducted to understand the high-risk areas in the institution"
- "No evidence that goods/services tax was withheld and remitted into the GOL Revenue Account although payment records from IFMIS, the bank statements, and a few vouchers showed that the entity procured goods and services and made payments to various vendors for the period.
- No evidence of receipt for seven months' remittances in the amount of US\$29,861.10 deducted by Management and remitted to NASSCORP as employees' contributions for the period.
- No evidence that the Human Resource Unit of LIPA had input in the dummy payroll received from the MFDP, rather the dummy payroll was reviewed by the Finance Unit of LIPA and re-submitted to MFDP for processing.
- The procurement activities at LIPA were associated with various irregularities such as lack of functional procurement committee evidence by the absence of meeting minutes and periodic reports.
- Lack of annual approved procurement plan, non-compliance with procurement methods and non-submission of quarterly reports on procurement activities to PPCC.
- Irregularities in the management of the entity's fixed assets such as lack of comprehensive Fixed Asset Register (FAR), no depreciation record for fixed asset, maintaining damaged assets on the FAR, no periodic physical verification of assets by Management, not regularly updating the FAR and no asset movement log to keep track of assets assigned or transferred to various offices within the entity. "



9. AG's Report on Compliance Audit of the Liberia Institute of Public Administration (LIPA) for the period (2019/2020).

Key Findings

We identified multiple issues of significant materiality that affect the operations of the Liberia Institute of Public Administration (LIPA). These issues can be categorized as follows:

- Management did not prepare and present approved financial statements in accordance with the Public Financial Management Act of 2009 as restated in 2019 and the IPSAS Cash Basis of Accounting (November 2017).
- Management made payments for various transactions amounting to US\$ US\$108,841.93 without adequate supporting documentation such as payment vouchers, transfer instructions to banks, copy of checks, cash invoices, delivery notes and/or job completion certificates and other relevant documents to authenticate the transactions contrary to Regulation P.9 (2) of the Public Finance Management Act of 2009.
- Management did not provide detailed ledgers for expenditure amounting to US\$ US\$1,003,112 as reported in the expenditure report.
- No evidence of receivable policy to guide the management of the entity's receivables. Receivable amount of US\$ 133,877.50 representing balances of fees for courses offered did not have a receivable ledger.
- IFMIS Ledger reported an amount of US\$1,003,112 as revenue received by LIPA, while LIPA's Performance Report showed a balance of US\$950,338 as revenue received from GOL, thus resulting in a variance of US\$ 52,773.64.
- Management did not prepare bank reconciliations for all six (6) bank accounts maintained for the fiscal period.
- Management reported cash balances on its bank reconciliation statement which differed from the bank statements balances for various months.
- Management failed to disclose its cash balance in one of its LBDI Accounts (002LRD40415719106) titled Liberia Institute of Public Administration (LIPA). The cash balance per bank statement as at June 30, 2018 was L\$4,821.26.
- Cash receipts from students' fees and other income generated at the Liberia Institute of Public Administration (LIPA) amounting to US\$166,454.00 reported per the cash collection records prepared by the entity's cashiers did not reconcile with figures reported per bank deposits in the amount of US\$180,937.95 leading to a variance of US\$14,853.95
- Furthermore, the Liberian dollars portion amounting to LD\$1,329,700.00 as cash book record could not reconcile with the bank deposit amount of LD\$1,595,975 giving the variance of LD\$1,479,855.00.
- Management did not maintain a designated account to collect and deposit training fees and other income received by the entity.
- A variance of US\$83,356.02 exists between the total personnel cost reported per the Performance report and the total personnel cost per the payrolls for the period.
- Three (3) offices in LIPA didn't have safe accommodations for the storage of petty cash such as an iron safe.
- No evidence that Management developed necessary policy and procedural documents such as: Fixed Asset Management Policy, Risk Management Policy etc., to regulate the operations of the entity.
- No evidence that the Internal Audit Unit conducted audits and submitted reports on the operations of the entity for the fiscal period as required; no evidence of risk assessment had been conducted to understand the high-risk areas in the institution.
- No evidence that goods/services tax was withheld and remitted into the GOL Revenue Account although payment records from IFMIS, the bank statements, and a few vouchers showed that the entity



Key Findings

- procured goods and services and made payments to various vendors for the period.
- No evidence of receipt for seven months' remittances in the amount of US\$69,510.85 deducted by Management and remitted to NASSCORP as employees' contributions for the period. Payrolls for five (5) months were not presented for our review.
- No evidence that the Human Resource Unit of LIPA had input in the dummy payroll received from the MFDP, rather the dummy payroll was reviewed by the Finance Unit of LIPA and re-submitted to MFDP for processing.
- The procurement activities at LIPA were associated with various irregularities such as lack of functional procurement committee evidence by the absence of meeting minutes and periodic reports., lack of annual approved procurement plan, non-compliance with procurement methods and non-submission of quarterly reports on procurement activities to PPCC.
- Irregularities in the management of the entity's fixed assets such as lack of comprehensive Fixed Asset Register (FAR), no depreciation record for fixed asset, maintaining damaged assets on the FAR, no periodic physical verification of assets by Management, not regularly updating the FAR and no asset movement log to keep track of assets assigned or transferred to various offices within the entity.

10. AG's Report on Compliance Audit of the Liberia Institute of Public Administration (LIPA) for the period (2020/2021).

Key Findings

- We identified multiple issues of significant materiality that affect the operations of the Liberia Institute of Public Administration (LIPA). These issues can be categorized as follows:
- Management did not prepare and present approved financial statements in accordance with the Public Financial Management Act of 2009 as restated in 2019 and the IPSAS Cash Basis of Accounting (November 2017).
- Management made payments for various transactions amounting to US\$ US\$96,052.90 without adequate supporting documentation such as payment vouchers, transfer instructions to banks, copy of checks, cash invoices, delivery notes and/or job completion certificates and other relevant documents to authenticate the transactions contrary to Regulation P.9 (2) of the Public Finance Management Act of 2009.
- Management did not provide detailed ledgers for expenditure amounting to US\$1,003,992.00 as reported in the expenditure report.
- No evidence of receivable policy to guide the management of the entity's receivables
Receivable amount of US\$ 133,877.50 representing balances of fees for courses offered did not have a receivable ledger.
- IFMIS Ledger reported an amount of US\$ 1,025,293.67 as revenue received by LIPA, while LIPA's Performance Report showed a balance of US\$1,003,992.00 as revenue received from GOL, thus resulting in a variance of US\$ 21,301.67.
- Management did not prepare bank reconciliations for all six (6) bank accounts maintained for the fiscal period
- Management of LIPA reported cash balances on its bank reconciliation statement which differed from the bank statements balances for various months.
- Management failed to disclose its cash balance in one of its LBDI Accounts (002LRD40415719106) titled Liberia Institute of Public Administration (LIPA). The cash balance per bank statement as at June 30, 2018 was L\$4,821.26.
- Management did not provide signatories & mandate cards for the various bank accounts of LIPA.



Key Findings

- Cash receipts from students' fees and other income into the Liberia Institute of Public Administration (LIPA) bank accounts amounting to US\$354,356.30 was not reported in the Cash Book.
- Furthermore, the Liberian dollar's portion amounting to LD\$4,038,890.00 as bank statement was not also reported in the entity Cash Book.
- Management did not maintain a designated account to collect and deposit training fees and other income received by the entity.
- A variance of US\$85,323.03 between the total personnel cost reported per the Performance report and the total personnel cost per the payrolls for the period.
- There was no evidence that Management developed necessary policy and procedural documents to regulate the operations of the entity such as: Fixed asset Management Policy, Risk Management Policy etc.
- No evidence that the Internal Audit Unit conducted audits and submitted reports on the operations of the entity for the fiscal period as required; no evidence of risk assessment had been conducted to understand the high-risk areas in the institution.
- No evidence that goods/services tax was withheld and remitted into the GOL Revenue Account although payment records from IFMIS, the bank statements, and a few vouchers showed that the entity procured goods and services and made payments to various vendors for the period.
- No evidence of receipts for remittances in the amount of US\$29,861.10 deducted by Management and remitted to NASSCORP as employees' contributions for the period.
- No evidence that the Human Resource Unit of LIPA had input in the dummy payroll received from the MFDP, rather the dummy payroll was reviewed by the Finance Unit of LIPA and re-submitted to MFDP for processing.
- The procurement activities at LIPA were associated with various irregularities such as lack of functional procurement committee evidence by the absence of meeting minutes and periodic reports., lack of annual approved procurement plan, non-compliance with procurement methods and non-submission of quarterly reports on procurement activities to PPCC.
- Irregularities in the management of the entity's fixed assets such as lack of comprehensive Fixed Asset Register (FAR), no depreciation record for fixed asset, maintaining damaged assets on the FAR, no periodic physical verification of assets by Management, not regularly updating the FAR and no asset movement log to keep track of assets assigned or transferred to various offices within the entity.

11. AG's Report on the Compliance Audit of the Liberia Institute of Statistics and Geo-Information Services for the period (2016/2017).

Key Findings

- Management did not prepare and present approved financial statements in accordance with the Public Financial Management Act of 2009 and the IPSAS Cash Basis of Accounting (2013).
- Management did not maintain the necessary documentation such as copies of income collection receipts/deposits/transfer information, monthly/ quarterly/annual reports, etc. to authenticate income received/generated from GOL, various donors, and other sources in the amounts of US\$1,959,507.90.
- Management made payments for various transactions amounting to US\$1,921,828.86 without adequate supporting documentation such as payment vouchers, transfer instructions to banks, copy of checks, cash invoices, delivery notes and/or job completion certificates and other relevant documents to authenticate the transactions contrary to Regulation P.9 (2) of the Public Finance Management Act of 2009.

Key Findings

- Management did not develop necessary policies and procedures such as Fixed Asset Management Policy, Financial Procedural Manual, Human Resource Policy, Training and Development Policy, Risk Management Policy, etc. to regulate the operations of the entity.
- Management did not prepare bank reconciliations for its bank accounts maintained for the fiscal period.
- Procurement activities at the entity were associated with irregularities such as lack of quorum at Procurement Committee's Meetings, lack of approved procurement plan for some projects, noncompliance with procurement methods for projects and non-submission of quarterly and annual reports on procurement activities to PPCC.
- Fixed Asset Management at the entity was associated with irregularities such as lack of comprehensive Fixed Asset Register (FAR) including records of source of purchase and depreciation expense, noncoding of assets, non-recording of assets into the FAR, maintaining damaged assets on the FAR, lack of periodic physical verification of assets by Management, not regularly updating the FAR and non-maintenance of asset movement log to keep track of assets assigned or transferred to various offices within the entity.

12. AG's Report on the Compliance Audit of the Liberia Institute of Statistics and Geo-Information Services for the period (2017/2018).

Key Findings

- Management did not prepare and present approved financial statements in accordance with the Public Financial Management Act of 2009 and the IPSAS Cash Basis of Accounting (2013).
- Management did not maintain the necessary documentation such as copies of income collection receipts/deposits/transfer information, monthly/ quarterly/annual reports, etc. to authenticate income received/generated from GOL, various donors, and other sources in the amounts of US\$ US\$1,784,840.80.
- Management made payments for various transactions amounting to US\$1,247,828.57 without adequate supporting documentation such as payment vouchers, transfer instructions to banks, copy of checks, cash invoices, delivery notes and/or job completion certificates and other relevant documents to authenticate the transactions contrary to Regulation P.9 (2) of the Public Finance Management Act of 2009.
- Management did not develop necessary policies and procedures such as Fixed Asset Management Policy, Financial Procedural Manual, Human Resource Policy, Training and Development Policy, Risk Management Policy, etc. to regulate the operations of the entity.
- Management did not prepare bank reconciliations for its bank accounts maintained for the fiscal period.
- Procurement activities at the entity were associated with irregularities such as lack of quorum at Procurement Committee's Meetings, lack of approved procurement plan for some projects, noncompliance with procurement methods for projects and non-submission of quarterly and annual reports on procurement activities to PPCC.
- Fixed Asset Management at the entity was associated with irregularities such as lack of comprehensive Fixed Asset Register (FAR) including records of source of purchase and depreciation expense, non-coding of assets, non-recording of assets into the FAR, maintaining damaged assets on the FAR, lack of periodic physical verification of assets by Management, not regularly updating the FAR and non-maintenance of asset movement log to keep track of assets assigned or transferred to various offices within the entity.

13. AG's Report on the Compliance Audit of the Liberia Institute of Statistics and Geo-Information Services for the period (2018/2019).

Key Findings

- Management did not prepare and present approved financial statements in accordance with the Public Financial Management Act of 2009 and the IPSAS Cash Basis of Accounting (November 2017).
- Management did not maintain the necessary documentation such as copies of income collection receipts/deposits/transfer information, monthly/ quarterly/annual reports, etc. to authenticate income received/generated from GOL, various donors, and other sources in the amounts of US\$4,301,262.53 and L\$48,107,761.38.
- Management made payments for various transactions amounting to US\$1,344,605.94 and L\$3,003,750.00 without adequate supporting documentation such as payment vouchers, transfer instructions to banks, copy of checks, cash invoices, delivery notes and/or job completion certificates and other relevant documents to authenticate the transactions contrary to Regulation P.9 (2) of the Public Finance Management Act of 2009.
- Management did not develop necessary policies and procedures such as Fixed Asset Management Policy, Financial Procedural Manual, Human Resource Policy, Training and Development Policy, Risk Management Policy, etc. to regulate the operations of the entity.
- Management did not prepare bank reconciliations for its bank accounts maintained for the fiscal period.
- Procurement activities at the entity were associated with irregularities such as lack of quorum at Procurement Committee's Meetings, lack of approved procurement plan for some projects, noncompliance with procurement methods for projects and non-submission of quarterly and annual reports on procurement activities to PPCC.
- Fixed Asset Management at the entity was associated with irregularities such as lack of comprehensive Fixed Asset Register (FAR) including records of source of purchase and depreciation expense, noncoding of assets, non-recording of assets into the FAR, maintaining damaged assets on the FAR, lack of periodic physical verification of assets by Management, not regularly updating the FAR and non-maintenance of asset movement log to keep track of assets assigned or transferred to various offices within the entity.

14. AG's Report on the Compliance Audit of the Liberia Institute of Statistics and Geo-Information Services for the period (2019/2020).

Key Findings

- Management did not prepare and present approved financial statements in accordance with the Public Financial Management Act of 2009 as restated in 2019 and the IPSAS Cash Basis of Accounting (November 2017).
- Management did not maintain the necessary documentation such as copies of income collection receipts/deposits/transfer information, monthly/ quarterly/annual reports, etc. to authenticate income received/generated from GOL, various donors, and other sources amounting to US\$564,549.18.
- Management made payments for various transactions amounting to US\$558,213.07 and L\$25,130,831.08 without adequate supporting documentation such as payment vouchers, transfer instructions to banks, copy of checks, cash invoices, delivery notes and/or job completion certificates and other relevant documents to authenticate the transactions.
- Management did not develop necessary policies and procedures such as Fixed Asset Management Policy, Financial Procedural Manual, Human Resource Policy, Training and Development Policy, Risk Management Policy, etc. to regulate the operations of the entity.
- Management did not prepare bank reconciliations for its bank accounts maintained for the fiscal period.

Key Findings

- There were several irregularities associated with Procurement Management including lack of quorum at Procurement Committee's Meetings, unapproved procurement plan for some projects, noncompliance with procurement methods for projects and non-submission of quarterly and annual reports on procurement activities to PPCC.
- There were several irregularities associated with Payroll Management including lack of recruitment, dismissal, retirement or resignation documents for personnel joining and leaving the entity as well as unsupported adjustment (movement) in the value of payroll for the period.
- There were several irregularities associated with Fixed Asset Management including lack of comprehensive Fixed Asset Register (FAR), non-coding of assets, non-recording of assets into the FAR, maintaining damaged assets on the FAR, lack of periodic physical verification of assets by Management, etc.

15. AG's Report on the Compliance Audit on the Revenues, Operations, And Eligible Expenditures of the National Lottery Authority for the period (2019/2020).

Key Findings

- Transactions for goods and services amounting to US\$128,116.28 were disbursed without evidence of adequate supporting documents including vouchers, delivery notes, invoices, contracts, local purchase orders, etc. to validate the transactions.
- Transactions totaling US\$ 323,226.57 and L\$5,751,934 recorded in the bank statements were not reported in the cashbook.
- Management maintained two (2) separate payrolls. Thirty-nine (39) staffers of the entity benefited from the Government of Liberia payroll amounting to US\$184,726.08, at the same time, they received internal salaries amounting to US\$237,360.
- Management issued operational licenses and charged fees to 11 (eleven) gaming companies without evidence of Board approval.
- Management renewed the operational licenses for 12 (twelve) gaming companies without evidence of audited financial statements as required.
- Management did not provide evidence of signed or approved financial statements for the fiscal period ended June 30, 2020.
- Management did not prepare monthly bank reconciliation statements for the period under review.
- Management did not provide evidence of Board Meeting Minutes and attendance listing for quarterly Board Meeting as enshrined in Section 20.1 of the NLA Act of 2014.
- Management did not have a functional monitoring and evaluating system to regularly monitor the acquisition of operational documents or fees and valid operational licenses.

16. AG's Report on the Compliance Audit on the Revenues, Operations, And Eligible Expenditures of the National Lottery Authority for the period (2020/2021).

Key Findings

- Transactions totaling US\$169,664.20 and L\$2,920,881.00 were disbursed without evidence of adequate supporting documents including vouchers, delivery notes, invoices, contracts, local purchase orders, etc. to validate the transactions.
- Management maintained two (2) separate payrolls. Thirty-nine (39) staffers of the entity benefited from the Government of Liberia payroll amounting to US\$184,726.08, at the same time, they received internal salaries amounting to US\$237,360.
- Management issued operational licenses and charged fees to 11 (eleven) gaming companies without

Key Findings

- evidence of Board approval.
- Management renewed the operational licenses for 12 (twelve) gaming companies without evidence of audited financial statements as required.
- Management did not provide evidence of signed or approved financial statements for the fiscal period ended June 30, 2021.
- Management did not prepare monthly bank reconciliation statements for the period under review.
- Management did not provide evidence of Board Meeting Minutes and attendance listing for quarterly Board Meeting as enshrined in Section 20.1 of the NLA Act of 2014.
- Management did not have a functional monitoring and evaluating system to regularly monitor the acquisition of operational documents or fees and valid operational licenses.

17. AG's Report on the Compliance Audit of the Liberia Refugee Repatriation and Resettlement Commission (LPPPC) for the period (2016/2017).

Key Findings

We identified multiple issues of significant materiality that affect the operations of the Liberia Refugee Repatriation and Resettlement Commission (LRRRC). These issues can be categorized as follows:

- Management did not provide supporting documents such as; (payrolls, contracts, pay slips and DSA) for staff seconded to UNHCR projects amount totaling US\$40,489.00.
- There was no evidence that Management prepared and submitted International Public Sectors Accounting Standards (IPSAS Cash Basis of 2017) financial statements as adopted by the Government of Liberia for the period under audit.
- Management did not provide detailed ledgers for expenditure amounting to L\$3,000,787.07 as reported in the Budget Performance report.
- Management operated the Commission with the amount of US\$573,519.00 without evidence of Quarterly Budget Performance Reports.
- Management did not prepare bank reconciliation statements for the following accounts for the months of (July 1, 2016 to June 30, 2017); Ecobank and International Bank.
- There was no evidence of Management deducting and remitting into the GOL General Revenue Account the amount of L\$1,605,582.19 as income tax withheld from staff (Contractors) of the Commission.
- Management did not provide evidence of payment amounting to L\$658,050.51 representing employees' contributions to NASSCORP.
- Management made payments totaling L\$134,257.47 for goods and services without evidence of request for quotation, contracts, business registration, tax clearance, article of incorporation and certificate of completion to justify the regularity of the transactions.
- There was no evidence of generators and vehicles fuel consumption log presented for review.
- The following irregularities were associated with the LRRRC Assets Management System:
 - There was no evidence of a fixed assets management policy.
 - The fixed assets register did not have all the relevant columns.
 - The fixed assets register was not regularly updated.
 - There was no evidence of periodic physical verification of assets by Management
 - There was no evidence of movement of assets form.
 - There was no history of disposal of assets.
- During the conduct of the audit, there was no evidence of board meeting to facilitate oversight and review of Management functions.

Key Findings

- There was no evidence that Management conducted periodic performance evaluation of the LRRRC's staff during the fiscal period as required by their contract.
- Management did not maintain essential personnel records such as letter of applications, employment letters, contracts, credentials, job description appointment, Personnel Action Notice (PAN), etc.
- There was no evidence of an Internal Audit Charter approved by the board of directors to ensure the independence of the internal auditors at the Commission.
- There was no evidence that the Internal Audit Unit conducted audits and submitted reports on the operations of the Commission for the fiscal period as required.

18. AG's Report on the Compliance Audit of the Liberia Refugee Repatriation and Resettlement Commission (LPPPC) for the period (2017/2018).

Key Findings

We identified multiple issues of significant materiality that affect the operations of the Liberia Refugee Repatriation and Resettlement Commission (LRRRC). These issues can be categorized as follows:

- Management did not provide supporting documents such as; (payrolls, contracts, pay slips and DSA) for staff seconded to the projects amount totaling US\$33,932.40.
- There was no evidence that Management prepared and submitted International Public Sectors Accounting Standards (IPSAS Cash Basis of 2017) financial statements as adopted by the Government of Liberia for the period under audit.
- Management did not provide detailed ledgers for expenditure amounting to L\$2,992,692.06 as reported in the Budget Performance report.
- Management operated the Commission with the amount of US\$523,105.00 without evidence of Quarterly Budget Performance Reports.
- Management did not prepare some bank reconciliation statements for the following accounts for the months of (July 1, 2017 to June 30, 2018); Ecobank and International Bank.
- There was no evidence of Management deducting and remitting into the GOL General Revenue Account the amount of L\$2,668,707.25 as income tax withheld from staff (Contractors) of the Commission.
- Management did not provide evidence of payment amounting to L\$1,109,356.93 representing employees' contributions to NASSCORP.
- Management made payments totaling L\$403,072.00 for goods and services without evidence of request for quotation, contracts, business registration, tax clearance, article of incorporation and certificate of completion to justify the regularity of the transactions.
- There was no evidence of generators and vehicles fuel consumption log presented for review.
- The following irregularities were associated with the LRRRC Assets Management System:
 - There was no evidence of a fixed assets management policy.
 - The fixed assets register did not have all the relevant columns.
 - The fixed assets register was not regularly updated.
 - There was no evidence of periodic physical verification of assets by Management
 - There was no evidence of movement of assets form.
 - There was no history of disposal of assets.
- There was no evidence of board meeting to facilitate oversight and review of Management functions.
- There was no evidence that Management conducted periodic performance evaluation of the LRRRC's staff during the fiscal period as required by their contract.
- Management did not maintain essential personnel records such as letter of applications, employment

Key Findings

- letters, contracts, credentials, job description, appointment letters, Personnel Action Notice (PAN), etc.
- There was no evidence of an Internal Audit Charter developed and approved by the board of directors to ensure the independence of the internal auditors at the Commission.
- There was no evidence that the Internal Audit Unit conducted audits and submitted reports on the operations of the Commission for the fiscal period as required.
- There was no evidence that Management has developed a risk management policy to guide internal and external risks that may impair the achievement of the Commission's objectives.

19. AG's Report on the Compliance Audit of the Liberia Refugee Repatriation and Resettlement Commission (LPPPC) for the period (2018/2019).

Key Findings

We identified multiple issues of significant materiality that affect the operations of the Liberia Refugee Repatriation and Resettlement Commission (LRRRC). These issues can be categorized as follows:

- Management did not provide supporting documents such as; (payrolls, contracts, pay slips and DSA) for staff seconded to the projects amount totaling US\$7,928.25.
- There was no evidence that Management prepared and submitted International Public Sectors Accounting Standards (IPSAS Cash Basis of 2017) financial statements as adopted by the Government of Liberia for the period under audit.
- Management did not provide detailed ledgers for expenditure amounting to L\$2,431,111.00 as reported in the Budget Performance report.
- Management operated the Commission with the amount of US\$582,858.00 without evidence of Quarterly Budget Performance Reports.
- Management did not prepare bank reconciliation statements for the following accounts for the months of (July 1, 2018 to June 30, 2019); Ecobank and International Bank.
- There was no evidence of Management deducting and remitting into the GoL General Revenue Account the amount of L\$3,926,778.89 as income tax withheld from staff (Contractors) of the Commission.
- Management did not provide evidence of payment amounting to L\$1,682,804.55 representing employees' contributions to NASSCORP
- Management made payments totaling L\$801,006.00 for goods and services without evidence of request for quotation, contracts, business registration, tax clearance, article of incorporation and certificate of completion to justify the regularity of the transactions.
- There was no evidence of generators and vehicles fuel consumption log presented for review.
- The following irregularities were associated with the LRRRC Assets Management System:
 - There was no evidence of a fixed assets management policy.
 - The fixed assets register did not contains all the relevant columns.
 - The fixed assets register was not regularly updated.
 - There was no evidence of periodic physical verification of assets by Management
 - There was no evidence of movement of assets form.
 - There was no history of disposal of assets.
- There was no evidence of board meeting to facilitate oversight and review of Management functions.
- There was no evidence that Management conducted periodic performance evaluation of the LRRRC's staff during the fiscal period as required by their contract.
- Management did not maintain essential personnel records such as letter of applications, employment

Key Findings

- letters, contracts, credentials, job description, appointment letters, Personnel Action Notice (PAN), etc.
- There was no evidence of an Internal Audit Charter developed and approved by the board of directors to ensure the independence of the internal auditors at the Commission.
 - There was no evidence that the Internal Audit Unit conducted audits and submitted reports on the operations of the Commission for the fiscal period as required.
 - There was no evidence that Management has developed a risk management policy to guide internal and external risks that may impair the achievement of the Commission's objectives.
 - There was no evidence that Management had a disaster recovery plan to help recover transactions data and information and to enhance business continuity in the event of disaster.
 - Management did not develop, approve and operationalize policy documents such as; ICT work plan and ICT maintenance policy

20. AG's Report on the Compliance Audit of the Liberia Refugee Repatriation and Resettlement Commission (LPPPC) for the period (2019/2020).

Key Findings

- We identified multiple issues of significant materiality that affect the operations of the Liberia Refugee Repatriation and Resettlement Commission (LRRRC). These issues can be categorized as follows:
- Management did not provide supporting documents such as; (payrolls, contracts, pay slips and DSA) for staff seconded to the projects amount totaling L\$542,298.98.
 - There was no evidence that Management prepared and submitted International Public Sectors Accounting Standards (IPSAS Cash Basis of 2017) financial statements as adopted by the Government of Liberia for the period under audit.
 - Management did not provide detailed ledgers for expenditure amounting to US\$339,415.00 as reported in the Budget Performance report.
 - Management operated the Commission with the amount of US\$569,738.00 without evidence of Quarterly Budget Performance Reports.
 - Management did not prepare bank reconciliation statements for the following accounts for the months of (July 1, 2019 to June 30, 2020); Ecobank and International Bank.
 - There was no evidence of Management deducting and remitting into the GOL General Revenue Account the amount of L\$3,926,778.89 as income tax withheld from staff (Contractors) of the Commission.
 - Management did not provide evidence of payment amounting to L\$1,682,804.55 representing employees' contributions to NASSCORP
 - There was no evidence of generators and vehicles fuel consumption log presented for review.
 - The following irregularities were associated with the LRRRC Assets Management System:
 - There was no evidence of a fixed assets management policy.
 - The fixed assets register did not contains all the relevant columns.
 - The fixed assets register was not regularly updated.
 - There was no evidence of periodic physical verification of assets by Management
 - There was no evidence of movement of assets form.
 - There was no history of disposal of assets.
 - There was no evidence of board meeting to facilitate oversight and review of Management functions. There was no evidence that Management conducted periodic performance evaluation of the LRRRC's staff during the fiscal period as required by their contract.

Key Findings

Management did not maintain essential personnel records such as letter of applications, employment letters, contracts, credentials, job description, appointment letters, Personnel Action Notice (PAN), etc.

There was no evidence of an Internal Audit Charter developed and approved by the board of directors to ensure the independence of the internal auditors at the Commission.

There was no evidence that the Internal Audit Unit conducted audits and submitted reports on the operations of the Commission for the fiscal period as required.

There was no evidence that Management has developed a risk management policy to guide internal and external risks that could impact the achievement of the Commission's objectives.

21. AG's on the Compliance Audit of the Civil Servants National Payroll for the period January 2018 - December 2021.

Key Findings

- Nine Thousand Two Hundred Eighty-Seven (9,287) employees representing 13.7% of employees' records on the Alternative Temporary Automated Payroll Systems (ATAPS) were not available for physical verification.
- Three thousand Nine Hundred Seventy (3,970) employees representing 5.9% of civil servants across 80 ministries and agencies earned above the harmonized pay-grade expected salaries. The total monthly difference in excess salary payments amounted to US\$581,439.15.
- Thirty-Two thousand Seven Hundred Fifty-Nine (32,759) employees representing 48.7% of civil servants across 90 entities of government earned below the harmonized pay-grade expected salaries. The total monthly difference was US\$5,710,026.97.
- Twenty-Five Thousand One Hundred Sixty-Two (25,162) employees representing 37.4% of civil servants in government across 97 ministries and agencies did not have pay-grades.
- Sixty-Six Thousand Six Hundred Ninety-One (66,691) records constituting 99.1% of the payroll data on ATAPS from across 66 entities was found to contain exceptions/irregularities.
- Five Hundred Sixty-Four (564) employees across forty-seven (47) ministries and agencies did not have National Identification Numbers (NIN) on the ATAPS.
- Nine Hundred Three (903) employees, from fifty-four (54) entities had duplicate NINs on the ATAPS. One Thousand (1,000) employees' records on the ATAPS from thirty-four (34) entities contained invalid dates of birth.
- Forty-Eight Thousand Six Hundred Forty-Eight (48,648) employee records from across 99 ministries and agencies did not have Social Security Numbers (SSNs).
- One Hundred Twenty-Two (122) employees on ATAPS from across 20 ministries and agencies had shared bank accounts.
- There were net variances amounting to USD54,317.21 and LRD2,854,559.52 between the net payroll per amounts in ATAPS and bank payment advice across two ministries for the months of July 2021 to December 2021.

2.1.3 Performance Audit

According to the Performance audit principles as stated in ISSAI 300, performance audit done by SAIs is an independent, objective and reliable examination of whether government undertakings, systems, operations, programs, activities or organizations are operating in accordance with the principles of economy, efficiency and effectiveness.

In 2022, our performance audits continued to focus on the governance practices and systems at Government MACs in order to ensure efficiency, effectiveness and economy in the management of public resources.

List of Performance Audits

No.	Audited Entity	Title of Audit Report	Audit Period	Release Date
1	Ministry of Health (MOH)	AG's Performance Audit Report on the Adequate Procurement and Distribution of Medical Supplies	2016-2019	June 2022
2	Ministry of Mines and Energy (MME)	AG's Performance Audit Report on the Regulation of River Sand Mining Activities in Liberia	July 1, 2016 - June 30, 2021	December 2022
3	Ministry of Health (MOH)	AG's Performance Audit Report on the Effectiveness of Government of Liberia Response to COVID-19	2020-2022	December 2022

Summary Key Findings of the Performance Audit:

1. AG's Performance Audit Report on the Adequate Procurement and Distribution of Medical Supplies (2016-2019)

Findings
<ul style="list-style-type: none"> ✓ Delay in the Procurement of Medical Supplies ✓ Limited Medical Supplies at Health Center ✓ Late Distribution of Medical Supplies to health Centers ✓ Inadequate Inventory Management System

2. Auditor General's Performance Audit Report On Effectiveness of Government Response to Covid-19 (2020 - 2022)

Findings
<ul style="list-style-type: none"> ✓ Partial-Adherence to the Health Protocols by the General Public ✓ Slow Patch in the Administration of COVID-19 Vaccine in the Country ✓ Inadequate Monitoring of COVID-19 Activities. ✓ Congested Triage Built at Land Point Entries ✓ Limited Referral Laboratories Nationwide. ✓ Claim by Health Worker for Stipend Payment.

3. AG's Performance Audit Report On the Regulation of River Sand Mining Activities In Liberia For The Periods July 2016 To June 2021

Findings
<ul style="list-style-type: none"> ✓ Limited Guidelines and Legal Framework for River Sand Mining ✓ Ineffective Monitoring Mechanisms ✓ Illegal/Illicit River Sand Mining Activities ✓ River Sand Mining Negatively Affecting Communities ✓ Benefits Not Impacting the Communities ✓ Limited Skilled/Qualified Personnel at BM ✓ Limited Collaboration Between MME and Other Regulatory Bodies

Findings

- ✓ Unknown Sand Budget and Sustainability
- ✓ Lack of Safety Measures and Equipment at Mining Sites

2.2 Notable Audit Issues

○ Financial Statements Audits

During the execution of our audits, we encountered numerous challenges from MACs, either their failure to submit annual financial statements for audit or failure to do so in a timely manner. There were also notable delays in the submission of documentation and in responding to issues raised in management letters. This adversely affected the reporting of foreseen timeline during audit planning. Hence, some of these institutions did not submit financial statements, while others submitted financial statements that did not meet the requirements of the applicable reporting standards. We identified a number of issues ranging from poor governance structures to weak financial management practices in the institutions.

○ Compliance Audits

Compliance Audits were executed to express opinion on the extent to which MACs were compliant with laws, regulatory guidelines, policies, established codes, budgetary allocations and relevant contracts. During the audits, we discovered that a number of MACs' activities were not in compliance with the relevant laws, regulations, policies etc. Several issues were discovered relative to noncompliance with the Public Procurement and Concessions Act (PPCA) and other legal requirements. We recommended that MACs adhere to relevant laws, regulations, policies etc. Our audits also revealed insufficient efforts to correct weaknesses that were identified during previous years' audits.

○ Performance Audits

For performance audit, we discovered several weaknesses in governance practices ranging from inadequate planning and monitoring to delays in the execution of contracts and projects, etc. Additionally, we noted that cost overruns continued to undermine the efficiency and effectiveness of projects and programs implemented by some MACs, all of which have negatively fueled the nonrealization of value for money (VFM).

2.3 General Findings

Our findings identified weaknesses in governance practices and inefficient prioritizations of human and financial resources (See audit reports on GAC website). Below is a summary of key findings from audit reports released in 2022:

Audits Findings

- Need for Improvement in Governance
- Procurement breaches
- Inadequate internal controls
- Non-compliance with compensation regulations

- Poor record management
- Inadequate risk planning
- Lack of regular reporting by department heads
- Failure to comply with procurement regulations
- Lack of procurement committees and annual procurement plan
- Expenditure without supporting documents
- Variance between expenditure reported and expenditure incurred
- Inadequate withholding and remittance of social security taxes
- Bank reconciliations not prepared
- Lack of/ inadequate financial statements and books of accounts
- Lack of punitive actions for perpetrators of corruption.

2.4 Audit Quality Control and Quality Assurance

The QA Unit is responsible to conduct quality assurance reviews, identify potential methodology to improve the audit processes and develop and monitor quality controls. The Unit undertakes these reviews to ensure that audits are performed in compliance with the relevant auditing standards and government laws and regulations. Enhancing the audit process is critical to improving the quality of public financial management, which is fundamental in making a difference in the lives of citizens.

In 2022, the General Auditing Commission (GAC) and the Swedish National Audit Office (SNAO) agreed to cooperate in the field of public audit with focus on supporting the quality assurance function within GAC and developing a well-functioning quality control and quality assurance system. In order to finalize area of interest, a high-power delegation from SNAO visited the GAC to ascertain areas they would focus on for the MoU. In order to improve the quality control system of the entity, a model file was developed and use for the yearly audit refresher audit training to help improve audit documentation. Also, to improve efficiency, the grades/level of auditors were aligned to various aspect of the audit working papers to ensure proper and detailed documentation at all level. A staff utilization matrix showing auditors booked on assignment and those not assigned was developed to improve the management of auditors and the staffing of engagements. A share drive was also established to enhance filing and document retention. Due to the risk associated with the Quality Control aspects of the system, the Quality Assurance Unit (QA) reviewed Sixty-Four (64) reports with related working papers as an assurance before issuance by the Auditor General.

In order, to improve Quality Control at all level of the audit process, alignment of working papers to audit grades and grouped all grades in sections were done as well as training was conducted based on the model file. To improve the audits quality, we developed staff utilization matrix showing auditors current assignment; and awaiting operationalization. We established a share drive which is now in operation by the QA Unit to store and manage audit working papers

2.5 GAC's Audit Recommendations Follow-Up

The Audit Recommendation Follow-up primary objective is to provide support to audited entities in the implementation of audit recommendations and mitigation of risks as contained in audit reports issued by the Auditor General. The Follow-up Team makes field visits to audited entities on a periodic

basis (weekly & monthly) as per approved work plan and visitation schedule for the specified period. The Commission's established Audit Follow-up Unit has a current workforce of four (4) competent personnel. Based on the workload (increase in audit coverage and reports) that started in 2022, it is expected that additional competent personnel will be competitively recruited to strengthen the Unit in the coming months.

During the year under review, the Commission recruited the head of the Follow-up Unit; reviewed and revised policies and related working documents on Audit Recommendations Follow-up, as well as the establishment of a documentation system, including templates and working papers. In 2022 September, the GAC commenced acquaintance meetings to cover 33 audited entities. During the period September - December 2022, the GAC completed 31 audited entities, with meetings held and presentations done. The presentation was on the follow-up process of the Commission with audited entities and the expectation from audited entities in working with the Follow-up team to implement audit recommendations in audit reports. The GAC emailed audit recommendations trackers and corrective audit actions plans to 26 of the 31 audited entities to review, complete and return within two (2) weeks from the date emails were sent.

Audit trackers and corrective action plans were emailed to the following audited entities: Ministry of Finance & Development Planning (MFDP), Ministry of Justice (MOJ), Ministry of Mines & Energy (MME), Ministry of Agriculture (MOA), Ministry of Youth & Sports (MYS), Ministry of Gender, Children & Social Protection (MGCSP), Liberia Revenue Authority (LRA), National Public Health Institute of Liberia (NPHIL), National Port Authority (NPA), Liberia Telecommunications Authority (LTA), Liberia Water & Sewer Corporation (LWSC), National Identification Registry (NIR), Liberia Institute of Public Administration (LIPA), National Bureau of Concessions (NBC), Human Rights Commission (HRC), National Disaster Management Agency (NDMA), Liberia Opportunities Industrialization Center (LOIC), Liberia Electricity Corporation (LEC), Rural Renewable Energy Agency (RREA), Monrovia City Corporation (MCC), Liberia Institute of Statistics & Geo-Information Services (LISGIS), Forestry Development Authority (FDA), Liberia Land Authority (LLA), National Fisheries & Aquaculture Authority (NaFAA), National Road Fund Authority (NRFA), and National Social Security & Welfare Corporation (NASSCORP).

Audit trackers and corrective action plans were being completed for the following audited entities in December 2022 for submission via email: Ministry of Health (MOH), Ministry of Public Works (MPW), Ministry of Education (MOE), Ministry of Commerce and Industry (MOCI), Ministry of Internal Affairs (MIA), Civil Service Agency (CSA), and the Liberia Broadcasting System (LBS).

Based on emails sent to audited entities, follow-up calls were made daily weekly beginning October 2022 on the return of completed audit trackers and corrective action plans. The following audited entities returned audit trackers and corrective action plans in 2022: Liberia Revenue Authority (LRA), Rural Renewable Energy Agency (RREA), Liberia Land Authority (LLA), and Human Rights Commission (HRC). The audit trackers and corrective action plans are to be validated through technical working sessions.

2.6 Technical Support to PAC of the Legislature

In fulfilment of its oversight responsibilities, the Legislature, upon receipt of the audit reports, shall discuss and debate matters of public interest contained in the audit report with the appropriate public officials in the presence of the Auditor General (AG) or his representatives (as required by Part 4.1g of the GAC Act of 2014). During the period under review, AG Jackson provided various technical support to the joint PAC several issues of concern and aided in the budget process respectively.

3. PART 3: ADMINISTRATION ACTIVITIES

The Department of Administration provides support services to the Office of the Auditor General in carrying out the Commission's mandate. This Department is divided into various units: Human Resources (HR), Accounting and Finance, Procurement and Asset, Facility & Fleet Management (AFFM). Other units include Management Internal Controls (MIC), Corporate Information & Communication Technology (ICT), Communication, Facility Security, Budget, Project, Internal Audit, Stores and Legal Services. There are also sections/ sub-units which include Protocol, Training, Resource Center and Print & Publication.

3.1 Human Resource and Manpower Development



3.1.1 Human Resource Activities

The GAC workforce is the most valuable assets it has in carrying out its mandate, Therefore, we aim to recruit a talented and diverse workforce that reflects the opinion of the people we serve.

The HR's Unit is responsible for staffing, maintenance of personnel information and attendance records, performance evaluation, compensation and benefits, training and development, employees' relations, safety and health. This unit covers the overall HR's function, including HR policy, Training and Manpower Development and the Resource Center (Library) management.

During the year under review, the HR Unit carried out a series of activities including policies update, recruitments, implementation of performance management system, trainings and staff wellbeing and welfare. The year also saw the appointment of a new Deputy Auditor General for Enterprise and Special Audits and the reappointment of both the Deputy Auditor General for Government Audit and the Deputy Auditor General for Administration. The Unit had a challenge of not being able to fully implement the new HR structure which is hampering efficiency.

- **Workforce Structure**

In 2022, the total staff turnover was 8, of which 6 were resignations and 2 deaths. The Commission also recruited 16 employees bringing the total of its workforce at the end of 2022 to 333 staff. Of this total staff strength, we have 2 disabled employees.

Workforce Composition (2022 Staffing Details)

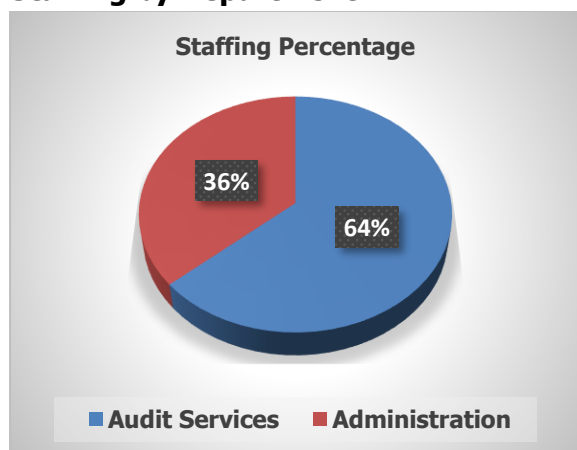
Beginning Workforce	Turnover	Retention	Recruitment	Current Workforce
325	8	317	16	333

- **Composition of Workforce by Department**

As at the close of the year under review, the total workforce of the GAC stands at 333.

Our core department, Audit Service, had a total of 212 employees representing 63.7% of the total workforce, while the department of Administration had a total of 121 representing 36.3%. Below is the distribution by department:

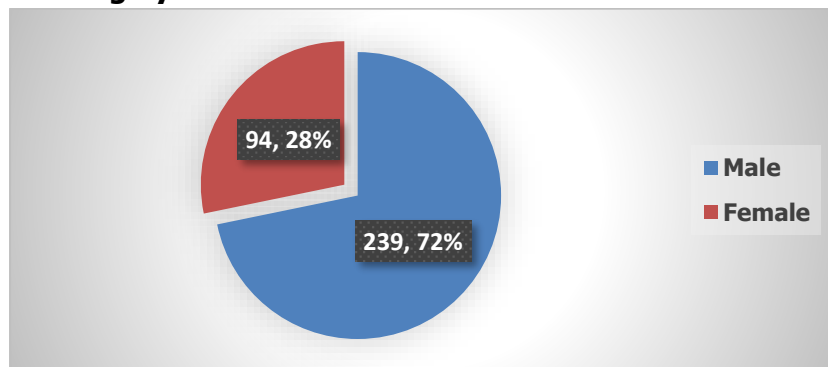
Staffing by Department



- **Composition of Staff by Gender**

During the year under review, the Commission had a total workforce of 333 staff. Of this, 239 were males, representing 71.8%, while 94 were females representing 28.2%. We continue to make effort in narrowing the gender gap. Below is the distribution by gender.

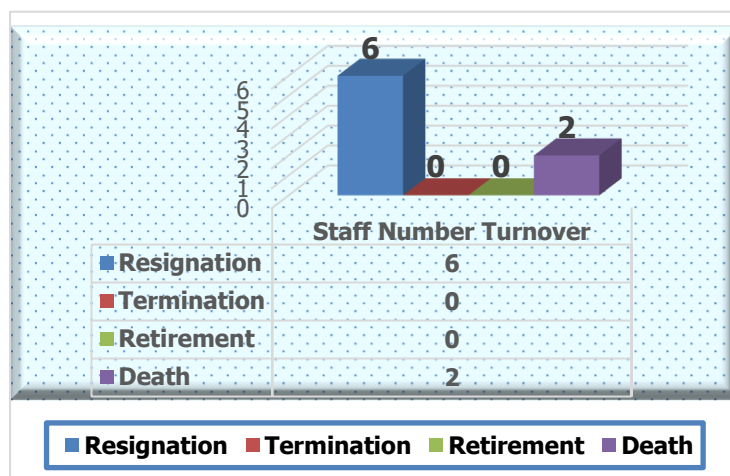
Staffing by Gender



• Staff Turnover

During the year under review, our staff turnover rate was at 8, representing 2.4% of our entire workforce. A total of 6 staff resigned, while 2 died. Below is the breakdown.

Details of Staff Turnover



• Policy Update

The Commission is in the process of updating its employees' policies and procedure manual with specific emphasis on dress code, family relation and study leave.

• Performance Management

Following the launch of a manual performance management system at the end of 2021, the HR Unit focused on the implementation of the tool in 2022 by ensuring the setting of performance goals and objectives, conducting both mid-year and year end performance reviews with 99% participation rate. The Auditor General is expected to set up a Performance Review Committee for the review and calibration of performance ratings.

- **Staff Wellbeing and Welfare**

The year saw the implementation of medical and life insurance scheme for employees and their eligible dependents. Sick employees were promptly and regularly visited and management, in a specific way, while the GAC identified with families of fallen colleagues. We also ensured terminal benefits were paid to the families of our fallen colleagues who died during the year under review.

The GAC annual staff retreat was conducted on a larger scale and with new initiatives undertaken. During the retreat, outstanding employees were honored by the GAC Management and were given cash bonuses to serve as motivation for both the honorees and other employees who may want to emulate the good attitudes and outstanding work of their colleagues. Christmas gifts, in the form of rice, were also distributed to staff as part of the AG's gesture to put a smile on the faces of employees.

3.1.2 Training and Manpower Development

During the reporting period, the Commission maintained its commitment to building staff capacity. In collaboration with both our local and international partners, several employees of the GAC participated in both in-person and virtual trainings, with some serving as facilitators at international professional workshops.

Three employees were granted study leave to pursue Master Degree in Audit and Financial Management. Another colleague who was granted leave without pay for study purpose has completed his studies and is expected to join the team soon.

Below is a summary of trainings conducted in 2022. These include locally and internationally training as well as virtually training and professional certification.

Category 1: Internal Training

No	Description	Date of Training	Venue	No of Participants
1	Web Development Training	August 3-16, 2022	GAC	7
2	Ideal Audit Software Training	August 22-26, 2022	GAC	6
3	Training on the Working Papers	Sept 5-6, 2022	GAC	116
4	Training on the Working Papers	Sept 7-8, 2022	GAC	34
5	Training on the Working Papers	Sept 9-12, 2022	GAC	16
6	Training on the Working Papers	Sept 13-15, 2022	GAC	22
7	Training on the Working Papers	Sept 16, 2022	GAC	188
8	Certified Fraud Examiners (CFEs)	October 12-14, 2022	IAA	28
9	Management Development Programme (MDP)	June 13-17, 2022	Grand Royal Hotel	41
10	Financial Modelling in Extractives Sector (FIMES) Project Training	October 24-28, 2022	Grand Royal Hotel	1

Category 2: External Training

No	Description	Date of Training	Venue	No of Participants
1	HR Peer Advisory Review Body	May 30-June 3, 2022	Oslo, Norway	1
2	IT Audit Champions Regional Workshop Module -3	Mar. 28-April 1, 2022	Pretoria, South Africa	2
3	IT Audit Champions Regional Workshop Module -4	June 13-17, 2022	Pretoria, South Africa	2
4	IS-Management	June 6-10, 2022	South Africa	2
5	Project Appraisal and Analysis	June 27-Aug. 1, 2022	Central Bank Of Liberia	1
6	FAM/CAM Sub Regional Workshop (Western Africa	18-22 July 2022	Marriott Hotel, Ghana	2
7	A-SEAT Training	Sept. 5-9, 2022	Asmara, Eritrea	1
8	High Quality Performance Audit report training	Aug. 29-Sept. 9, 2022	Entebbe, Uganda	1
9	Coordination Audit Workshop offered by AFROSAI-E	Sept 5-9, 2022	South Africa	3
10	Leadership Skills Development Management Supervisors and New Managers(WAIFEM)	Sept 19-23, 2022	Accra, Ghana	1
11	International Public Finance Management Reporting and Audit Training by African Institute of Capacity Development (AICD)	October 10-21, 2022	Malawi	1
12	Effective Communication and Planning Skills for Administrative Professionals and Executive Assistant Organized by WAIFEM	October 3-7, 2022	Mures Plaza Monrovia	2
13	IDI CRISP Workshop on Risk Management	Dec.12-16, 2022	South Africa	2

Category 3: Virtual Training

No	Description	Date of Training	Mode	No of Participants
1	International Intensive Training- Performance Auditing	Feb. 21-March 11, 2022	Virtual	7
2	Financial modelling in Extractives Sector (FIMES) Project Training	24 Feb. April 14, 2022	Virtual	1
3	Regional Virtual Course on Advanced Modelling and Forecasting on Policy Analysis and Research for Directors and Economists	March 7-25, 2022	Virtual	2
4	Change Management (Auditor I - III)	June 6, 2022	Virtual	36
5	Change Management (Sr Auditors - Managers)	June 7, 2022	Virtual	97
6	Online Workshop: Gender, Diversity and	November 1, 2022	Virtual	10

No	Description	Date of Training	Mode	No of Participants
	Inclusion			
7	Effective Report Writing(PA)	July 26-16 August 2022	Virtual	1
8	Training – SGDs on Waste Management	November 6, 2022	Virtual	6

Category 4: Professional Certification

Two staff were able to pass two papers in the Association of Certified Chartered Accountant (ACCA) program with support from management. Also, six employees passed one paper each in the PESA-P professionalization program.

3.2 Assets to Support the Conduct of Audits

• Vehicles:

During the period under review, the GAC acquired vehicles to facilitate the work of the Commission. The process brought to fruition the delivery of seven vehicles to the GAC with a total value of US\$343,500.00.

• Computers for Auditors

During the period, the GAC also acquired additional laptops for auditors. A total of 50 pieces of laptops were procured at a value of US\$69,750.00. These laptops are currently assigned to auditors in line with the AG's One-Auditor-One-Laptop agenda.

• Furniture and Fixture:

The GAC, in an effort to improve the working environment for auditors, replaced obsolete/dilapidated furniture with new ones such as workstations, desks, chairs, curtains, etc. The total value of all furniture amounted to US\$75,543.00. The exercise is currently ongoing.

Additional Spending Areas: In addition to the above, a significant amount of spending was done on the following as outlined below:

- Repair and Maintenance of Building



Vehicles Acquired for Audits Work



Laptops Acquired for Auditors





View of Furniture

3.3 Infrastructure

GAC Undergoes Interior Design

Creating the enabling working environment for the execution of the core function of the GAC has always been at the core of the vision of the current management. A clear manifestation of the aforementioned may not only be professional capacity development or the 'One-Auditor, One Laptop' initiative, but the interior design for audit and administrative staff to sit and work comfortably. At the moment, all of the offices and corridors are being newly rugged and furnished in keeping with modernity.



Interior Design View I



Interior Design View II



Interior Design View III

3.4 Financial Resources Management

3.4.1 Funding of the GAC

In accordance with Part 3 Sections 3.4 of the Audit Act 2014, the GAC shall be funded by the Government of Liberia through budgetary appropriations by the Legislature. The GAC has adopted the Zero-based budgeting approach as the primary method of budget preparation, while incorporating some aspects of Result-based budgeting and Activity-based budgeting. The combination of these

budget methodologies in preparing budget has ensured that the GAC prepared a more realistic budget for submission to the Legislature as required by the GAC Act of 2014.

3.4.2 Financial Management and Budget Performance

Submission of Budget Estimates

In compliance with Part 3 Section 3.4 of the GAC Act of 2014, the Auditor General shall submit annual budget of the GAC directly to the Legislature for review and approval, with copy provided to the Ministry of Finance and Development Planning (MFDP) for information. In October 2022, the AG submitted the Commission's 2022 budget estimates and Operational Plan 2022 to the Legislature through the PAC and copy to the MFDP.

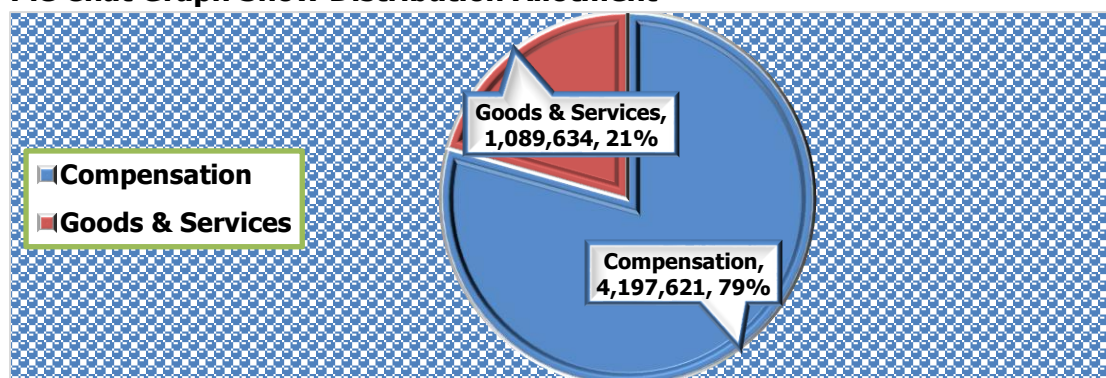
Annual Appropriation

The proposed budget of the GAC for the fiscal year 2022 was **US\$8,704,268**. The Commission approved budget for expenditure for FY2022 amounted to **US\$ 5,368,236**, while the actual expenditure receipt was **US\$ 5,287,255**. This constituted **US\$ 4,197,621** for compensation, **US\$ 1,089,634** for Goods and Services. Of the actual receipt of **US\$ 5,287,255**, compensation represent **79%**, while Goods and Services represent **21%**.

Table B: General Auditing Commission (GAC) Budgetary Appropriation for 2022

FOR FISCAL PERIOD JANUARY - DECEMBER 2022				
Distribution	Proposed Budget 2022	Approved Budget 2022	Actual Receipt 2022	% Actual to Receipt
Compensation	5,897,744	5,098,236	4,197,621	79%
Goods & Services	2,806,525	270,000	1,089,634	21%
Total	8,704,268	5,368,236	5,287,255	100%

Pie Chart Graph Show Distribution Allotment



Budget Performance

Aggregate actual revenue during the period is recorded at **US\$5,730,396**. Of this amount, GOL contributed US\$5,287,255 representing 92.3%, while the donor contributed **US\$443,141** representing 7.7%, for special project audits. GOL contribution was use for compensation (**US\$ 4,197,621**) and Goods & Services (**US\$ 1,089,634**) to support audit work and other programs of the Commission.

3.5 Audit of the GAC's Accounts

In compliance with Part 3 Section 3.6 of the Audit Act of 2014, the GAC shall prepare its annual financial statements and such annual financial statements of the GAC shall be audited on an annual basis by independent auditors appointed by the Legislature. The GAC was audited up to the end of the Special Budget Year 2021 (July 1 to December 31, 2021) and the report was being finalized at the end of period under review.

4. PART 4: PROGRESS MADE ON THE IMPLEMENTATION OF THE STRATEGIC PLAN



4.1 Strategic Plan Direction and Implementation

The GAC's Strategic Plan 2021-2025 centers around 5 goals as an important working tool in achieving its vision and mission. Also, we have developed and cascaded other internal plans (such as annual operational plan, stakeholders' engagement strategy, etc.), which are integrated in the strategic plan to ensure that all areas of the business are working in the same direction to deliver our goals.

4.2 Strategic Plan 2021 – 2025

The GAC, as the Supreme Audit Institution of Liberia, is mandated to perform external audit of government organizations and agencies, thereby enhancing public confidence in the Government. The intent of the SP is to guide the Commission in its efforts to ensure that the implementation of certain targeted projects/programs is on track.

The GAC's Strategic Plan 2021-2025 has been under implementation since January 2021. The **OVERALL OUTCOME** is: **"To achieve an Institutional Capacity Building Framework (ICBF) score of 3.5 in the next five years"**. To achieve this, the GAC sets out strategic goals that it pursues, thus delivering the desired results of quality audits.

GAC Strategic Goals for 2021 to 2025:

1) **Goal 1: To Attain Audit Transformation**

- ✦ **Outcome:** Increase audit coverage by 80% and achieve 20% professional staff in audit. Fully incorporate the GAC's mandate in the Liberian Constitution.

2) **Goal 2: Operationalize Financial Independence**

- ✦ **Outcome:** Innovatively sourced for alternative funding and leverage relationship to fully access statutory funds.

3) **Goal 3: Enhance Communication and Stakeholders' Engagement**

- ✦ **Outcome:** Educate Liberians on GAC's mandate and be the voice of professionalism.

4) **Goal 4: Leverage IT & Digital**

- ✦ **Outcome:** Digitalize 85% of GAC's operations to achieve efficiency through technology.

5) **Goal 5: To Acquire HR's Transformation and Physical Infrastructural Development**

- ✦ **Outcome:** Achieve a competent and motivated workforce, trusted by all stakeholders
Construction of the GAC's office block.

4.3 GAC's Stakeholders Engagement

The GAC's Stakeholders engagement are individuals, groups and organizations who may have power/influence over the activities of the GAC and interest in what it does. They comprise both Internal and External Stakeholders. External Stakeholders in this case include the Legislature, the Executive, the Auditees, other good governance institutions, Civil Society Organizations, the Media and any other external persons or organizations who may not have been mentioned here but have influence and interest in the activities of the GAC. Internal Stakeholders include the employees of the GAC.

For the period under review, the following comprise stakeholders' engagements activities of the GAC:

4.3.1 Engagement Activities

Internal/ External Communications

During the year under view, the Commission through its Communication Unit, strengthened its internal communication through the circulation of monthly internal newsletter by means of staff email using the outlook and printouts distributed to offices. Also, internal memos from the leadership and various units were published through the electric bill-board. The essence of enforcing this initiative was to bring both management and staff on path with happenings in GAC, i.e., issues relating to the execution of the Commission's mandate and those within INTOSAI, AFROSAI-E, etc.

On the external front, the GAC improved on its Media Relations to a greater extent, thereby reducing the public perception about its operations. Media institutions were in direct engagement with the Commission through the Communication Unit, to ascertain or authenticate information in the public about the Commission, thus dispelling some inaccurate information.

Social Media Pages

In addition to the Commission's Facebook platform, the GAC also created other accessible Social media pages to include Twitter, Instagram, LinkedIn and YouTube to further widen GAC's communication. The period under review also occasioned an improved Facebook page that is now attracting huge following and viewing. Through these channels, events and issues of public interest was posted and monitored on a daily basis for feed backs. These initiatives further add up to the Commission's communication process that is close to reaching twenty (20) thousand followers. The GAC is currently running three videos on the YouTube channel in the absence of production softwares. The GAC website (www.gac.gov.lr) was upgraded and a few other platforms included to make it more user-friendly. These platforms will be uploaded with basic information by 2023, with subjected to periodic review and update.

Media Outreach & Awareness - Payroll & Domestic Debt Audits

During the period, the Unit also effectively propagated the message of two flagship audits (the National Civil Service Payroll Audit and GOL Domestic Debt Audit) under the watch of the Auditor General of the Republic of Liberia. In collaboration with the Department of Audit, the Unit planned, organized and executed the Commission's public awareness program which included radio and bill-board messaging across Liberia. Jingles were produced and aired on several community radio stations across Liberia, while the Auditor General of the Republic of Liberia undertook a media outreach (engaging four radio stations in Monrovia to brief the public on audits) under the auspices of the Communications and Public Relations Unit. Staff of the Unit also collaborated with the Audit Services Department in physically engaging employees of the Government of Liberia in the county capitals to further provide an understanding (purpose, methodology and impact) of the Payroll and Domestic Debt Audits as a way of motivating them for the head count. The impact and resounding success of these flagship exercises are measured by the commitment of the Commission, vigor and simplicity of the engagements with employees of MACs across the country.

4.3.2 Auditor General's Meeting with Internal Stakeholders

General Staff Meeting-

The General Auditing Commission today, August 5, 2022 held customary its first 2022 General Staff Meeting aimed at strengthening unity and togetherness amongst employees of the country's Supreme Audit Institutions. The gathering, which is a key to the Commission's Five Years Strategic Plan in relations to AFROSAI-E policy on Staff Engagement, brought together all employees from both Administration and Audit. During the interactions, exchange of ideas, comments and suggestions were taken into consideration to ensure a more vibrant and effective Supreme Audit Institution in Liberia.

At the gathering, Liberia's Auditor General, Hon. P. Garswa Jackson, Sr, outlined his one-year progress report since he took over as head of the Commission. Among some of his many achievements, the Auditor General named: The expansion of audit coverage to include the regular audit conduct of the Consolidated Financial Audit, the conduct of the National Payroll and Domestic Debt Audits, the provision of laptops to each auditor known as the "One Auditor One Laptop" policy. As part of his future plan for the GAC, the Auditor General also announced plans to construct a new head office for the Commission in the next two to three years and the provision of additional two buses for the employees. The employees were also given the opportunity to express themselves on how they wish to see the GAC in the distance future. At the end of the gathering, the Auditor General appreciated the staff for the level of support given him since he took over in July 2021. The meeting was graced by his three Deputies, Hon. Foday G. Kiazolu, Deputy for Administration, Hon. Winsley S. Nanka, Deputy, Audits, Hon. G. Cecil Dole, Deputy, Specialized Audits.



Employees Participates in General Staff Meeting



AG Jackson Team photoshoot with GAC's Staff During the General Staff Meeting

General Staff Retreat-

The General Auditing Commission 2022 Staff Retreat, under the **Theme: "Progress with Commitment"**, took place on Friday, December 23, 2022 at Afro Beach in Thinkers Village on the Robertsfield Highway with hundreds of employees in attendance. The day-long celebration was characterized by both in-door and out-door activities and later climaxed with entertainment and social networking. The Auditor General, Hon. P. Garswa Jackson, Sr., presented his key deliverables for 2022 to the staff through a power point presentation, including the completion of the National Payroll Audit, Domestic Debt Audit, Audit of the National Identification Registry, Audit of the GAC for 2021, establishment of the Follow-up Unit on the Implementation of Audit Recommendations, as well as the Consolidated Financial Statement Audit, among many others.

In the coming year, he assured, employees of providing two new buses in addition to the ones currently available, while management will go for a land purchase for the construction of the Commission's future home. The retreat also occasioned the certification and recognition of a number of employees for their dedicated services over the year. Those honored and certificated are Ballah Yah, Most Punctual Employee of the year and Ndebeh Harris, Best Dressed Employee of the year. Others recognized and certificated include, George K. Barpeen, Jr., Evenly Neasain, James C. Mulbah,

Musa C. Kamara and Carrow W. Botoe as managers of the year, while the biggest award went to Charlotte Pearson Weah as Employee of the Year, known as the Auditor's General Award.



GAC's Staff at the Annual Retreat



AG Jackson expresses hope at annual retreat, as he recognizes the contribution of staff



AG Jackson Team photoshoot with GAC's Staff at the Retreat

4.3.3 Auditor General's Meeting with External Stakeholders

- I. **Auditor General, R.L. meeting with NEC, NASSCORP & NIR:** On January 16 and 27, 2022, the Auditor General, R.L. held consultative meetings with the heads of the National Election Commission (NEC), the National Social Security & Welfare Corporation (NASSCORP) and the National Identification Registry (NIR) for collaborations and information sharing in relations to the payroll audit.
- II. **Auditor General, R.L. meeting with IAA:** On January 31, 2022, the Auditor General, R.L. held a meeting with the then Internal Audit Agency head Hon. Clarence W. Williams and team. Discussion centered on the compliance checklists to aid in the financial management processes across the GoL, the need to begin sharing regular reports and further collaborations between the two institutions.
- III. **Auditor General, R.L. meeting with African Development Bank (AfDB) New Country Manager at the GAC:** On February 1, 2022, Auditor General, R.L. held a courtesy meeting with the AfDB New Country Manager Mr. Benedict Sorie Kanu at the GAC. Discussion was focused on strengthening collaborations between the two institutions, particularly enhancing the various AfDB Project Audit reporting and addressing issues impacting the smooth and timely conduct of the AfDB Project audits.
- IV. **Auditor General, R.L. meeting with the New IMF Resident Representative at the GAC:** On February 3, 2023, AG Jackson received at the GAC the new IMF Resident Representative Mr. Aidar Abdychay and Alexander Deline, Economist for a courtesy meeting. The meeting was basically for acquaintance and as well gather inputs from the GAC for issues to tackle and also avenues that can be explored for a possible technical assistance to the GAC.
- V. **Auditor General, R.L. meeting with AfDB Local Consultant at the GAC:** On May 4, 2023, Auditor General Jackson held a meeting with Mr. Lawrence W. Taylor, an AfDB Local Consultant in support of an evaluation mission of the AfDB various projects and confirmations of audits completed by the GAC.
- VI. **Auditor General, R.L. meeting with the AfDB Director for West Africa and Team at the GAC:** On June 22, 2022, the African Development Bank (AfDB) Director for West Africa, Mr. Darko Williams, Mr. Daniel Osei-Boakaye and Mr. Philip Doghle, both of the AfDB met Auditor General Jackson and team in a high-level follow-up meeting on the status of procurement audit done by the GAC, Covid-19 audit, Flow of Fund Audit for budget support, etc. Auditor General Jackson made a presentation to the team about the GAC in which he highlighted achievements thus far and challenges the Institution is faced with in its fight to promote transparency and accountability across the public sector in Liberia. The team lauded the AG and promised to support the GAC in several areas mentioned in the AG's presentation.

- VII. **Auditor General, R.L. meeting with the United States Embassy Team @ the GAC:** On August 22, 2022, the Auditor General, R.L. Hon. P. Garswa Jackson met with a US Embassy Delegation comprising of Mr. Joel Kopp, Political & Economic Counsellor; Mr. Kemper Wagner, Political Officer; and Mr. Blamo B. Nimle at the GAC. This meeting was a sequel to the one held in prior year with the United States Ambassador, Michael McCarthy and was primarily geared towards supporting the GAC work and also understanding how the United States can help in solving some of the GAC's challenges.
- VIII. **Auditor General, R.L. meeting with Global Fund (online):** On September 23, 2022, AG Jackson and team held an online meeting with the Global Fund Team based in Geneva, Switzerland. The meeting was in furtherance of draft Memorandum of Understanding to be prepared, reviewed and signed in order to operationalize the transition of audit and assurance services for the Global Fund funded grants in the Republic of Liberia to the GAC. Key issues emphasized in the meeting included: engagement scope, Aide Memoire, exemption on goods and services- fuel, the GAC Audit Methodology, etc.
- IX. **Auditor General, R.L. meeting with the United Nations Office for West Africa and the Sahel (UNOWAS) Representative at the GAC:** On September 29, 2022, Auditor General Jackson hosted the UNOWAS Representative Ms. Israa Hamad at the General Auditing Commission (GAC) for a courtesy meeting. Ms. Hamad mission was to gather unbiased information in order to adequately advice the UNSRG and as well understand the mandates and activities of the GAC and role in promoting transparency and accountability in Liberia, etc.
- X. **Auditor General, R.L. meeting with United States Ambassador at the GAC:** On November 17, 2022, Auditor General, R.L. hosted US Ambassador Michael McCarthy at the GAC for a consultative meeting. The focus of the meeting was on strengthening the fight against corruption in Liberia.
- XI. **Auditor General, R.L. meeting with USAID New Comptroller et. al. at the U.S. Embassy near Monrovia:** On November 18, 2022, Auditor General Jackson and team attended a courtesy meeting with the new USAID Comptroller, Ms. Karen Nartey, Dr. Mandy Dagold, Deputy Director/Democracy Rights and Governance-USAID, Amb. Jim Wright, USAID Mission Director and others at the United States Embassy near Monrovia. Discussion was about USAID's interventions in Liberia and the need to enhance collaborations with the GAC in fighting fraud, waste and abuse.
- XII. **Auditor General, R.L. meeting with the new Internal Audit Agency (IAA) Head and Deputies at the GAC:** On November 24, 2022, Auditor General Jackson and team hosted Hon. David Kemah, new Director General of the Internal Audit Agency (IAA) and Deputies at the General Auditing Commission for a courtesy meeting. During the meeting, AG Jackson first welcomed the new leadership to the GAC, congratulated them and wished them the best of fortunes in their respective new roles. After that, both sides discussed the importance of strengthening collaborations and emphasized the need for regular meetings, development of the checklists for public financial management safeguards, sharing of Audit plans, etc.

- XIII. **Auditor General, R.L. meeting with new EU Economist at the GAC:** On December 2, 2022, Auditor General Jackson and team hosted at the GAC an Official of the European Union Delegation to Liberia, Economist Federico Foti for an acquaintance meeting. The meeting was all about understanding the GAC mandate, roles and activities, etc. and to identify potential entry points for support. Mr. Federico Foti as the new Economist in the EU Cooperation Section replaces Ms. Pia Puller, who worked extensively with the GAC Management during the implementation of the EU's 11th EDF Program which included the Commission's engagements with Ministries, Agencies, Commissions and State-Owned-Enterprises (MACS), Civil Society Organizations, the Media, Integrity Institutions and Joint Public Account, Expenditure, Budget and Audit Committee of the Legislature 2018, 2019 & 2020.
- XIV. **Auditor General meeting with the PFM Reforms Coordination Unit at the GAC:** On December 12, 2022, Auditor General Jackson and team met with the Mr. Joseph K. Fahnbulleh, Coordinator/ Public Financial Management Reform Coordination Unit (PFM-RCU) and team at the General Auditing Commission (GAC). In this meeting, the GAC past PEFA Score was examined and discussion highlighted those activities not executed in the Old PFM Strategy, current situation at the GAC, challenges and strategic priorities for the New PFM Strategy.



AG Jackson Meeting with AfDB country Manager at GAC (February 1, 2022)



AG Jackson Meeting with IMF Resident Representative Aidar Abdycbey & Alexander Deline, Economist at the GAC. (February 3, 2023)



AG Jackson meeting with the AfDB Director for West Africa and delegation at the GAC (June 22, 2022)



AG Jackson meeting with the US Embassy Team led by Mr. Joel Kopp- Political & Economic Counselor at the GAC (August 9, 2022)



AG Jackson Meeting with Madam Israa Hamad Head UN Office for West Africa and the Sahel (September 29, 2022)



AG Jackson and delegation meeting with USAID New Comptroller, Mission Director et. al at the U.S. Embassy near Monrovia (November 18, 2022)



AG Jackson meeting with the new Internal Audit Agency (IAA) Director General Hon. David Kemah and Deputies at the GAC (November 24, 2022)



New EU Economist Mr. Federico Foti visits AG Jackson at the GAC (December 2, 2022)

4.4 Affiliation with Professional Organizations

In consonance with Part 2 Section 2.1.8(g) of the GAC Act 2014, the Auditor General shall represent Liberia at the International organizations of Supreme Audit Institutions (INTOSAI), African Organization of Supreme Audit Institutions (AFROSAI) and any other regional or national institutions dealing with matters of transparency and accountability in government, public financial management, and public sector audits. SAI Liberia is a member of the INTOSAI, AFROSAI and AFROSAI-E.

Representation at International Meetings and Events

During the year in review, the AG of the Republic of Liberia, Hon. P. Garswa Jackson, Sr. attended a number of international meetings and conferences as mention below:

- I. Auditor General, R.L. meeting at the Ghana Audit Service-Accra Ghana:** On January 11, 2022, the Auditor General, R.L. paid a courtesy visit to the Ghana Audit Service in Accra, Ghana and met with Deputy Auditor General in charge of the Performance Audits, Mr. Lawrence Ndaago Ayagiba and team of managers. Discussion centered on the various softwares and processes employed in both SAIs, document management, citizens-eye apps, possibilities for secondment and joint audit opportunities, relationship with Anti-graft institutions, Public Accounts Commitment (PAC), etc.
- II. Auditor General, R.L. attendance at the 2022 AFROSAI-E Strategic Review & 18th Governing Board Meeting in Banjul, the Gambia:** From May 9-12, 2023, AG Jackson and delegation attended the 2022 AFROSAI-E Strategic Review & 18th Governing Board Meeting at the Sir Dawda Kairaba Jawara International Conference Centre in Banjul, The Gambia. The

meeting was in many respects described as a reunion for over 110 delegates from 26 member countries who have not met for over two years due to the Covid-19 pandemic. Key in Banjul was a strategic review of regional progress and achievements in the SAI community, the Governing Board closed meeting held to deliberate on a range of topics affecting the region and its subsequent approval of the recommendations from its four subcommittees (Capacity Building, Human Resources, Finance and Planning, and Audit and Governance). Other areas covered included SAIs cooperation with anti-corruption institutions; SAI independence and broadness of mandates to enable audit impact; leadership in Africa contributing to strengthening public sector audit institutions amongst others.

III. Sidelines Meetings During 2022 AFROSAI-E Strategic Review & 18th Governing Board Meeting in Banjul, The Gambia

- ✦ **Auditor General, R.L. meeting with the Auditor General of Sweden in Banjul, The Gambia:** On May 10, 2022, Auditor General Jackson and delegation held a sideline meeting with the Swedish National Audit Office delegation led by Ms. Helena Lindberg, Auditor General of Sweden in furtherance of previous discussion for collaboration between the two institutions. With focus on secondment opportunities, capacity building, etc. the meeting culminated into the signing of a Memorandum of Understanding (MoU) for bilateral cooperation between the two Auditors General covering the below thematic areas:
 - Continued support within Quality Assurance and Quality Control.
 - Support to strengthen the audit capacity within agreed areas in line with GAC priorities.
 - Support in other areas deemed necessary for strengthening the capacity of GAC, based on the joint assessment.
- ✦ **Auditor General, R.L. meeting with AFROSAI-E Technical Managers in Banjul, The Gambia:** On May 10, 2022, AG Jackson and delegation held a sidelined meeting with AFROSAI-E Technical Managers at the Kariaba Hotel in Banjul, the Gambia. The discussion was centered on strengthening AFROSAI-E and the GAC collaborations, roll-out of the A-SEAT Project, the Public Financial Management and Reporting Framework (PFM-RF), Citizen-Eye Project, Performance Audit strengthening and Quality Assurance Review Mission to Liberia, etc.
- ✦ **Auditor General, R.L., Comptroller & Accountant-General, R.L et. al Meeting with AFROSAI-E API Team in Banjul, Gambia:** On May 13, 2022, Auditor General Jackson and delegation was joined by Atty. Janga A. Kowo, Comptroller & Accountant General, R.L and Mr. Victor Tanwone Sr., President of The Liberia Institute of Certified Public Accountants (LICPA) at the Kariaba Hotel in Banjul, The Gambia for a meeting with the AFROSAI-E API Team led by Ms. Meisie Nkai, AFROSAI-E CEO; Mr. Evans Mulera, Head API Secretariat and Mr. Neo Hlatshwayo. The meeting was characterized by an in-depth presentation on the API stressing that it is the largest digital classrooms for public servants across Africa. The meeting culminated into a signing of a Memorandum of Understanding (MoU) to be further expanded on.

- IV. Auditor General, R.L. meeting with Swedish National Audit Office then Project Manager at the GAC:** On June 13, 2022, AG Jackson met with the then Project Manager for the SNAO-GAC Cooperation, Ms. Anna Janneson a day before the close up of the MDP workshop held in Monrovia. Discussion was primarily on the plans for actualizing initial intentions inscribed in the Letter of Intent signed by both AGs in Banjul, The Gambia during the side-line of the AFROSAI-E Governing Board Meeting and also, the technical team arrival date and expectations.
- V. Auditor General, R.L meeting with the key partners in Accra, Ghana:** From August 29-September 8, 2022, Auditor General Jackson and delegation held meetings with individuals from KPMG Ghana, Ghana Audit Service, amongst others in Accra, Ghana. He also held three major meetings with Davnest Systems Head, Mr. Albert Adjei-Laryea and team. Core in the meetings as the digital transformation of SAI-Liberia consistent with the GAC Strategic Plans 2020-2025.
- VI. Auditor General, R.L. Meeting with IDI on Human Resource, Ethics, Gender, Diversity & Inclusion (online):** On October 7, 2022, Auditor General Jackson and team held a meeting with Mr. Alain Roger Memvuh Lindouyou, IDI SAI Governance Manager with regards to the IDI Together Initiative. Discussion was primarily on staff retention, performance management, new hire in Human Resources to benefit from training, tools for tackling ethical behavior, etc.
- VII. Auditor General, R.L and delegation attendance at the 17th AFROSAI-E Technical Conference in Pretoria, South Africa:** From October 18 -20, 2023, Auditor General Jackson and delegation participated in the 17th AFROSAI-E Technical Conference in Pretoria, South Africa. The meeting afforded the opportunity for networking, knowledge and experience sharing for the 26 Member Supreme Audit Institutions (SAIs) and development partners with mandates to promote public sector accountability and good financial governance. Issues discussed included new technical guidance materials, auditing of SDGs, becoming data-driven SAI, etc. alongside exhibition workshops, awarding excellence ceremony, etc.
- VIII. Auditor General, R.L. participation in the 14th SADCOPAC Annual Conference & 18th Annual General Meeting in Gaborone, Botswana:** From October 23-29, 2022, Auditor General Jackson and delegation attended the 14th SADCOPAC Annual Conference & 18th Annual General Meeting in Gaborone, Botswana. AG Jackson participated in several deliberations on the theme: Public Financial Management reforms to ensure accountability, opportunities and challenges; examining the roles of PAC, PBOs, stakeholders.
- IX. Auditor General, R.L. attendance at the XXIV International Congress of Supreme Audit Institutions in Rio De Janeiro, Brazil:** From November 7 -11, 2022, Auditor General Jackson and delegation participated in the XXIV International Congress of Supreme Audit Institutions in Rio De Janeiro, Brazil. This important gathering hosted by SAI Brazil brought together Auditor Generals from about One Hundred Forty-Seven (147) countries, partners, etc. to debate on themes that mostly affect the work of Supreme Audit Institutions globally. This integration and articulation work culminated into adoption of the Rio Declaration which marked the close of the XXIV INCOSAI. The Rio Declarations consolidates the understanding about the

themes discussed and establishes guidelines for the action of SAIs in the next few years. Amongst those guidelines is the need for a global voice, i.e., a single discourse and a unified voice that show SAIs togetherness on subjects relevant to external audit, greater transparency, etc. and also the capacity of SAI responses to crisis situation-as the recent Covid-19 Pandemic offers a lesson learned. Importantly, the first days of the INCOSAI witnessed the IDI's Board Meeting during which time the Board approved IDI's Operational Plan and Budget for 2023, and discussed direction and details for the next Strategic Plan 2024-2029. As the Board said farewell to two Board members two new Board members were appointed during the meeting: Ms. Nancy Gathungu of SAI Kenya's and Dr. Al-Angari of SAI Saudi Arabia. Auditor General Jackson and team also held numerous meetings with SAI China, SAI Finland, SAI Iran, SAI UAE, etc. on the sidelines of the INCOSAI.

X. Auditor General, R.L. meeting with Swedish National Audit Office Technical Team at the GAC: On November 16, 2022, Auditor General Jackson and team in a meeting welcomed the SNAO Technical Team Members comprising of Jenny Maria Ohman, Ph.D., and Ms. Isabelle Berglund. The team presented the purpose of the mission and solicited suggestions from the GAC team thus setting the stage for a comprehensive assessment being performed across the various departments of the GAC in furtherance of the Letter of Intent earlier signed between the SNAO and the GAC in May, 2022. The SNAO was later joined by Ms. Gina Funnemarks.

XI. Auditor General, R.L. meeting with AFROSAI-E Technical Manager/Environmental Audit at the GAC: On December 1, 2022, AG Jackson and team held discussion with Mr. Richard K. Pappoe, AFROSAI-E Technical Manager/Environmental Audit on a Three-Days (3) mission to Liberia in furtherance of a decision reached in a sideline meeting during the AFROSAI-E Technical Conference in Pretoria, South Africa. Discussion centered on the then AFROSAI-E Ongoing Coordinated Audit on the SDGs; an assessment of the country readiness for other environmental audits amongst others.



AG Jackson meeting with Ghana Audit Service Deputy AG/Performance Audit, Hon. Ayagiba and team of Managers in Accra, Ghana (January 11, 2022)



AG Jackson attends the 2022 AFROSAI-E Strategic Review and 18th Governing Board Meeting in Banjul, Gambia (May 9-12, 2022)



AG Jackson, GAC and AG Helena Lindberg, SNAO Signed MOU for Bilateral Cooperation in Banjul, The Gambia (May 10, 2022)



AG Jackson Meeting with AFROSAI-E Technical Managers at Kariaba Hotel in Banjul, The Gambia (May 10, 2022)



AG Jackson, CAG, R.L. Atty. Kowo, LICPA President Victor Tarwone et. al. Meeting with the AFROSAI-E CEO Ms. Nkau and API Team Leads-Mr. Evans Mulera and Mr. Neo Hlatshwayo at Kariaba Hotel in Banjul, The Gambia (May 13, 2022)



AG Jackson meeting with SNAO then Project Manager Anna Janneson at the GAC (June 13, 2022)



Auditor General, R.L and delegation at the 17th AFROSAI-E Technical Conference in Pretoria, South Africa (October 18 -20, 2023)



AG & Delegation at 14th SADCOPAC Annual conference & 18th Annual General meeting in Gaborone, Botswana (October 23-29, 2022)



AG Jackson, Deputy AG/Administration Kiazolu and Chief of Staff Denia at XXIV INCOSAI in Rio De Janeiro, Brazil (November 7-11, 2022)



L-R: AG Jackson and delegation in sideline meetings with SAI China, SAI Iran & SAI UAE at the XXIV INCOSAI in Rio De Janeiro, Brazil (November 7-11, 2022)



AG Jackson meeting with SNAO Technical Team led by Dr. Jenny Maria Ohman, Isabelle Berglund and Gina Funnemark at the GAC (November 16, 2022)

4.5 Annual Performance Analysis on Strategic Goals

In rating our performance, we will measure our strategic goals against the outcome in the Monitoring and Evaluation (M&E) – Key Performance Indicators (KPI) Framework. The GAC will use the M&E - KPI Framework designed in its strategic plan as an assessment and measurement tool to determine whether goals have been met

During the year under review, we were able to successfully deliver some of our activities or programs. Plans are useful only when they are implemented. The highlight of our performance summarizes what we achieved during the first and second years of implementation of the Strategic Plan. Below is the analysis of our achievements of each goal based on both initiatives and Indicators.

4.5.1 Progress of Strategic Goals

Table A: Gains on Achievements of GAC Strategic Goals

Strategic Goal	Accomplishments
GOAL 1: Audit Transformation	<ul style="list-style-type: none"> ✓ The GAC increase its audit coverage from Fifty-Five (55) audits to Sixty-Three (63) audits, of various sectors of government with emphasis on major risk area. In 2022, the Commission completed 65 Audits. Completed audits include: The National Payroll Audit, The Domestic Debt Audit, The Audit of the Consolidated Financial Statements (FY 2020/2021 & Special Budget Year 2021). ✓ The regularization of the Consolidated Financial Statements Audit ✓ GAC conduct of the Country's first comprehensive National Payroll Audit. Also, the use of an effective audit software in the conduct of an audit (The Payroll Audit Software) was an added value to the outcome of the audit.

Strategic Goal	Accomplishments
	<ul style="list-style-type: none"> ✓ The GAC's conduct first Domestic Debt Audit (second in post war Liberia) – while the first was conducted by KPMG Ghana in 2007 ✓ Follow-up on the Implementation of Audit Recommendations Unit made operational. ✓ The introduction of uniformed audit procedures and templates to expedite audit execution ✓ The introduction of an audit reporting matrix to expedite and enhance the quality of audit reporting ✓ The introduction of the AG Graphic Power-point presentation at Exit Conferences, which has stimulated discussion and aided our auditees follow-up activities ✓ Coordination with the World Bank for the conduct of a quality review of project audit ✓ Significant participation in the revision of the amended PFM regulations, which has strengthened the regulations for enhanced financial reporting, tax automation & collection, and audit follow-up activities ✓ The signing of an Expression of Interest with the Swedish National Audit Office for continued & enhanced capacity building initiatives in various areas. ✓ The signing of an Expression of Interest with the African Professionalization Initiatives (API) for the professionalization (qualification) of Public Sector Accountants & Auditors ✓ Competitively hired six additional Certified Public Accountants (CPAs) to boost capacity ✓ Regularized the audit of the General Auditing Commission. ✓ Facilitated two external quality reviews of GAC Audits ✓ The introduction of a Computer Assisted Audit Techniques (CAAT) sampling tool called IDEA by the end of next month (August 2022). This audit computer-based tool will improve the quality and efficiency of our audit through systematic and nondiscretionary sampling of transactions. ✓ The conduct of a comprehensive quality review of our audits by AFROSAI-E next month ✓ The introduction of the GAC's first Financial & Compliance (at least) Audit Software – ASEAT
GOAL 2: Operationalize Financial Independence	<ul style="list-style-type: none"> ✓ The expansion of the GAC Annual GOL Budget from US\$5.3 million ✓ Regularized the annual audit of the GAC ✓ Sustaining collaboration with the World Bank, which resulted in the payment for the National Payroll Audit cost (US\$315,730), the procurement of seven (7) brand new Toyota Hilux Pick-ups (US\$238,000) and sixty-five (65) laptops (US\$97,000) ✓ Operationalizing the GAC's "Financial Independence" through the biannual receipt of operational allotments



Strategic Goal	Accomplishments
GOAL 3: Enhanced Communication & Stakeholder Engagement	<ul style="list-style-type: none"> ✓ Significant stakeholders' engagements with major diplomatic missions, donor partners, civil society organizations, professional institutions, government entities, and the media ✓ The introduction of a national whistleblowing app called "Citizen Eye", which is being constructed through our partnership with AFROSAI-E & GIZ. This tool will enhance stakeholders' participation in the audit process ✓ The hosting of the year-end retreat in December 2022
GOAL 4: Leverage IT & Digital	<ul style="list-style-type: none"> ✓ The ICT unit received 86 laptops in January and 50 laptops in June 2022. The laptops were joined to the GAC domain network and the following were installed and configured: (• Configured Sophos firewall • Installed Sophos Antivirus • Update laptops with the latest Microsoft 2019 application and latest security patches & • Zoom, Microsoft Teams, and Outlook were installed) ✓ Achieved the One Auditor One Laptop Project which enhanced efficiency of audits. ✓ Automated Payroll System (• Aided in the deployment of the Automated Payroll System & • Rendered technical support via WhatsApp and remote access during the payroll audit) ✓ Citizen Eye - The Citizen Eye implementation is funded by GIZ in collaboration with AFROSAI-E. The need assessment was completed and the findings are available. Currently, there is a four (4) day workshop and study tour scheduled for this August in Uganda. The key objective of this workshop and study tour is for the delegation to understand and appreciate the development of technology solutions to engage citizens. Secondly, during the workshop participants will discuss and agree on key functionalities of the application. This will be important for continual engagement with the public and stakeholders as well as deciding on an integrated communications strategy. Ideally, an audit director, a director of governance, and a communications manager/specialist shall be part of the delegation. ✓ ASEAT - The ASEAT deployment is underway and we should be able to navigate to the system and start configurations in August. The developer and IT unit are having technical discussions on WhatsApp ✓ Give support to users of the QuickBooks financial system ✓ Assisted in the deployment of the GAC Assets Management System ✓ Maintain the GAC physical servers and all virtual servers ✓ Formulation of Draft ICT Strategic Plan ✓ Information gathering of ICT Disaster Recovery and Business Continuity Plan ✓ Update the GAC website as requested ✓ Networked the offices of the two deputy's AG/Audit ✓ Provide general support services to all users across the GAC ICT Platform

Strategic Goal	Accomplishments
GOAL 5: HR Transformation & Physical Infrastructure Development	<ul style="list-style-type: none"> ✓ The increase in our number of Certified Public Accountants from six (6) to eleven (11) ✓ The operationalization of the Performance Evaluation System. In 2022 focused where place on the implementation of the tool by setup of performance goals and objectives, conducting both mid-year and year end performance reviews with 99% participation rate. ✓ The reintroduction of the staff insurance scheme which provides security for staff and ease of mind in meeting their health needs and those of their families ✓ The reintroduction of the staff transport service (bus), which has lessened the transportation burden on our valued assets (our staff) and has improved corporate output ✓ The renovation and Refurbished the GAC building and offices and improved the working environment (including painting inside and outside) ✓ Enhanced staff benefits ✓ The construction of the GAC's proposed new office building: "a project targeted for the next two years and for which negotiations have advanced with the Government of Liberia". ✓ The vetting and subsequent enrollment of employees into various capacity building initiatives (including ACCA, CA, CISA, etc.) and the hiring of additional Certified Public Accountants, subjects to increased budgetary support ✓ Rewarding our top performing employees through promotion, subject to increased budgetary support ✓ Improved transportation services for staff ✓ Hosting of annual training events and retreats at external facilities/locations

4.5.2 Report on Monitoring & Evaluation - Key Performance Indicators of each Strategic Goals in the Strategic Plan

The Monitoring and Evaluation – Key Performance Indicators of our Strategic Goals are the key interventions that we believe are required for the achievements of our strategic plan. Each strategic goal has key performance indicators for achievement; and those indicators will be measured at the end of each year.

Key Performance Indicators (KPI)				Results						
Indicators	Description	Baseline (2019)	Target	Actual	Status	Level of Risk	Progress	Source of Data	Means of Verification	Comments /Remarks
GOAL 1: AUDIT TRANSFORMATION										
G1.1: Percentage of annual audit coverage	Number of audits performed as a % of the total audit universe	48%	60%	59%	On Track	Medium Risk	Out of 109 accounts of entities targeted for audits, the GAC achieve 59% less than the 60% targeted	Audits	Audit Reports	Output closely met
G1.2: Number of qualified auditors in the GAC disaggregated in gender	Total number of qualified auditors per year in the GAC	9	13	11	On Track	Medium Risk	The GAC was able to achieve a target of 11 qualified auditors less than the target of 13 set	HR	HR Records & Report	Progress towards expectation
G1.3: Number of newly qualified male auditors annually	Number of newly qualified male auditors per year	0	1	2	Achieved	Low Risk	The GAC achieved more than the target set for 1 new qualified auditor. The Commission got 2 new qualified auditors.	HR	HR Records & Report	Output met above expectation & delivered
G1.4: Number of newly qualified female auditors annually	Number of newly qualified female auditors per year	0	1	0	Delayed	High Risk	The GAC did not meet the target of 1 new qualified female auditor	HR	N/A	Progress is off track and made not be delivered
G1.5: Number of qualified male auditors	Number of qualified male auditors	0	1	2	Achieved	Low Risk	The GAC achieved more than the target set for the	HR	HR Records & Report	Output met above



Key Performance Indicators (KPI)				Results						
Indicators	Description	Baseline (2019)	Target	Actual	Status	Level of Risk	Progress	Source of Data	Means of Verification	Comments /Remarks
recruited on an annual basis	recruited per year						recruitment of 1 qualified male auditor. The Commission recruited 2 qualified male auditors.			expectation & delivered
G1.6: Number of qualified female auditor recruited on an annual basis	Number of qualified female auditors recruited per year	0	1	0	Delayed	High Risk	The GAC did not meet the target of recruiting 1 qualified female auditors	HR	N/A	Progress is off track and made not be delivered
G1.7: Percentage of national budget audited annually	The proportion of audited funds as a % of the annual national budget.	75%	85%	71%	On Track	Medium Risk	The GAC was able to achieve in audit 71% of the national budget less than 85% of the target set.	Audits	Audit files & Annual report	Progress towards expectation
G1.8: Annual percentage of recommendations implemented	The number of audit recommendations implemented as a % of the total audit recommendations made per year.	10%	20%	0	Delayed	High Risk	No available source of percentage of audit recommendations implemented	Audits Follow-up	N/A	Progress is off track and needs not be delivered
G1.9: Annual percentage of staff with dedicated laptops	The number of audit staff with laptops as a % of the total number of GAC audit staff.	30%	75%	88%	Achieved	Low Risk	The GAC was able to achieve 88% of audit staff with laptops more than the target of 75% set	Finance	Finance Records & Report	Output met above expectation & delivered
G1.10: Annual stakeholder (auditees) satisfaction ratings	Number of auditees satisfied with the performance levels of the GAC as a % of	88%	92%	0	Delayed	High Risk	No available source of information on stakeholder satisfaction surveyed.	Communication	N/A	Progress is off track and needs not be delivered



Key Performance Indicators (KPI)				Results						
Indicators	Description	Baseline (2019)	Target	Actual	Status	Level of Risk	Progress	Source of Data	Means of Verification	Comments /Remarks
	the total number of auditees surveyed.									
G1.11: Number of participants that attend workshops on the various regulatory framework annually disaggregated in gender	Workshops held to educate third party staff on relevant regulatory frameworks, etc.	128	135	0	Delayed	High Risk	No available source of information on educating third party staff on relevant regulatory framework.	Communication	N/A	Progress is off track and needs not be delivered
G1.12: Number of audits performed jointly with other SAIs annually	MOUs signed with other SAIs to perform joint audits	2	3	0	Delayed	High Risk	The GAC did not sign MOUs with any SAIs. The GAC did not perform any joint audits.	Audits	N/A	Progress is off track and needs not be delivered
G1.13: Number of secondment opportunities organised annually	MOUs signed with other SAIs for secondment of GAC staff	1	1	0	Delayed	High Risk	The GAC did not sign MOUs with any SAIs for secondment of GAC's staff.	Audits & HR	N/A	Progress is off track and needs not be delivered
G1.14: Percentage of joint audits performed with private firms annually	Number of Joint audits performed with private audit firms as a % of the total number of audits outsourced.	2	2	0	Delayed	High Risk	The GAC did not perform any joint audits with private audit firms.	Audits & HR	N/A	Progress is off track and made not be delivered
G1.15: Percentage of audits outsourced to private audit firms annually.	Number of audits outsourced to private audit firms as a % of the total audit universe.	0	2	0	Delayed	High Risk	The GAC did not outsource any audit with private audit firms.	Audits & HR	N/A	Progress is off track and needs not be delivered

Key Performance Indicators (KPI)				Results						
Indicators	Description	Baseline (2019)	Target	Actual	Status	of Level Risk	Progress	of Source Data	Means of Verification	Comments /Remarks
G1.16: Annual AFROSAI - E ICBF rating on Audit Standards and Methodology Domain to improve audit quality	Level of compliance of Financial, Compliance and Performance Audits with ISSAIs determined through the annual self - assessment of the ICBF.	2.8	3.0	3.1	Achieved	Low Risk	The GAC was able to achieve in performing 3.1 of the ICBF rating on Audit Standards and Methodology Domain more than 3.0 of the projected target set.	AFROSAI-E	ICBF Report 2022	Output met above expectation & delivered
G1.17: Number of quality reviews performed annually	This relates to the number of audit files that will be reviewed by the QA team out of the total number of audits done annually	6	45	64	Achieved	Low Risk	The GAC was able to achieve in performing 64 of quality reviews of audit files more than 45 of the target set.	QA	QA Records & Report	Output met above expectation & delivered
G1.18: Number of staff on the QA team	This relates to the number of staff that will be deployed in the QA unit	4	6	5	On Track	Medium Risk	The GAC was able to achieve 5 staff of the QA unit less than 6 of the target set.	QA	QA Records & Report	Progress towards expectation
G1.19: Number of training performed annually for QA team	This relates to the training that will be provided to the QA team either locally or through AFROSAI-E and other partners	1	3	8	Achieved	Low Risk	The GAC was able to conduct 8 trainings performed more than the target of 3 set.	QA	QA Records & Report	Output met above expectation & delivered



Key Performance Indicators (KPI)				Results						
Indicators	Description	Baseline (2019)	Target	Actual	Status	of Level Risk	Progress	of Source Data	Means of Verification	Comments /Remarks
G1.20: Time to perform a review (days)	This relates to the time it will take to review one audit file by the each QA team member.	2	1	3	On Track	Medium Risk	The GAC was able to achieve 3 days of the targeted time of 1 day as a time to perform QA review	QA	Record & Report	Progress towards expectation
G1.21: Audit strategy developed	This relates to the audit strategy for all types of audits for a five-year period	0	0	0	Delayed	High Risk	The GAC did not develop the audit strategy.	Audits	N/A	Progress is off track and needs not be delivered
GOAL 2: OPERATIONALIZE FINANCIAL INDEPENDENCE										
G2.1: Percentage Increase in funding annually	Percentage increase in annual funding Percentage increase in funding from GOL (e.g.: Audit)	-17%	20%	19%	On Track	Medium Risk	The GAC was able to achieve 19% funding increase from GOL less than the target of 20% set	Finance Budget &	Financial Record & Report	Output closely met
G2.2: Percentage of Additional Funding Raised Annually	Additional funding raised from each of the two sources identified: - Donor Partners - SOEs	22%	36%	-23%	Delayed	High Risk	The GAC did not meet the target of 35% increase in additional funding as set	Finance Budget &	N/A	Progress is off track and needs not be delivered
G2.3: Audit Coverage of SOEs	Audit costs secured from SOEs audit and workshops on PFM	0%	15%	35%	Achieved	Low Risk	The GAC was able to achieve 35% audit costs from SOEs audit more than the target 15% set.	Finance Budget &	Financial Record & Report	Output met above expectation & delivered
GOAL 3 - ENHANCE COMMUNICATION & STAKEHOLDER ENGAGEMENT										

Key Performance Indicators (KPI)				Results						
Indicators	Description	Baseline (2019)	Target	Actual	Status	Level of Risk	Progress	Source of Data	Means of Verification	Comments /Remarks
G3.1: Number of issues reported on the Citizen Eye App and GAC App annually	Public concerns to be addressed via this platform	0	5	0	Delayed	High Risk	The GAC did not issue report of Citizens' Eye App to address public concerns.	Communication	N/A	Progress is off track and needs not be delivered
G3.2: Number of Citizen Eye App and GAC App downloads annually	Expected download by the public on interested issues	0	50	0	Delayed	High Risk	No downloads on public interest issues.	Communication	N/A	Progress is off track and needs not be delivered
G3.3: Number of website clicks/views annually	Capture of numbered visitations by the public on the GAC website	0	17,000	18,000	Achieved	Low Risk	The GAC was able to achieve 18,000 website clicks more than the target 17,000 set.	Communication	Record & Report	Output met above expectation & delivered
G3.4: Number of social media platforms the GAC has presence on annually	The presence of the GAC on social media platforms accessible to the public	1	2	6	Achieved	Low Risk	The GAC was able to achieve 6 social media platforms accessible to the public more than the target of 2 set.	Communication	Record & Report	Output met above expectation & delivered
G3.5: Number of followers on social media annually	Public/ citizens subscribed to or visit the GAC social media platforms	500	1500	15,000	Achieved	Low Risk	The GAC was able to get 15,000 followers on social media platforms more than the target of 1500 set.	Communication	Record & Report	Output met above expectation & delivered
G3.6: Frequency of social media content updates annually	The regular update of contents loaded to the GAC's social media platforms	50	50	60	Achieved	Low Risk	The GAC was able was carried out 60 regular update of social media content more than the	Communication	Record & Report	Output met above expectation & delivered



Key Performance Indicators (KPI)				Results						
Indicators	Description	Baseline (2019)	Target	Actual	Status	of Level Risk	Progress	of Source Data	Means of Verification	Comments /Remarks
							target of 50 set.			
G3.7: Number of stakeholder engagement	Stakeholders interactions facilitated by traditional media platforms.	12	20	16	On Track	Medium Risk	The GAC was able to achieve 16 stakeholder interactions with traditional media platforms less than the target of 20 set.	Communication	Record & Report	Progress is on track
G3.8: Number of "citizen-centric reports"/summarised audit reports with infographics produced annually	The GAC's intent to simplify audit reports with diction and pictorials	0	5	0	Delayed	High Risk	No proof of simplified audit report.	Communication	N/A	Progress is off track and needs not be delivered
G3.9: Number of magazines rolled out annually to external stakeholders	Magazines extended to external stakeholders intended to enhance the quality of the GAC's public relations	0	1	0	Delayed	High Risk	No magazines rolled out to stakeholders.	Communication	N/A	Progress is off track and needs not be delivered
G3.10: Number of newsletters shared with internal stakeholders annually	Newsletters intended to appraise the GAC's staff of ongoing and future activities and events relating to the Institution	10	12	12	Achieved	No Risk	The GAC was able to achieve 12 of the sharing of newsletters to internal stakeholders.	Communication	Record & Report	Output met & delivered

Key Performance Indicators (KPI)				Results						
Indicators	Description	Baseline (2019)	Target	Actual	Status	of Level Risk	Progress	of Source Data	Means of Verification	Comments /Remarks
G3.11: Percentage annual stakeholder satisfaction ratings	Ratings acquired from stakeholders especially during stakeholders interactions	80%	85%	88%	Achieved	Low Risk	The GAC was able to achieve 88% of the stakeholders' satisfaction ratings more than the target of 85% set.	Communication	Record & Report	Output met above expectation & delivered
G3.12: Annual AFROSAI-E ICBF rating on Communication and Stakeholders Engagement	The level of engagement and perception of both internal and external stakeholders determined through the annual self-assessment of the ICBF	3.1	3.3	3.2	On Track	Medium Risk	The GAC was able to achieve 3.2 of the ICBF rating on Communication and Stakeholders' Engagement through the annual self-assessment of the ICBF less than the target of 3.3 set.	Communication	ICBF Report 2022	Progress towards expectation
GOAL 4: LEVERAGE IT & DIGITAL										
G4.1: Number of IT Steering Committee (ITSC) Meetings held Annually	This measures the ITSC Meetings held within the year	1	4	0	Delayed	High Risk	The GAC did meet its target of holding 4 IT Steering Committee meetings in 2021. IT Steering Committee meetings was held.	IT	N/A	Progress is off track and needs not be delivered
G4.2: Average time to Resolve IT Incidents	This measures the average elapsed time from when an issue is reported to IT to when it is	16hrs	12 hrs	12hrs	Achieved	Low Risk	The GAC was able to achieve the average time 12hrs to resolve IT incidents	IT	Records & Report	Output met & delivered

Key Performance Indicators (KPI)				Results						
Indicators	Description	Baseline (2019)	Target	Actual	Status	Level of Risk	Progress	Source of Data	Means of Verification	Comments /Remarks
	resolved.									
G4.3: Percentage of IT Incidents Resolved Against total Incidents Logged Per Year	This measures the number of issues logged as compared to the percentage resolved within the period	50%	>=70%	60%	On Track	Medium Risk	The GAC was to achieve the percentage of 60% IT incidents resolved less than the target of 70% set	IT	Records & Report	Progress towards expectation
G4.4: Ratio of IT Staff to Employees	This monitors the number of IT Staff to employees	01:40	01:30	1:40	On Track	Medium Risk	The GAC was able to achieve 01:40 ratio of IT staff to employees less than the target of 01:30 set	IT	Records & Report	Progress is on track
G4.5: Number of Security Awareness Trainings Held for Staff Annually	This monitors the number of IT security awareness trainings conducted within a year	1	2	2	Achieved	Low Risk	The GAC was able to achieve its target of security awareness training	IT	Records & Report	Output met & delivered
G4.6: Number of Security Events Logged Annually	This monitors the number of IT security events within a year	3	1	1	Achieved	Low Risk	The GAC was able to achieve its target of security events logged	IT	Records & Report	Output met & delivered
G4.7: IT Strategy Developed	The IT Strategy will serve as a roadmap through which the GAC can leverage on IT to enhance efficiencies in its	0	0	0	Delayed	High Risk	The GAC did not met its target of developing the IT Strategy	IT	N/A	Progress is off track and needs not be delivered

Key Performance Indicators (KPI)				Results						
Indicators	Description	Baseline (2019)	Target	Actual	Status	Level of Risk	Progress	Source of Data	Means of Verification	Comments /Remarks
	operations over a five-year period									
GOAL 5: HR TRANSFORMATION & PHYSICAL INFRASTRUCTURE DEVELOPMENT										
G5.1: Number of Top Critical Roles Identified Annually	Critical roles needed now and roles to be put in normal annual succession plans.	5	18	33	Achieved	Low Risk	The GAC was able to achieve 33 of top critical roles more than the targeted of 18 set	HR	HR Record & Report	Output met above expectation & delivered
G5.2: Number of Annual Trainings Conducted to Bridge the Gap	Trainings to empower people occupying those critical roles and those to be placed in succession plan	2	2	0	Delayed	High Risk	No trainings conducted to bridge gap	HR	N/A	Progress is off track and needs not be delivered
G5.3: Number of Cultural Assessment Survey per Year	Survey to determine work cultural/ behaviours and impact on output. One was already conducted and we intend to conduct one at the end of each year	1	1	1	Achieved	Low Risk	The GAC was able to achieve the target 1 of cultural assessment survey	HR	HR Record & Report	Output met & delivered
G5.4: Number of Annual Educational Campaign for Policies	Campaign aimed at educating staff on key policy issues/changes	1	1	2	Achieved	Low Risk	The GAC was able to achieve the target of 2 in educating staff on key policies more than the	HR	HR Record & Report	Output met above expectation & delivered



Key Performance Indicators (KPI)				Results						
Indicators	Description	Baseline (2019)	Target	Actual	Status	of Level Risk	Progress	of Source Data	Means of Verification	Comments /Remarks
							targeted of 1 set			
G5.5: Percentage of staff trained per year on the values of GAC	Programs for staff on detailed meanings of each value, what it represents and how they are expected to demonstrate that in their professional lives. The intention is for all staff to fully understand and live the values.	30%	70%	0	Delayed	High Risk	No trainings conducted on GAC values	HR	N/A	Progress is off track and needs not be delivered
G5.6: Number of Cultural Change Programs Undertaken Within the Team per Year	Activities to address "red cultural" issues and how they can be changed.	3	2	3	Achieved	Low Risk	The GAC was able to achieve 3 in addressing "red cultural" issues more than the target of 2 set	HR	Record & Report	Output met above expectation & delivered
G5.7: Number of Interns Per Year	Based on our manpower plan, we will include internship as part of the recruitment strategy to grow young accountants into the auditing Profession	2	6	0	Delayed	High Risk	No internship	HR	N/A	Progress is off track and needs not be delivered



Key Performance Indicators (KPI)				Results						
Indicators	Description	Baseline (2019)	Target	Actual	Status	of Level Risk	Progress	of Source Data	Means of Verification	Comments /Remarks
G5.8: Number of Job Fairs Attended Annually	Efforts to create awareness on the GAC and attract young professionals each year.	0	1	5	Achieved	Low Risk	The GAC was able to achieve 5 in creating awareness on job fairs attended, which is more than the target of 1 set.	HR	HR Record & Report	Output met above expectation & delivered
G5.9: Number of Welfare Programs Organised Annually	Health and safety programs for staff (Health awareness, medical insurance, safety measures, etc)	2	3	4	Achieved	Low Risk	The GAC was able to achieve 4 in organizing welfare programs for staff more than the target of 2 set.	HR	HR Record & Report	Output met above expectation & delivered
G5.10: Number of Charitable Events and Outreach Programs per Year	Announce and attend special events for staff (birthdays, graduations, weddings, funerals, etc)	23	30	15	On Track	Low Risk	The GAC was able to achieve 15 charitable events and outreach programs less than the target of 30 set.	HR	Record & Report	Progress towards expectation
G5.11: Number of Salary Surveys per Year	Current salary scale is over 5yrs. Cost of living has gone up significantly.	1	1	0	Delayed	High Risk	No salary surveys conducted.	HR	N/A	Progress is off track and made not be delivered
G5.12: Number of Trainings for HR Staff Per Year	Once HR Unit is reorganized, staff need to be trained in new roles. Also, trainings are needed	3	2	1	On Track	Medium Risk	The GAC was able to achieve 1 training of HR staff in new roles less than the target of 3 set	HR	Record & Report	Activities will be achieved on schedule

Key Performance Indicators (KPI)				Results						
Indicators	Description	Baseline (2019)	Target	Actual	Status	of Level Risk	Progress	of Source Data	Means of Verification	Comments /Remarks
	to keep staff up to speed.									
G5.13: New Office Block	Source funds, drawings, build complex and relocate office to newly constructed building	10%	40%	30%	On Track	Medium Risk	The GAC was able to achieve 30% for relocation of office less than the target of 40% set	HR	HR Record & Report	Progress towards expectation
G5.14: Annual AFROSAI – E ICBF Rating on HR	Development level an implementation of various HR issues	2.5	3.1	3.2	Achieved	No Risk	The GAC was able to achieve in performing 3.2 of the ICBF rating on Human Resources more than target of 3.1 set	AFROSAI-E	ICBF Report 2022	Output met above expectation & delivered
G5.15: Number of Staff Confident of Using Performance Management Tool Annually	All staff were incorporated into the tool	10%	50%	92%	Achieved	No Risk	The GAC was able to achieve 92% of staff confidence in using PFM more than the target of 50% set	Communication	Record & Report	Output met above expectation & delivered

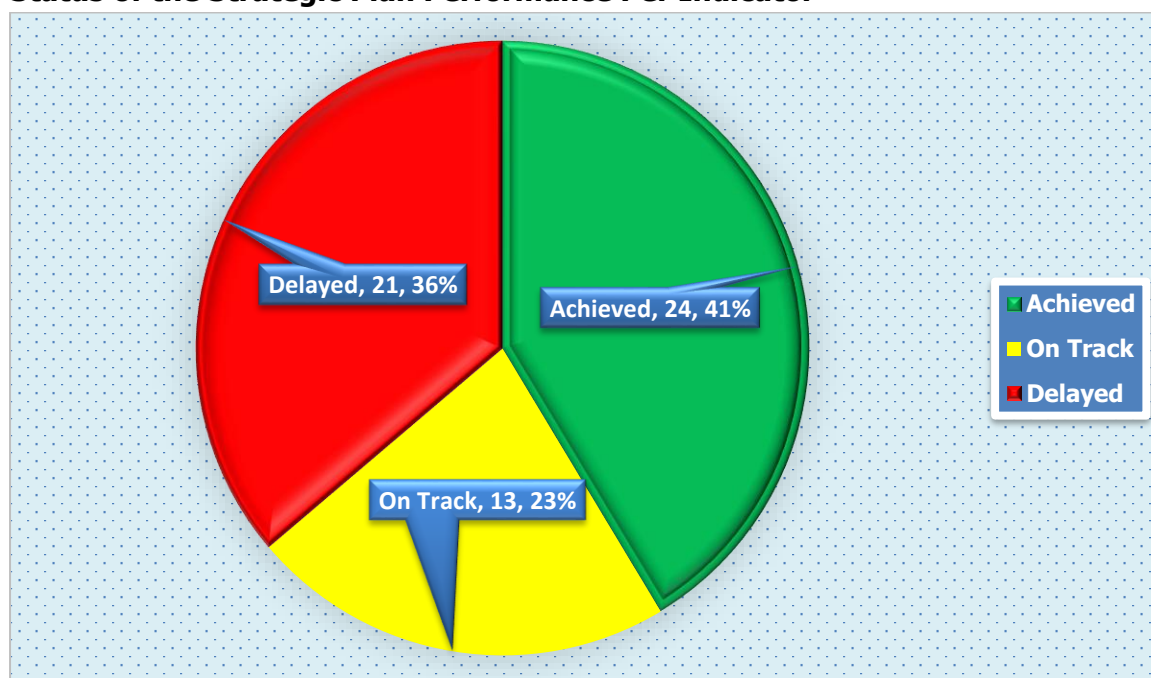
4.6 Summary of GAC's Strategic Plan 2021–2025 Performance

GAC has made some major achievements in the implementation of its Strategic Plan in spite of challenges. Details of our Strategy performance are itemized based on the achievements made during the implementation of the Strategic Plan, we summarized our performance as indicated in the table and charts below:

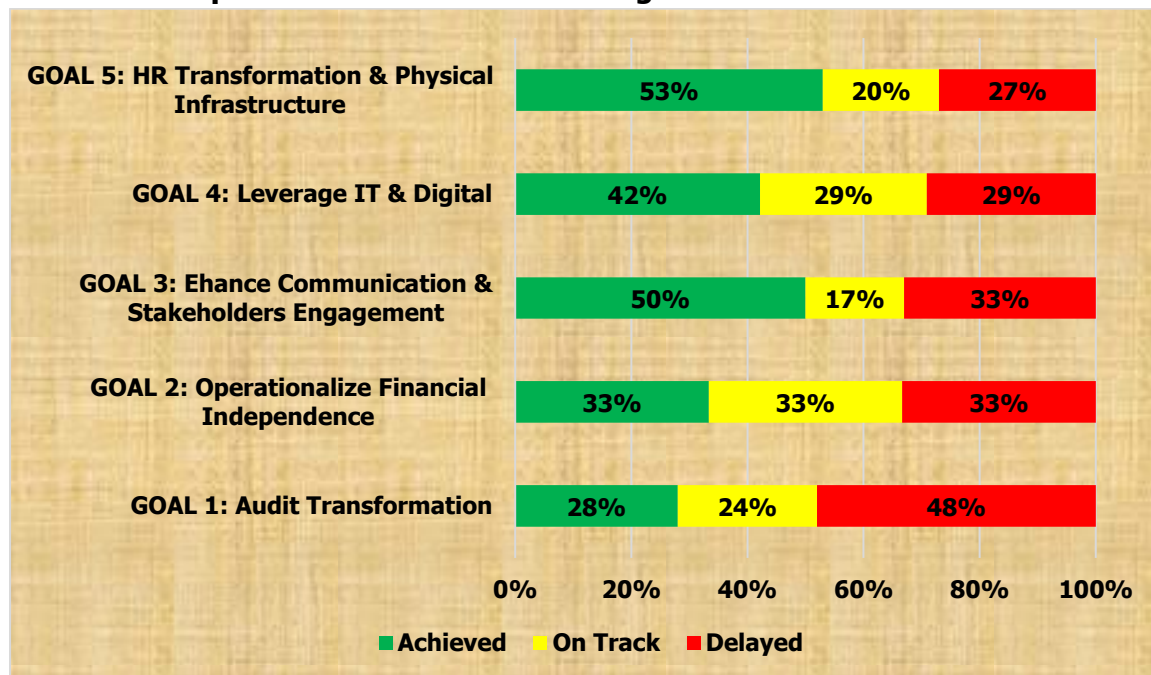
Table Show Status of the Strategic Plan 2021-2025 Implementation

Goals	of Number Objectives	of Number Initiatives	No. of Indicators Implemented	Achieved	On Track	Delayed
G1: Audit Transformation	7	34	21	6	5	10
G2: Operationalize Financial Independence	3	3	3	1	1	1
G3: Enhance Communication and Stakeholder Engagement	3	10	12	6	2	4
G4: Leverage IT & Digital	5	24	7	3	2	2
G5: To Acquire HR Transformation and Physical Infrastructure Development	6	30	15	8	3	4
Total Number	24	101	58	24	13	21

Based on the implementation of Key Initiatives of Objectives: The Pie Chart - Graph Show Status of the Strategic Plan Performance Per Indicator



Bar Chart Graph Show Status of the Strategic Plan Performance Per Goal



4.7 Summary of GAC's Key Challenges

The GAC's operational environment presents numerous challenges that impede its work. The key challenges we faced include:

A. Audit Services

- Mandate, tenure, roles, and responsibilities of the GAC are not fully explained in the Liberian Constitution.
- Low audit coverage due to resource constraints.
- Resource constraint that limits the performance of a full complement of the different types of audits in providing needed assurance to Liberians.
- Inadequate Funding is required to build the capacity of the quality assurance team and support effective operations
- Mixed public perception
- Funding required to build the capacity of the quality assurance team and support effective operations was inadequate
- Delay in the submission of audit documents by auditees
- Poor documentation by auditees
- Delays in responding to audit queries
- Failure to implement audit recommendations
- Delays from audited entities in responding to audit queries
- Limited training in quantitative and qualitative data analysis

B. Human Resources

- Difficulties in retaining experienced staff due to uncompetitive compensation packages
- Constraints in attracting skilled professional staff (Certified Public Accountants (CPA))
- Inadequate resources to fill some critical roles
- Limitations in capacity development of staff
- The full implementation of the new HR structure to support efficiency and regularize job titles.

C. Tools and Equipment

- Inadequate essential tools due to funding challenges:
 - I. Limited Vehicles
 - II. Limited Printers
 - III. Limited Scanners
 - IV. Limited Laptop computers
 - V. Limited desktop computers

D. Critical Infrastructure

- Inadequate funding to acquire
 - I.** IT Systems (such as slow internet connections due to limited bandwidth (need to increase Internet Bandwidth to a minimum of 40 Meg)
 - II.** Office Building (to construct new office building)

E. Finance Independence

- Challenge in operationalising financial independence per the GAC Act of 2014.
- Inadequate budget to support GAC's operations and programs.

4.8 The GAC's Strategic Operational Focus for 2023

In order to fulfill our mandate, we envisage that in 2023 we will direct our efforts to a number of critical targets. 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 as well as the utilization of public resources across the Government of Liberia.
- Enhance our engagement with stakeholders – our clients, the PAC and other relevant legislative committees, the Media, CSOs, integrity institutions, academic institutions – through focus groups discussion and other methods.
- Focus on the Quality of the Performance Management System for Better Results.
- Improve on capacity building and professionalization.
- We need to ensure the implementation of the L-SEAT Project.
- To strengthen the follow-up mechanism by providing support to audited entities in the implementation of audit recommendations and mitigation of risks as contained in audit reports issued by the Auditor General.
- Pursue initiatives to strengthen the continuing capacity building exercise 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 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.
- Work with management to source funding for revised capacity development program
- Engage management on the rollout of new HR structure to facilitate efficiency
- Work with management to source online trainings in the absence of in person training due to COVID-19
- Improve all staff's wellness programs

5. PART 5: FINANCIAL STATEMENT

In according with Part 2 Section 2.1.9 b4 the GAC shall present an audited financial statements as part of annual reporting. Therefore, to present a more appropriate picture of its financial situation for the period under review, the financial statements that follow hereafter are presented for the period January 1, 2022 –to- December 31, 2022. Note, as also emphasis in Part 3 Section 3.6 GAC shall submit an unaudited account; so these financial statements attached are unaudited, will be made available to supplement this report. A copy will also be placed on the GAC's website (www.gac.gov.lr).



Promoting Accountability of Public Resources

General Auditing Commission (GAC)

FINANCIAL STATEMENTS

FOR THE FISCAL YEAR ENDED
DECEMBER 31, 2022



P. Garswa Jackson, Sr. ACCA, CFIP, CFC
Auditor General, R.L.

Table of Contents

STATEMENT OF RESPONSIBILITIES OF THE AUDITOR GENERAL, RL.....	II
MANAGEMENT DISCUSSION AND ANALYSIS ON THE FINANCIAL STATEMENTS.....	III
STATEMENT OF CASH RECEIPTS AND PAYMENTS.....	5
STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNT	7
GENERAL AUDITING COMMISSION	8
STATEMENT OF CASH POSITION	8
NOTES TO THE FINANCIAL STATEMENTS.....	9

STATEMENT OF RESPONSIBILITIES OF THE AUDITOR GENERAL, RL

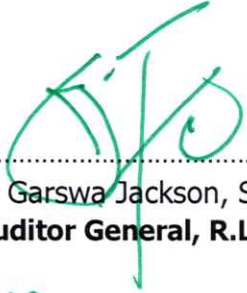
The following Financial Statements set out from pages 1 to 11 have been prepared on the Cash Basis in accordance with International Public Sector Accounting Standards (IPSAS) and in compliance with the Public Financial Management Act, 2009 (PFM Act).

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 December 31, 2022. 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 agree 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 Finance Management Act, 2009.


.....
P. Garswa Jackson, Sr. ACCA, CFIP, CFC
Auditor General, R.L


.....
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 2022.

The Approved Budget

The Approved budget for the General Auditing Commission was **US\$5,368,236** of which **US\$5,287,255** was received by the Commission.

Financial Performance

The GAC received US\$5,287,255 as budgetary allocation for fiscal year 2022. Of this amount, Compensation of Employees constituted about 80% and the remaining 20% was allocated to Goods and Services Consumed. Of the total amount received, US\$4,197,621 constitutes compensation of employees for the fiscal year 2022 while US\$1,089,634 constitutes goods and services for the fiscal year. The other receipt for the fiscal year 2022 is US\$443,141 which is attached (Appendix-3). Hence, the total amount received by the GAC from all sources for the fiscal year 2022 was US\$5,730,396 (4,197,621+1,089,634+443,141).

The total amount of US\$4,198,975 was expended as staff compensation for the fiscal year 2022 while the amount of US\$1,922,306 (Note 7) was expended on goods and services.

Concerns and Strategic Focus

For the year under review, the GAC completed Sixty-Two (62) audits. This amount represents both government and donor project audits.

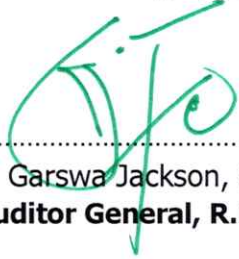
Since the passage of the GAC Act of 2014, we have been submitting our budgets directly to the Legislature as enshrined in the Act. We have received budgetary support to enable us audit some Ministries, Agencies and Commissions (MACs). The overall national constraints have greatly affected the GAC. It is our hope that the Commission will receive the required budgetary support to enable it audit all MACs. For the year under review, the GAC proposed budget submitted to the National Legislature was US\$8,704,268 but only US\$5,368,236 was approved.


Training and Capacity Building

Training is one of the key management's initiatives at the General Auditing Commission. Because it presents a prime opportunity to expand the knowledge base of all of the staff and also gives them a greater responsibility within their role, and in turn build their confidence.

*General Auditing Commission
Financial Statements
For The Fiscal Year Ended December 31, 2022*

During the year under review, the General Auditing Commission conducted some internal and external trainings. For the fiscal year ended, the GAC held ten (10) internal trainings and twenty-one (21) external trainings (Appendix-4).


.....
P. Garswa Jackson, Sr. ACCA, CFIP, CFC
Auditor General, R.L


.....
Date

*General Auditing Commission
Financial Statements
For The Fiscal Year Ended December 31, 2022*



Ensuring Accountability of Public Resources

**GENERAL AUDITING COMMISSION (GAC)
STATEMENT OF CASH RECEIPTS AND PAYMENTS
FOR THE FISCAL YEAR ENDED DECEMBER 31, 2022**

		FY 2022		FY 21
	Note	Receipts/ (Payments) Controlled by Entity US\$		Receipts/ (Payments) Controlled by Entity US\$
RECEIPTS				
Authorized Allocation/Appropriation	3	5,287,255		2,132,378
Other Receipts	5	443,141		679,824
Total Receipts		5,730,396		2,812,202
PAYMENTS				
Wages, Salaries and Employee Benefits	6	4,198,975		1,972,301
Use of Goods and Services	7	1,595,572		622,257
Purchase of Plant & Equipment	9	326,734		14,105
Total Payments		6,121,281		2,608,663
Increase/(Decrease) in Cash		(390,885)		203,539
Cash at the beginning of the FY		539,276		270,343
Increase/(Decrease) in Cash		(390,885)		203,539



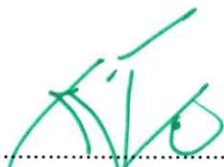
*General Auditing Commission
Financial Statements
For The Fiscal Year Ended December 31, 2022*



Ensuring Accountability of Public Resources

Foreign currency translation difference		<u>(66,939)</u>	<u>65,394</u>
Cash at the End of the FY	2	<u>82,452</u>	<u>539,276</u>

The accompanying notes are an integral part of the financial statements. The financial statements on page 1 to 12 were approved and signed by management.


.....
Auditor General,
General Auditing Commission, Liberia
MARCH 15, 2023
.....
Date


.....
Comptroller,
General Auditing Commission, Liberia
March 16, 2023
.....
Date





GENERAL AUDITING COMMISSION
STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNT
FOR THE YEAR ENDED 31st
Dec-22

Budget Approved on the Cash Basis					
ACCOUNT TITLE/DESCRIPTION	Actual Amount	Final Budget	Original Budget	Difference: Final Budget and Actual	Percentage Variance
				(D) = (B-A)	
	(A)	(B)	(C)		(E) = (D/B)
	US \$	US \$	US \$	US \$	%
CASH INFLOWS					
Authorized Allocation/Appropriation	5,287,255.00	5,386,870.00	5,368,236.00	99,615.00	0.02
Grants	-	-	-	-	-
Other receipts	443,141.00	-	-	(443,141.00)	-
Total Receipts	5,730,396.00	5,386,870.00	5,368,236.00	(343,526.00)	0.02
CASH OUTFLOWS					
Wages, Salaries and Employee Benefits	4,198,975.00	4,201,870.00	3,982,986.00	2,895.00	0.00
Goods and Services Consumed (See Note 11)	1,595,572.00	1,185,000.00	1,385,250.00	(410,572.00)	(0.35)
Purchase/Construction of Property, Plant, & Equipment	326,734.00			(326,734.00)	-
Other Payments	-	-	-	-	-
Total Payments	6,121,281.00	5,386,870.00	5,368,236.00	(734,411.00)	(0.35)
NET CASH FLOWS	(390,885.00)	-	-	390,885.00	



General Auditing Commission
Financial Statements
For The Fiscal Year Ended December 31, 2022



Ensuring Accountability of Public Resources

GENERAL AUDITING COMMISSION STATEMENT OF CASH POSITION AS AT DECEMBER 31, 2022					
	Currency Held In	Notes	As At DECEMBER 31, 2022	As At DECEMBER 31, 2021	Change in Cash Balances
Cash/Bank Account Details					
Bank Accounts					
Guaranty Trust Bank (206600000210) –Operation A/C	USD		1,003.00	317,625.00	316,622.00
Guaranty Trust Bank (206600000110) –Operation A/C	LRD		26,041.00	8,794.00	(17,247.00)
Guaranty Trust Bank (206600000211) –Payroll A/C	USD		775.00	61,528.00	60,753.00
Guaranty Trust Bank (206600000111) –Payroll A/C	LRD		8,524.00	7,761.00	(763.00)
Guaranty Trust Bank (206600000111) EU-11th EDF	USD		-	69,435.00	69,435.00
Guaranty Trust Bank (206600000212) –Project A/C	USD		3,472.00	29,387.00	25,915.00
UBA Prepaid Card #5	USD		3,416.00	871.00	(2,545.00)
Total Cash in Banks			43,231.00	495,401.00	452,547.00
Petty Cash Account			105.00	602.00	497.00
Petty Cash on Hand			105.00	602.00	497.00
			-	-	-
Cash Held By Others For Reimbursement/Refund/Repayment				-	
Cash Held In Staff Advances			39,116.00	43,273.00	4,807.00
Total Cash Held By Others			39,116.00	43,273.00	4,807.00
Total Cash And Bank Balances			82,452.00	539,276.00	457,474.00

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



NOTES TO THE FINANCIAL STATEMENTS

1. Accounting Policies

a) Basis of Preparation

These financial statements have been prepared in accordance with the requirements of the Public Finance 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.

b) Reporting Entity

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

c) 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.

d) 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 should be disclosed in the Notes to Financial Statements.

e) Reporting Currency and Translation of Foreign Currencies

i. Functional and Presentation Currency

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. The figures in the Financial Statements are rounded off to the nearest dollar.

ii. Translation of Transactions in Foreign Currency

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 152.8 LRD. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at the year-

*General Auditing Commission
Financial Statements
For The Fiscal Year Ended December 31, 2022*

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, and petty cash balances.

	FY 2022	FY 21
	US\$	US\$
Cash Available in Banks	43,231	495,401
Cash Held by others	39,116	43,273
Petty Cash	105	602
Total	82,452	539,276

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

3. Authorized Allocations

The total amount of Authorized Allocations received for FY2022 is presented below comparatively:

	FY 2022	FY 21
	US\$	US\$
Compensation of Employees	4,197,621	1,975,048
Goods and Services	1,089,634	157,330
Total	5,287,255	2,132,378

4. External Assistance

During the fiscal year under review, there was no external assistance

	FY 2022	FY 21
	US\$	US\$
IPFMRISP (Pool Fund)	-	267,782
Total	-	267,782

5. Other Receipts

The Commission received fees as audit costs for the conduct of several project audits and miscellaneous refund. The breakdown of the audit fees and miscellaneous refund are attached (appendix 3)

	FY 2022	FY 21
	US\$	US\$
Audit Fees/Cost	408,844	679,554
Miscellaneous Receipts/Refunds	34,297	270
Total	443,141	679,824

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. Salary for the month of February was paid in March, Salaries for March and April were paid in April, salary for the month of September was paid in October and salaries for October and November were paid in November 2022.

	FY 22	SB 21
	US\$	US\$
January	330,191	318,864
February	-	331,698
March	327,735	332,614
April	673,087	330,622
May	350,772	327,881
June	354,598	330,622
July	355,714	
August	361,811	-
September	-	-
October	361,267	-
November	722,534	
December	361,267	-
Total	4,198,975	1,972,301

7. Use of Goods and Services

In general, all expenses are recognized in the statement of Cash Receipts and Payments when payments are made. Some of these payments flow over from previous fiscal year. The amounts disbursed for goods and services and Capital expenditure are broken down according to economic classification. Meanwhile, the amount for capital expenditure with detailed breakdown (appendix 2) were amount used in goods & services but reflected under Purchase/Construction of Property, Plant, and Equipment.

	FY 2022	FY 2021
	US\$	US\$
Foreign Travel -Means of Travel	57,136	6,123
Water & Sewage	17,861	1,120
Internet Provider Services	-	16,635
Repair & Maintenance-Vehicles	133,200	52,178
Stationery	70,315	6,284
Printing, Binding & Publication service	10,286	14,550
Other Office Materials & Consumables	12,901	-
Audit Fees	555,600	332,667
Fuel & Lubricants-Vehicle	388,771	51,712
Subscription (Members Fees & Dues	43,032	-
Personnel Insurance	77,441	
Vehicle Insurance	11,660	545
Repairs & Maintenance. -Civil	89,149	1,475

*General Auditing Commission
Financial Statements
For The Fiscal Year Ended December 31, 2022*

	FY 2022	FY 2021
	US\$	US\$
Domestic Travel-DSA	-	147,657
Domestic Travel-Incidental	-	5,416
Furniture & Fixtures	63,351	
Foreign Travel-DSA	86,370	
Transport Equipment	119,000	
Advertising and Public Relation	10,944	
Scratch Card	51,792	
ICT & Professional Services	17,333	
Newspaper, Books & Periodicals	1,030	
Computer Supplies, Parts& Cables	72,129	
Ent. Representation & Gifts	21,065	
Legal Dues & Compensation	1,145	
R&M- Machinery & Equipment	10,795	
Total	1,922,306	636,361

9. 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 amount of fixed assets purchased under goods and services is reflected below:

	FY 22	FY 21
	US\$	US\$
Capital Expenditure		
PFMRISP	-	267,782
GOL	326,734	14,105
Total	326,734	281,887

11. Statement of Comparison of Budget and Actual Amounts

The budget is appropriated by the national legislature and sign into law by the President of the Republic of Liberia. The Commission's approved budget is reflected in the national budget for fiscal year 2022.

12. Liabilities and Commitments

At the close of the fiscal year, the GAC's total liability position was US\$3,910,652. Of this amount, US\$3,515,462 represents the Commission's accrued total contribution to the National Social Security and Welfare Corporation (NASSCORP) from 2007 to December 2022, while US\$395,190 represents liabilities and commitments to vendors for goods and services.

APPENDICES

APPENDIX 1 - Liabilities and Outstanding Commitments for Fiscal Year December 31 2022

No.	Economic Classification	Currency	
1	Commitment	US\$	288,663
2	Vendor's Liabilities	US\$	106,527
3	NASSCORP Liability	US\$	3,515,462
GRAND TOTAL			3,910,652

APPENDIX 2 - Details Of Fixed Asset Payment During the Year ended December 31, 2022

Fixed Asset Type	QTY	Description	Amount US \$
Transport Equipment	2	Vehicles	119,000
ICT Equipment	1	Desktop (Lenovo Flex)	1,550
ICT Equipment	76	Laptop (Lenovo Yoga, ThinkPad, Note Book)	109,329
ICT Equipment	7	Printer (MF237W, LaserJet)	14,700
Furniture	2	Television	8,200
Furniture	1	Ice Box	210
Furniture	1	Paper Shredder	530
Furniture	46	Workstation	42,780
Furniture	1	Steel Cupboard	250
Furniture	3	Executive Desk	2,325
Furniture	3	Executive Office Cabinet	690
Furniture	10	Semi Executive Desk	2,695
Furniture	4	Executive Chair	1,400
Furniture	91	Semi Executive Chair	10,725
Furniture	5	Air Condition (18000,5000,12000)	5,605
Furniture	3	Mini Office Table	5,100
Furniture	1	Microwave	190
Furniture	1	Desk Phone	180
Furniture	8	Office Chair	1,275
GRAND TOTAL			\$326,734.00

APPENDIX 3 - DETAILS OF OTHER RECEIPTS FOR THE FISCAL PERIOD ENDED DECEMBER 31, 2022

Project Name	Agency	Amount US\$
Center for National Documents and Archive	CNDRA	2,700.00
Liberia Forest Sector Project (LFSP)	Forestry Development Authority (FDA)	12,000.00
Cote D'Ivoire Liberia Sierra Leone Guinea Rural Electrification Project (CLSG)	Liberia Electricity Corporation	7,455.00
Liberia Accelerated Electricity Expansion Project O/A(LACEEP-O/A)	Liberia Electricity Corporation	4,800.00
Liberia Energy Efficiency Access Project (LEEAP)	Liberia Electricity Corporation	16,133.00
Liberia Renewable Energy Access Project (LIRENAP AP)	Liberia Electricity Corporation	13,516.00
Harmonizing and Improving Statistic in West Africa	Liberia Institute of Statistic & Geo-Information Services (LISGIS)	9,358.00

APPENDIX 3 - DETAILS OF OTHER RECEIPTS FOR THE FISCAL PERIOD ENDED DECEMBER 31, 2022

Project Name	Agency	Amount US\$
Liberia Land Administration Project	Liberia Land Authority (LLA)	6,400.00
Liberia Maritime Authority	Liberia Maritime Authority: LMA	15,000.00
Technical Advisory Building Support	Liberia Revenue Authority (LRA)	1,897.00
Liberia Telecommunication Authority: LTA	Liberia Telecommunication Authority: LTA	7,200.00
Liberia Urban Water Supply Project (LUWSP)	Liberia Water & Sewer Corporation:	6,400.00
Liberia Petroleum Refining Company (LPRC)	Liberia Petroleum Refining Company (LPRC)	30,000.00
PFMRISP	Ministry of Finance & Development Planning (MFDP)	15,000.00
Technical Capacity Building Assistant Project	Ministry of Finance & Development Planning (MFDP)	6,000.00
Liberia Social Safety Nets Project (LSSNP)	Ministry of Gender, Children & Social Protection	6,000.00
Rural Community Financing Project (RCFP)	Ministry of Agriculture (MOA)	7,200.00
Smallholder Agriculture Transformation and Agribusiness Revitalization Project (STAR-P)	Ministry of Agriculture (MOA)	6,000.00
Tree Crop Extension Project (TCEP)-I	Ministry of Agriculture (MOA)	10,800.00
Tree Crop Extension Project (TCEP)-II	Ministry of Agriculture (MOA)	10,800.00
Getting to Best in Primary Education (GPEG2B)	Ministry Of Education (MOE)	7,000.00
Improving Results In Secondary Education (IRISE)	Ministry Of Education (MOE)	7,200.00
COVID-19 Emergency Response Project	Ministry of Health (MOH)	5,600.00
Ebola Emergency Response Project (EERP)	Ministry of Health (MOH)	8,000.00
Fixed Asset Reimbursable Agreement Project (FARA)	Ministry of Health (MOH)	9,000.00
GAVI-Health System Strengthening Project	Ministry of Health (MOH)	20,000.00
Health System Strengthening Project (HSSP)	Ministry of Health (MOH)	17,200.00
Regional Disease Surveillance System Enhancement Project (REDISSE)	Ministry of Health (MOH)	9,600.00
Universal Access Fund (UAF)	Ministry of Post & Telecommunication (MOPT)	12,500.00
Fish Town Harper Road Project (FTHRP)	Ministry of Public Works (MPW)	4,500.00
Liberia Road Access Management Project (LIBRAMP)	Ministry of Public Works (MPW)	8,400.00

APPENDIX 3 - DETAILS OF OTHER RECEIPTS FOR THE FISCAL PERIOD ENDED DECEMBER 31, 2022

Project Name	Agency	Amount US\$
Youth Entrepreneurship and Empowerment Project I(YEEP-I)	Ministry of Youth & Sports (MYS)	5,000.00
Youth Entrepreneurship and Empowerment Project I(YEEP-II)	Ministry of Youth & Sports (MYS)	2,000.00
Youth Entrepreneurship and Empowerment Project I(YEEP-III)	Ministry of Youth & Sports (MYS)	3,000.00
Youth Opportunity Project (YOP)	Ministry of Youth & Sports (MYS)	6,600.00
Cheesemanburg Landfill Urban Sanitation Project (CLUS)	Monrovia City Corporation (MCC)	2,900.00
Liberia Sustainable Management of Fishery Project (LSMFP)	National Fishery & Aquaculture Authority (NAFAA)	10,185.00
National Port Authority (NPA)	National Port Authority (NPA)	30,000.00
National Social Security & Welfare Corporation (NASSCORP)	National Social Security & Welfare Corporation (NASSCORP)	45,500.00
Subtotal-Audit Fees/Cost		408,844.00
Miscellaneous	Refund (Cash Returned)	34,297.21
GRAND TOTAL		443,141.21

APPENDIX 4 - Details of Trainings Conducted during the Year ended December 31, 2022

No	Training Descriptions/Nature	Training Dates	Locations	Participants
Category 1. Internal Trainings				
1	Web development Training	August3-16,2022	GAC resource center	7
2	Ideal Audit software Training	August 22-26, 2022	GAC resource center	6
3	Training on the working papers	Sept 5-6, 2022	GAC -Rm-18, Rm-16 Rm-10	116
4	Training on the working papers	Sept 7-8, 2022	GAC-Rm-18	34
5	Training on the working papers	Sept 9-12, 2022	GAC-Rm-18	16
6	Training on the working papers	Sept 13-15, 2022	GAC-Rm-18	22
7	Training on the working papers	16-Sep-22	GAC-Rm-18, Rm-16, Rm-10, etc	188
8	Certified Fraud Examinations (CFEs)	October 12-14, 2022	IAA office	28
9	Management Dev. Programme (MDP)	June 13-17, 2022	Grand Royal Hotel	41
10	Financial modelling in extractives sector (FIMES) project training	October 24-28, 2022	Grand Royal Hotel	1
Category 2. External Trainings				
No	Training descriptions/Nature	Training Dates	Locations	participants
1	HR Peer Advisory Review Body	May 30-June 3, 2022	Oslo, Norway	1
2	IT audit champions regional workshop module -3	March 28-April 1, 2022	Pretoria, South Africa	2
3	IT audit champions regional workshop module -4	June 13-17, 2022	Pretoria, South Africa	2

*General Auditing Commission
Financial Statements
For The Fiscal Year Ended December 31, 2022*

4	IS-Management	June 6-10, 2022	South Africa	2
5	Project appraisal and analysis	June 27-August 1, 2022	Central Bank Of Liberia	1
6	FAM/CAM sub regional workshop (western Africa)	18-22 July 2022	Marriott Hotel, Ghana	2
7	A-SEAT Training	Sept. 5-9, 2022	Asmara, Eritrea	1
8	High quality performance Audit report training	Aug. 29-sept 9, 2022	Entebbe, Uganda	1
9	Coordination Audit Workshop offered by AFROSAI-E	Sept 5-9, 2022	South Africa	3
10	Leadership skills Dev. Management supervisors and new Managers (WAIFEM)	Sept 19-23, 2022	Accra, Ghana	1
11	International public Finance management: Reporting and Audit training by AICD (African Institute of capacity development)	October 10-21, 2022	Malawi	1
12	Effective communication and planning skills for administrative professionals and executive Assistant organized by WAIFEM	October 3-7, 2022	Muresh plaza Monrovia	2
13	IDI CRISP workshop on Risk Management	Dec.12-16, 2022	South Africa	2
14	International Intensive Training-Performance Auditing	Feb. 21-March 11, 2022	Virtual	7
15	Financial modelling in extractives sector (FIMES) project training	24 Feb. April 14, 2022	Virtual	1
16	Regional virtual course on advanced modelling and forecasting on policy analysis and research for Directors and Economists	March 7-25, 2022	virtual	2
17	Change Management (Auditors I-III)	06-Jun-22	virtual	36
18	Change Management (Sr. Auditors and Managers (senior Auditors and managers)	07-Jun-22	virtual	97
19	Online workshop: Gender, diversity and inclusion	01-Nov-22	virtual	10
20	Effective Report Writing (LIPA)	July 26-16 August 2022	virtual	1
21	Training – SGDs on waste management	06-Nov-22	virtual	6

APPENDIX 5 - Details Of Audits Completed During the Year ended December 31, 2022

No	Entity	Status
1	Liberia Broadcasting System (LBS)	Completed
2	Liberia Intellectual Property Office (LIPO)	Completed
3	Ministry of Commerce (MOC)	Completed
4	National Housing Authority (NHA)	Completed
5	National Investment Commission (NIC)	Completed
6	National Transit Authority (NTA)	Completed
7	GAVI-Health Strengthening System Project (MOH)	Completed

General Auditing Commission
Financial Statements
For The Fiscal Year Ended December 31, 2022

APPENDIX 5 - Details Of Audits Completed During the Year ended December 31, 2022		
8	National Road Fund (NFR)	Completed
9	Health System Strengthening Project (HSSP) (Close up)	Completed
10	Technical Advisory Building Support to the Liberia Revenue Authority	Completed
11	Fisheries Project (LSMFP) Closeout Audit	Completed
12	Fixed Amount Reimbursement Agreement (FARA) Project	Completed
13	Tree Crop Extension Project I(TCEP-I)	Completed
14	Tree Crop Extension Project II(TCEP-II)	Completed
15	Bong County Development Fund Audit	Completed
16	National Social Security & Welfare Corporation (NASSCORP 2019/2020)	Completed
17	Rural Community Finance Project (RCFP)	Completed
18	Rural Renewable Energy Agency (Financial)	Completed
19	Rural Renewable Energy Agency (REEL -2)	Completed
20	Rural Renewable Energy Agency (Compliance)	Completed
21	Cooperative Development Agency (CDA)	Completed
22	John F. Kennedy Medical Center (JFK)	Completed
23	Liberia Institute of Public Administration (LIPA)	Completed
24	Liberia Institute of Statistics and Geo- Information Services (LISGIS)	Completed
25	National Lottery Authority (NLA)	Completed
26	Liberia Refugee Repatriation and Resettlement Commission (LRRRC)	Completed
27	National Payroll Audit	Completed
28	Flow of Funds Certification Process (AfDB)	Completed
29	River Sand Mining activities in Liberia (MME)	Completed
30	Adequate Procurement and Distribution of Medical Supplies (MOH)	Completed
31	Effectiveness of Government of Liberia Response to COVID-19 Ministry of Health (MOH)	Completed
32	National Identification Registry (NIR) System Registry	Completed
33	Liberia Extractive Industries Transparency Initiative (LEITI)	Completed
34	Ministry of Information (MOI)	Completed
35	Liberia Airport Authority (LAA)	Completed
36	WASH Commission	Completed
37	COVID-19 Financial Statement	Completed
38	Liberia Telecommunications Authority (LTA)	Completed
39	National Disaster Management Agency (NDMA)	Completed
40	The Liberia Opportunities Industrialization Centre (LOIC)	Completed
41	Liberia Maritime Authority (LiMA)	Completed
42	Environmental Protection Agency (EPA)	Completed
43	Ministry of Youths and Sports (MYS)	Completed
44	Ministry of Agriculture (MOA)	Completed
45	Liberia Telecommunications Corporation (LIBTELCO)	Completed
46	GoL Consolidated Accounts 2020/2021	Completed
47	Liberia Telecommunications Authority (LTA)	Completed
48	National Oil Company of Liberia (NOCAL)	Completed
49	Liberia Land Authority (LLA)	Completed
50	Bomi County Community College (BCCC)	Completed
51	Ministry of Post and Telecommunication (MOPT)	Completed
52	Financial Intelligence Unit (FIU)	Completed
53	General Services Agency (GSA)	Completed
54	Ministry of Transport (MOT)	Completed
55	Center for National Document and Records Agency (CNDRA)	Completed

*General Auditing Commission
Financial Statements
For The Fiscal Year Ended December 31, 2022*

APPENDIX 5 - Details Of Audits Completed During the Year ended December 31, 2022		
56	Rural Water Sanitation and Hygiene	Completed
57	Labor Based Public Work Project I & II	Completed
58	National Port Authority (NPA)	Completed
59	National Social Security & Welfare Corporation (NASSCORP 2020/2021)	Completed
60	Domestic Debt	Completed
61	Coordination of Action for Frighing Violence against Women and Girl	Completed
62	Liberia Land Authority (LLA)	Completed