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OFFICE OF THE AUDITOR GENERAL – REPUBLIC OF LIBERIA

ANNUAL REPORT OF THE AUDITOR GENERAL

FOR THE YEAR ENDED
DECEMBER 31, 2025

ANNUAL PERFORMANCE REPORT 2025

Hon. 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 HONORABLE SPEAKER

Honorable Richard Nagbe Koon
Speaker
The Legislature
Capitol Hill
Monrovia, Liberia

Dear Honorable Speaker,

In accordance with Part II, Section 2.1.9 of the General Auditing Commission (GAC) Act of 2014, I am pleased to present the Annual Performance Report of the Office of the Auditor General (AG) for the year ending 2025.

This report provides a comprehensive overview of the Commission's audit activities, institutional performance, administrative operations, stakeholder engagements, and progress in implementing the GAC Strategic Plan. It is submitted to support legislative oversight, inform policy decisions, and enhance transparency and accountability in the management of public resources.

Respectfully submitted,

GENERAL AUDITING COMMISSION
OFFICE OF THE AUDITOR GENERAL
REPUBLIC OF LIBERIA

P. Garswa Jackson, Sr., FCCA, CFIP, CFC
Auditor General of the Republic of Liberia

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LIST OF ABBREVIATIONS

Acronym	Meaning
ACCA	Association of Certified Chartered Accountants
AfDB	African Development Bank
AFROSAI	African Organization of Supreme Audit Institutions
AFROSAI-E	African Organization of English-speaking Supreme Audit Institutions
AG	Auditor General
API	African Professionalization Initiative (API),
BOA	Bureau of Audits
CA	Chartered Accountants
CAE	Center for Audit Excellence
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	ECOWAS Organization of Supreme Audit Institutions
EU	European Union
FAM	Financial Audit Manual
FCCA	Fellow Chartered Certified Accountant
FIA	Financial Intelligence Agency
GAC	General Auditing Commission
GAO	Government Accountability Office
GAO	General Auditing Office (GAO)
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GoL	Government of Liberia
HR	Human Resources
IAA	Internal Audit Agency
ICBF	Institutional Capacity-Building Framework
ICT	Information Communication Technology
IDI	INTOSAI Development Initiative
IDLO	International Development Law Organization
IFMIS	Integrated Financial Management Information System
IMF	International Monetary Fund
INCOSAI	International Congress of Supreme Audit Institutions
INTOSAI	International Organization of Supreme Audit Institutions
IPFMRP	Integrated Public Financial Management Reform Project
ISSAI	International Standards of Supreme Audit Institutions
IT	Information Technology

Acronym	Meaning
LACC	Liberia Anti-Corruption Commission
M&E	Monitoring and Evaluation
MACs	Ministries, Agencies, and Commissions
MCC	Millennium Challenge Corporation
OAG	Office of the Auditor General
OECD	Organisation for Economic Co-operation and Development
PAC	Public Accounts, Expenditure and Audit Committee
PESA	Professional Education for SAI Auditor
PFM	Public Financial Management
PMS	Performance Management System
PPCC	Public Procurement and Concessions Commission
PPSA	Professional Public Sector Accountant (PPSA)
QA	Quality Assurance
RL	Republic of Liberia
SAI	Supreme Audit Institution
SDG	Sustainable Development Goals
SIDA	Swedish International Development Corporation Agency
SNAO	Swedish National Audit Office
SOEs	State-Owned Enterprises
SP	Strategic Plan
TOT	Trainer of Trainers
UN	United Nations
UNDP	United Nations Development Program
WB	World Bank

MESSAGE FROM THE AUDITOR GENERAL: A FORWARD NOTE

As the Auditor General, it is both my honor and my constitutional duty to present the 2025 Annual Performance Report for the General Auditing Commission (GAC) of the Republic of Liberia, in accordance with the directives outlined in Part 3, Section 2.1.9. The year 2025 marked the successful conclusion of the 2021–2025 Strategic Plan, representing a period of consolidation, institutional strengthening, expanded audit impact, and enhanced stakeholder collaboration. Guided by the Constitution of Liberia and the GAC Act of 2014, the Commission steadfastly executed its mandate to audit public accounts, promote transparency, strengthen accountability systems, and safeguard public resources for the benefit of the Liberian people.

Performance Overview and Strategic Alignment

The year 2025 marked the final operational year of the 2021–2025 Strategic Plan, with significant gains recorded across its core pillars. However, certain structural reforms remain ongoing and will transition into the next strategic cycle (2026-2030). As we move into 2026, the Commission remains resolute in strengthening accountability systems, enhancing audit impact, advancing digitalization, and consolidating institutional independence in line with international best practices.

In Fiscal Year 2025, the Commission recorded one of its most productive operational years. A total of 107 audits were commissioned in alignment with our strategic objective to improve audit coverage, quality, and timelines. Of these, 52 audits were completed and issued/published, including financial statement audits, compliance audits, and project audits. The remaining 55 audits execution phases have been completed pending review, responses and publication protocols. This performance reflects the Commission's strong commitment to delivering timely, credible, and impactful audits in compliance with the International Standards of Supreme Audit Institutions (ISSAIs).

Our audit outcomes continue to demonstrate relevance and national impact. Notably, the Domestic Debt Audit resulted in the disqualification of unsupported claims exceeding US$704 million, thereby safeguarding public resources and preventing potential fiscal exposure. Similarly, the Consolidated Fund Financial Statements Audit revealed significant control weaknesses, unsupported expenditures, and deviations from approved budgetary allocations, issues that reinforce the need for stronger financial discipline across public institutions. These results directly support our sector goals of promoting transparency, accountability, and effective management of public resources.

Strengthening Follow-Up and Accountability

Consistent with our strategic priority to strengthen follow-up mechanisms, the Commission expanded its follow-up coverage from 48 to 62 entities and increased the number of recommendations reviewed from 2,593 to 7,169. The Second Follow-Up Report, covering 327 audit reports, cataloged a structured implementation ranking system and emphasized both accountability and support to auditees. Progress has been made with implementation performance improving significantly compared to earlier phases. Overall implementation of audit recommendations increased from 13% in Fiscal Year 2024 to 37% in

Fiscal Year 2025. Moreover, some entities recorded significant increase in implementation rating showcasing implementation between 90-93%. The overall implementation rate however remains below expectations, underscoring the need for stronger compliance by audited entities and enhanced enforcement mechanisms.

Importantly, the Commission has adopted a protective approach by facilitating technical capacity support to institutions, ensuring that audit findings translate into strengthened systems, improved controls, reduced recurrence of irregularities, greater level of compliance and ultimately better service delivery to the people of Liberia.

Institutional Strengthening and Capacity Building

In line with our commitment to enhance institutional capacity, the Deputy Auditor General for State Owned Enterprises and Special Audits, G Cecil Dole, departed for the United States on a three-month capacity-building secondment at the US Government Accountability Office (US GAO), as part of our five-year Memorandum of Understanding with the US GAO. Mr. Dole participated in the highly prestigious International Auditor Fellowship Program of the US GAO, a program renowned for mentoring some of the very best public sector auditors globally. He returned to Liberia in early July 2025 and have facilitated knowledge transfer through several initiatives to staff of the Commission. Additionally, staff of the GAC benefitted from 50 training programs. Fourteen auditors earned the Professional Public Sector Accountant (PPSA) certification under the African Professionalization Initiative (API), while additional 30 staff were enrolled in both API and 19 staff in the Professional Education for SAI Auditors (PESA) programs. These efforts are complemented by international exposure through partnerships with institutions such as the Swedish National Audit Office (SNAO) and the African Organization of English-speaking Supreme Audit Institutions (AFROSAI-e), reinforcing our objective of building a highly competent and professional workforce.

Furthermore, the Commission made significant investments in administrative and operational efficiency, including ICT modernization, procurement of audit tools and logistics, enhancement of office infrastructure, and full implementation of the "One Auditor, One Laptop" policy. These initiatives are aligned with our goal of advancing digital transformation and improving audit efficiency.

Global Recognition and Strategic Partnerships

The year 2025 also marked a period of unprecedented global engagements and recognition. The GAC implemented some significant stakeholders' engagements demonstrating our emerging reputation in the International Organization of Supreme Audit Institutions (INTOSAI) community. These engagements are important in expanding the visibility of the Supreme Audit Institution of Liberia, communicating the country's transparency and accountability initiatives and progress, aiding in rebranding the country's image, and leveraging on global and regional perspectives to continuously improve our governance systems. Some of the notable stakeholders' engagements of the GAC included:

A) Your humble servant the Auditor General of Liberia, P Garswa Jackson Sr., was elected President/ Chair of the Economic Community of West African States Organization of Supreme Audit Institutions (ECOSAI) for a period of two-years: 2026 – 2027, at the 3rd

Meeting of the Organization in October 2025 in Accra, Ghana. I also made a presentation on SAI Liberia Follow-up on the Implementation of Audit Recommendations Processes.

B) I was officially invited to and addressed the INCOSAI, the triennial general assembly of the International Organization of Supreme Audit Institutions – INTOSAI and the biggest gathering of Auditors General globally, in Sharm El-Sheikh, Egypt on October 30, 2025. I facilitated a presentation and subsequently moderated a one-hour discussion for the English session of Theme 1 of the conference: "The Role of Supreme Audit Institutions in Auditing Central Banks and Government Activities During Financial and Economic Crises.

C) The Supreme Audit Institution of Liberia was selected by the leadership of the International Organization of Supreme Audit Institutions (INTOSAI) as one of six Supreme Audit Institutions globally to fully conceptualize and operationalize the inaugural "SAI Independence Global Project."

D) In November 2025, I honored an invitation from Deloitte, one of the Big Four audit firms in the world, to serve as a panelist for the 2025 Deloitte Africa Financial Crime Symposium hosted in Lagos, Nigeria, and facilitated under the theme "Beyond Awareness: A Road Map for Collective Action Against Fraud." I actively participated during the panel session titled "Uniting Forces Against Fraud: Data Sharing and Collaborative Regulatory Oversight for a More Secure Ecosystem."

E) In May 2025, we honored an invitation from the AFROSAI-E Secretariat to make a presentation at the 21st Governing Board Meeting of the African Organization of Supreme Audit Institutions- English speaking countries (AFROSAI-E), hosted in the Republic of Seychelles. I presented on the theme "Future Ready SAIs - Building Workforce Capacity for Sustainable Economic Growth."

F) From May 14- 18, 2025, the GAC hosted a three-man delegation from the Supreme Audit Institution of Sierra Leone headed by Deputy Auditor General, Mr. Selvin Bell, on a study tour of our audit follow-up processes. At the end of the exercise, the team was very complimentary about the comprehensive nature of our follow-up processes and documentation, the quality level of engagement, and the technical capacity support offered to our auditees.

G) INTOSAI also appointed Liberia as a member of the newly formed Working Group on Follow-up Audit. The inaugural meeting of the working group was held in Penang, Indonesia between June 26- 28, 2025. The Auditor General was invited to make a presentation on our experiences and perspectives. However, due to very busy schedule with the donor project audits, Mr. Anthony Henry and Mr. Jerome Kesselley represented the Commission.

Our engagements with global and regional partners, including the World Bank, African Development Bank, European Union, OECD, IMF, AFROSAI-E, US GAO, and the SNAO have strengthened technical capacity, enhanced knowledge exchange, and positioned the GAC as a leader in audit innovation and reform.

Challenges and the Path Forward

Despite these achievements, challenges persist. Delay in the submission of audit documentation by Organizations and Agencies continue to affect audit timelines. Additionally, the slow transmission and enforcement of recommendations by oversight bodies hinder the full realization of audit impact. Weak internal control systems across public institutions further compound these challenges.

As we transition into the 2026-2030 Strategic Plan, our focus will be on strengthening compliance culture, accelerating audit follow-up, enhancing digitalization, and institutionalizing accountability mechanisms. The shift must now move decisively from reporting findings to ensuring the implementation of corrective actions thereby improving service delivery to the people of Liberia.

A Commitment to Liberia's Future

The foundation laid under the 2021-2025 Strategic Plan provides a strong platform for the next phase of reforms. The Commission remains committed to deepening transparency, strengthening oversight, and ensuring that public resources are managed in a manner that delivers tangible benefits to all Liberians.

Acknowledgment

I extend my profound appreciation to His Excellency Ambassador Joseph N. Boakai, President of the Republic of Liberia, for his unwavering support to the accountability and anti-corruption agenda.

I also express sincere gratitude to the Honorable Legislature, particularly the leadership and members of the Public Accounts, Expenditure, and Audit Committee (PAC), for their continued collaboration in strengthening the audit process.

My appreciation further extends to our Development Partners, including the World Bank, African Development Bank, European Union, United States Government Accountability Office, Swedish National Audit Office, AFROSAI-e, OECD, and IMF for their invaluable support.

I commend my Deputies, Hon. Winsley S. Nanka, CPA; Hon. G. Cecil Dole, FCCA, and Hon. Foday G. Kiazolu, FCCA, for their dedication and leadership. I also recognize the unwavering commitment of the entire staff of the Commission, whose professionalism continues to drive our success.

Kind regards, as we collectively 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.

1. PART 1: ABOUT THE GAC

1.1 Background

The General Auditing Commission (GAC) has experienced several legislative changes since its inception. It was originally established as the Bureau of Audits (BOA) in 1956 and was later renamed the General Auditing Office (GAO) in 1972. The 1986 Constitution restructured the GAC into an autonomous commission, and a 2005 amendment mandated that it report to the Legislature. However, adherence to international declarations was inadequate.

In 2014, the GAC Act was enacted to ensure full compliance with these international standards. This act granted the GAC financial and operational independence, repealed previous legislation, and strengthened legislative oversight. The GAC conducts independent audits and reports its findings to the Legislature, thereby promoting accountability in the management of public resources.

Headquarters of the General Auditing Commission (GAC), Ashmun Street, Monrovia, Liberia

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

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. 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 inquiries 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 court decisions and for the Legislative Branch of Government shall exclude matters relating to the 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's responsibilities of the organizations being audited.

1.3 **GAC's** Vision, Mission. Core Values and Institutional Purpose

Vision				
To be a professional Supreme Audit Institution (SAI) that promotes trust, accountability, transparency and value for money in the management of public resources.				
Mission				
GAC is the independent constitutional external public sector auditor of Liberia which supports Legislative oversight over the management of public resources. We serve the people of Liberia by conducting quality and timely financial, compliance and performance audits.				
Core Values				
Integrity	Transparency	Independence	Professionalism	Diversity
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 and deed	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
Institutional Purpose				
Promoting Accountability of Public Resources				

1.4 The Strategic Plan

In accordance with Part 2, Section 2.1.8a, the Auditor General is required to develop a Strategic Plan (SP) to fulfill its functions. Based on this mandate, the Auditor General has created the Strategic Plan for 2021-2025 as a working tool to implement his vision for the Commission.

As the Supreme Audit Institution of Liberia, the General Auditing Commission (GAC) is tasked with conducting external audits of government organizations and agencies, thereby enhancing public confidence in the Government. The Strategic Plan aims to guide the Commission in ensuring that its responsibilities are effectively executed. To achieve this, the GAC's Strategic Plan outlines specific strategic goals, focusing on delivering high-quality audits and desired outcomes.

GAC Strategic Goals, Strategic Objectives, and Outcomes for 2021 to 2025

The Strategic Plan 2021-2025		
Overall Outcome:	To achieve an ICBF Score of 3.5 in the next five years	
GAC Strategic Goals	Goals Outcomes	Strategic Objectives
GOAL 1: To Attain Audit Transformation	➢ Increase audit coverage by 80% ➢ Achieve 20% professional staff in audit. ➢ Fully incorporate the GAC's mandate in the Liberian Constitution.	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
GOAL 2: Operationalize Financial Independence	➢ Innovatively sourced for alternative funding and leverage relationship to fully access statutory funds.	1) Leverage Relationships in the Legislature 2) Partner Developmental/ Donor Partners in Funding Activities 3) Engagements with SOEs
GOAL 3: Enhance Communication and Stakeholder Engagement	➢ Educate Liberians on GAC's mandate and be the voice of professionalism.	1) Leverage Technology in Communication and Stakeholders' Engagement 2) Enhance collaboration with key stakeholders 3) Build an Effective Communication Team
Goal 4: Leverage IT & Digital	➢ Digitalize 85% of GAC's operations to achieve efficiency through technology.	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
GOAL 5: HR Transformation and Physical Infrastructure Development	➢ Achieve a competent and motivated workforce, trusted by all stakeholders. ➢ Construction of the GAC's office block.	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

According to Section 1.2 of the GAC Act of 2014, the General Auditing Commission (GAC) was established to enhance the Legislature's oversight of the Government's management of public resources. The primary objective of the GAC is to conduct independent audits across all sectors of the Government and present its audit findings to the Legislature, with copies also sent to the President.

Additionally, as outlined in Part 2, Section 2.1.9a, the Auditor General is required to produce an annual report on the Commission's performance for each financial year. Furthermore, per Section 2.1.9e, the Auditor General's yearly report must be submitted to the Legislature and accompanied by a copy for the President.

1.6 Human Resource Profile and Staffing Overview

By the end of 2025, the Commission had a total workforce of 310 employees across its operational support departments. The Commission maintained a multidisciplinary workforce comprising professional auditors, accountants, IT specialists, legal officers, and administrative staff. The staffing structure reflects the Commission's core mandate, with a significant concentration of personnel within the Audit Services function. The Audit Services Department constitutes the largest segment of the Commission's workforce, reflecting its central role in fulfilling the Commission's statutory audit mandate. The Administration Department provides critical support services, including human resources, finance, procurement, and ICT, among others.

Consolidated Staffing Table

Staff Distribution By Department					Overall Staff		
Department	Males	Females	Total #	Total %	Total Staff	Total #	Total %
Audit Services	128	61	189	61%	Males	229	73.9%
Administration	101	20	121	39%	Females	81	26.1%
Sub-total	229	81	310	100%	Grand Total	310	100%

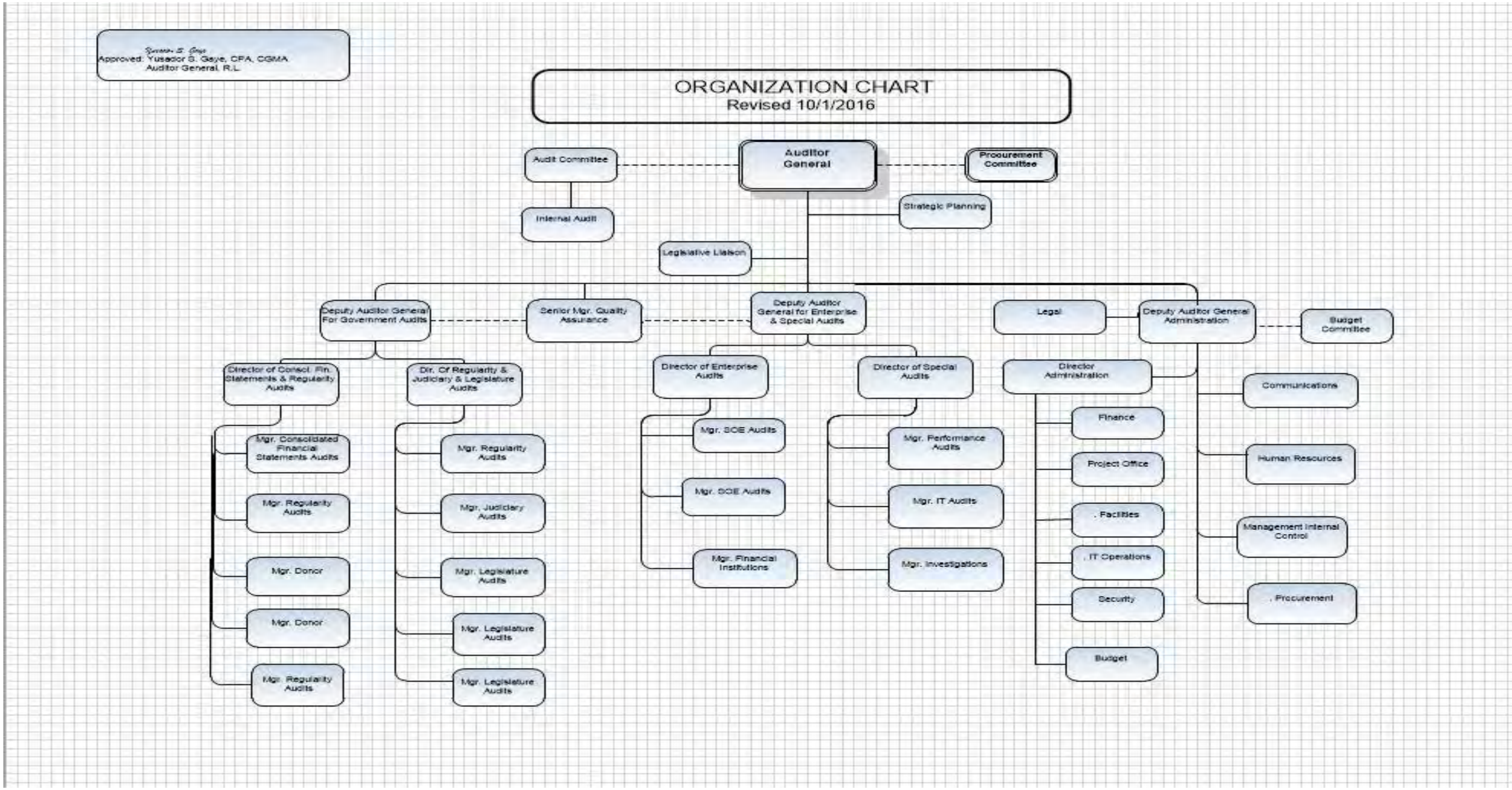
Gender Distribution Diagrams by Department					
Audit Services	Total #	Total %	Administration	Total #	Total %
Males	128	67.7%	Males	101	83.5%
Females	61	32.3%	Females	20	16.5%
Sub-total	189	100%	Sub-total	121	100%

1.7 The Organizational Structure of the GAC

As outlined in Section 1.3 of the GAC Act of 2014, the Auditor General (AG) is the head of the General Auditing Commission, tasked with supporting the Legislature in holding the Government accountable for the use of public resources. The AG is answerable to the Legislature and bears ultimate responsibility for the governance of the GAC, implementing an organizational framework to fulfill the Commission's mandate effectively.

The Auditor General oversees three departments, each led by a Deputy Auditor General who assists in managing the Commission's audit and administrative functions. The Deputy Auditor General for Government Audits supervises two audit directories, while the Deputy Auditor General for State-Owned Enterprises (SOEs) and Specialized Audits oversees the remaining two directories. Each director manages a team of managers within their respective areas. Additionally, the Deputy Auditor General for Administration leads the Administrative Department, which comprises eleven support units. This hierarchical structure ensures efficient oversight and execution of the GAC's responsibilities.

ORGANOGRAM


Approved: Yusador S. Gaye, CPA, CGMA
Auditor General, R.L.
ORGANIZATION CHART
Revised 10/1/2016
Audit Committee
Auditor General
Procurement Committee
Internal Audit
Strategic Planning
Legislative Liaison
Deputy Auditor General For Government Audits
Senior Mgr. Quality Assurance
Deputy Auditor General for Enterprise & Special Audits
Legal
Deputy Auditor General Administration
Budget Committee
Director of Consol. Fin. Statements & Regularity Audits
Dir. Of Regularity & Judiciary & Legislature Audits
Director of Enterprise Audits
Director of Special Audits
Director Administration
Communications
Mgr. Consolidated Financial Statements Audits
Mgr. Regularity Audits
Mgr. Donor
Mgr. Donor
Mgr. Regularity Audits
Mgr. Regularity Audits
Mgr. Judiciary Audits
Mgr. Legislature Audits
Mgr. Legislature Audits
Mgr. Legislature Audits
Mgr. SOE Audits
Mgr. SOE Audits
Mgr. Financial Institutions
Mgr. Performance Audits
Mgr. IT Audits
Mgr. Investigations
Finance
Project Office
. Facilities
. IT Operations
Security
Budget
Human Resources
Management Internal Control
. Procurement

2 PART 2: AUDIT ACTIVITIES AND OUTCOMES

Auditors Heading for Audit

Auditor Reviewing Financial Documents

Comprehensive and Balanced Audit Report

Audit Findings Lead to Cost Savings

2.1 Audit Engagements

Part 2 Section 2.1.3 of the GAC Audit Act of 2014 authorizes the Auditor General (AG) of the Republic of Liberia to audit all public accounts and funds. The General Auditing Commission (GAC) is mandated to audit government Ministries, Agencies, and Commissions (MACs), institutions of higher learning, and relevant programs. While the AG's authority covers all public funds from various sources, resource limitations often prevent the annual auditing of the entire portfolio. To manage this, a risk-based profiling process categorizes auditees into high, medium, or low risk based on factors like budget size, operational complexities, stakeholders' interest, and prior audit outcomes.

Summary of GAC Audit Coverages and Outcomes (FY2025)

During the year-end review period, the General Auditing Commission (GAC) assessed 105 institutions and programs using a risk-based audit approach covering high, medium, and low risk entities in line with the annual operational plan. While coverage was extensive, some entities were not audited due to high costs and the broad scope of their operations.

Audit Coverage and Outputs

In FY2025, the Auditor General completed fifty-two (52) audits, comprising:

- 6 Financial Statement Audits
- 8 Compliance Audits (including Follow-Up on Audit Recommendations Report)
- 38 Project (Donor-Funded) Audits (37 Financial Statement Audits, plus 1 Compliance Audits)

More than 50 audit reports were finalized and published, with a few pending for early release in the following year. Audit work was aligned with national priorities, risk-based planning, and international standards (ISSAIs). Key findings from these audits highlighted issues in financial reporting, compliance gaps, performance inefficiencies, and system vulnerabilities across the audited entities.

2.1.1 Financial Statement Audits

Overview of Financial Statement Audits

A financial statement audit is a thorough examination of an entity's financial records to determine whether the financial information presented complies with relevant financial reporting standards and regulatory guidelines. This comprehensive process involves reviewing financial statements, transactions, and accounting practices to ensure accountability, transparency, and adherence to established frameworks.

Year in Review

Throughout the reporting period, we placed a strong emphasis on nurturing the growth and expertise of our auditors. We organized in-depth refresher training sessions, complemented by participation in enriching external programs. These initiatives were designed to sharpen the skills and broaden the capabilities of our audit team, ensuring that our processes remain both precise and effective. This strategic commitment to staff development was vital in elevating our auditing standards and fostering a rigorous approach to our responsibilities, reinforcing our dedication to excellence in all aspects of our work.

Financial Statement Audits Conducted in 2025

In 2025, the Commission successfully completed Six Financial Statement Audits as planned. Key highlights from these audits include the following:

List of Completed Financial Statement Audit Reports (2025)

No.	Audited Entity	Audit Title/Focus	Audit Period	Date Report Issued	Status
1	Consolidated Funds Account Ministry of Finance & Development Planning (MFDP)	AG's Report on the Financial Statement Audit of the Consolidated Funds Account, Ministry of Finance & Development Planning (MFDP)	Year ended 31 December 2024	08/29/2025	Completed & Issued to Legislature
2	Liberia Electricity Corporation (LEC)	AG's Report on the Financial Statement Audit of the Liberia Electricity Corporation (LEC)	Requested Audit	10/17/2025	Completed & Issued to Legislature
3	Liberia Immigration Service (LIS)	AG's Report on the Financial Statement Audit of the Liberia Immigration Service (LIS)	July 1, 2017, to June 30, 2021	12/12/2025	Completed & Issued to Legislature
4	Ministry of Foreign	AG's Report on the Financial	July 1,	12/12/2025	Completed

No.	Audited Entity	Audit Title/Focus	Audit Period	Date Report Issued	Status
	Affairs (MoFA)	Statement Audit of the Ministry of Foreign Affairs (MoFA)	2016, to June 30, 2020		& Issued to Legislature
5	National Social Security Corporation (NASSCORP)	AG's Report on the Financial Statement Audit of the National Social Security Corporation (NASSCORP)	January 1, 2022, to December 31, 2023	10/17/2025	Completed & Issued to Legislature
6	Universal Access Fund – LTA	AG's Report on the Financial Statement Audit of the Universal Access Fund – LTA	July 1, 2018, to June 30, 2021	12/12/2025	Completed & Issued to Legislature

2.1.2 Compliance Audits

Overview of Compliance Audits

Compliance audits assess whether the provisions in applicable laws, rules, and regulations, along with various orders and instructions issued by the competent authority, are being followed. These audits are conducted in accordance with the requirements outlined in ISSAI 4000. The aim is to determine whether the MACs are in compliance with various regulatory instruments.

Year in Review

Throughout the reporting period, the Audit team embarked on a transformative journey, immersing itself in a series of robust training programs, both within the organization and from esteemed external sources. These meticulously crafted sessions, including insightful refresher courses centered on the compliance audit manual, were aimed at sharpening their skills and nurturing a profound comprehension of the intricate compliance audit processes. This commitment to continuous learning not only elevated their expertise but also reinforced their role as vigilant guardians of regulatory standards. Notable amongst the many audits performed was the Government of Liberia Domestic Debt Audit, which resulted in the disqualification of unsupported claims exceeding US$704 million, thereby safeguarding public resources and preventing potential fiscal exposure.

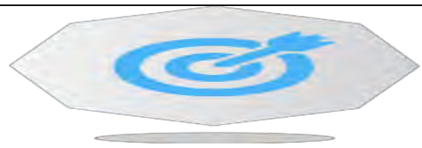
Compliance Audits Conducted in 2025

In 2025, the GAC completed eight (8) Compliance Audits, meticulously examining various operations and ensuring adherence to established standards. These audits unveiled a wealth of insights, with key highlights elegantly summarized in the table below, showcasing the dedication to maintaining excellence and accountability within the organization.

List of Completed Compliance Audit Reports (2025)

No.	Audited Entity	Audit Title/Focus	Audit Period	Date Report Issued	Status
1	Special Investigation of payment of Pension Arrears to the National Disarmament & Demobilization Commission (NDDC), the Armed Forces of Liberian Veterans - Ministry of Finance & Development Planning (MFDP)	AG's Report on the Compliance Audit of the Special Investigation of payment of Pension Arrears to the NDDC, the AFL Veterans - MFDP			Completed & Issued to Legislature
2	Government of Liberia (GoL) - Domestic Debt	AG's Report on the Compliance Audit of the Government of Liberia (GoL) - Domestic Debt	Requested Audit	10/16/2025	Completed & Issued to Legislature
3	Liberia Water and Sewer Corporation (LWSC)	AG's Report on the Compliance Audit of the Liberia Water and Sewer Corporation (LWSC)	July 1 - December 31, 2021 & January 1, 2022 - December 31, 2023	12/29/2025	Completed & Issued to Legislature
4	Liberia Revenue Authority (LRA) - MedTech Audit	AG's Report on the Compliance Audit of the Liberia Revenue Authority (LRA) - MedTech Audit	July 1, 2022 – October 31, 2024	04/21/2025	Completed & Issued to Legislature
5	Ministry of States - Supplementary Payroll Audit	AG's Report on the Compliance Audit of the Ministry of States - Supplementary Payroll Audit	31-May-24	04/21/2025	Completed & Issued to Legislature
6	National Port Authority (NPA) Payroll	AG's Report on the Compliance Audit of the National Port Authority (NPA) Payroll	January 1, 2022 – December 31, 2023	04/21/2025	Completed & Issued to Legislature
7	National Port Authority (NPA) -GTMS Audit	AG's Report on the Compliance Audit of the National Port Authority (NPA) -GTMS Audit	July 1, 2018, to October 31, 2024	04/21/2025	Completed & Issued to Legislature
8	Follow-up on Audit Recommendations - 2025	AG's Report on the Compliance Audit of the Follow-up on Audit Recommendations – 2025	AG Preference	12/25/2025	Completed & Issued to Legislature

2.1.3 Performance Audits



ECONOMY - The principle of *economy* means ensuring resources are procured at the lowest cost without compromising quality.	EFFICIENCY - The principle of *efficiency* means assessing whether resources are used productively with minimal waste.	EFFECTIVENESS - The principle of *effectiveness* means evaluating if goals and objectives are achieved as planned.

Overview of Performance Audits

Performance auditing is a key mandate of Supreme Audit Institutions (SAIs) and focuses on assessing whether government interventions, programs, institutions, and operations are implemented in accordance with the principles of economy, efficiency, and effectiveness.

In line with ISSAI 300 Performance Audit Principles, performance audits are conducted as independent, objective, and evidence-based examinations to determine whether public resources are managed optimally and whether intended results are being achieved. Beyond identifying weaknesses, performance audits provide constructive recommendations aimed at improving governance, accountability, service delivery, and value for money in the public sector.

Year in Review

During the reporting period, the General Auditing Commission's conducted four major performance audits covering critical governance and development areas. The four audits were: the impact of the freed education policy at public universities and community colleges in Liberia (2028-2023), the management of investigation and prosecution of corruption cases in Liberia (2028-2023), coordination efforts to curtail the use of illegal substances of action in Liberia (2022-2025), and the monitoring and evaluation of concession agreements in Liberia (2018-2023). All four audits resulted in six outstanding management letters each, which remain due for review, reflecting ongoing follow-up on key findings and recommendations.

2.1.4 Project Audits (Audit of External Donor-Funded Projects)

Overview of Project Audits

The General Auditing Commission (GAC) of Liberia conducts audits of externally donor-funded projects to assess the proper use, management, and accountability of development assistance resources. The audits examined compliance with donor agreements, national laws, and financial management standards. Key focus areas included procurement, practices, financial reporting, internal controls, and achievement of project objectives. These audits primarily concentrate on reviewing annual project financial statements and ensuring adherence to the terms and conditions outlined in grant and project agreements. The findings identified both good practices and control weaknesses that could affect efficiency and value for money. Based on the results, the GAC issued recommendations to strengthen transparency, accountability, and the effective utilization of donor funds.

Year in Review

Between March and June 2025, the General Auditing Commission performed audits on 38 projects funded by donors, alongside its regular auditing duties. These projects, which received financial support from international partners such as the World Bank, African Development Bank, and IFAD, were carried out across all fifteen counties of Liberia. They featured initiatives like LIFT, LSMFP, PFMRISP, HISWA, GREAT, MOGSW, and REALISE, which were managed by various governmental ministries and agencies, including Education, Health, Commerce, Agriculture, and others. Additionally, training sessions were conducted to provide auditors with the essential skills needed to carry out these audits effectively.

Project Audits Conducted in 2025

In 2025, the GAC conducted a comprehensive review of 38 project audits and successfully finalized 38 detailed audits of donor-funded projects across different entities. These audits not only examined the financial aspects but also evaluated the overall impact of the projects' goals. Below is the mapping of the completed audits.

List of Completed Project Audits (2025)

No.	Project Title/Name	Entity	Donor Source	Type of Audits	Audit Period	Status
1	Cote D'ivoire, Liberia, Sierra Leone, Guinea Interconnection Project (CLSG - RE)	Liberia Electricity Corporation (LEC)	AfDB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
2	Liberia Energy Efficiency and Access Project (LEEAP)	Liberia Electricity Corporation (LEC)	AfDB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
3	Regional Emergency Solar Power Intervention Project (RESPITE)	Liberia Electricity Corporation (LEC)	WB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
4	Liberia Electricity Sector Strengthening and Access Project (LESSAP)	Liberia Electricity Corporation (LEC)	WB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
5	Liberia Renewable Energy Access Project (LIRENAP)	Rural and Renewable Energy Agency (RREA)	WB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
6	Rural Energy	Rural and	AfDB	Financial	January 1,	Completed

No.	Project Title/Name	Entity	Donor Source	Type of Audits	Audit Period	Status
	Electrification in Liberia (REEL) Project	Renewable Energy Agency (RREA)		Statement Audit	2024 - December 31, 2024	& Issued to Legislature
7	Liberia Urban Water Supply Project (LUWSP)	Liberia Water and Sewer Corporation (LWSC)	WB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
8	Liberia Road Asset Management Project (LIBRAMP)	Ministry of Public Works (MPW)	WB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
9	South Eastern Corridor Road Asset Management Project (SECRAMP)	Ministry of Public Works (MPW)	WB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
10	Mano River Union Road Development & Transportation Facility Programmed (MRU/RDTFP Phase 1	Ministry of Public Works (MPW)	AfDB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
11	Mano River Union Road Development & Transportation Facility Programmed (MRU/RDTFP Phase II	Ministry of Public Works (MPW)	AfDB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
12	Mano River Union Road Development & Transportation Facility Programmed (MRU/RDTFP Phase III - Paving of Putuken to John Davis Town	Ministry of Public Works (MPW)	AfDB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
13	Fish Town to Harper Road Project (FTHRP) Phase I Extension: Paving of Kelipo to Putuken (11.5km)	Ministry of Public Works (MPW)	AfDB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
14	Liberia Urban Resilience Project (LURP/MIDT)	Ministry of Public Works (MPW)	WB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
15	Liberia COVID-19 Emergency Response Project	Ministry of Health (MOH)	WB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
16	Institutional	Ministry of Health	WB	Financial	January 1,	Completed

No.	Project Title/Name	Entity	Donor Source	Type of Audits	Audit Period	Status
	Foundations to Improve Services for Health Project (IFISH)	(MOH)		Statement Audit	2024 - December 31, 2024	& Issued to Legislature
17	Global Alliance for Vaccine Immunization (GAVI)	Ministry of Health (MOH)	WB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
18	Liberia Emergency Food Production Program (LEFPP) Project/Emergency Rice Production Offensive	Ministry of Agriculture (MOA)	AfDB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
19	Monitoring and Evaluation Result-Based Project (NPHIL)	National Public Health Institute of Liberia (NPHIL)	AfDB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
20	Tree Crop Extension Project (TCEP)	Ministry of Agriculture (MOA)	IFAD	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
21	Tree Crop Extension Project II (TCEP)	Ministry of Agriculture MOA)	IFAD	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
22	Building Climate Resilience Project (BCRP)	Ministry of Agriculture (MOA)	IFAD	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
23	Smallholder Agriculture Transformation and Agribusiness Revitalization Project (STAR-P)	Ministry of Agriculture (MOA)	IFAD/WB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
24	Rural Economic Transformer Project (RETRAP)	Ministry of Agriculture (MOA)	WB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
25	Small Holder Agriculture Development for Food and Nutrition (SADFONS)	Ministry of Agriculture (MOA)	AfDB	Compliance Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
26	Small Holder Agriculture Development for Food	Ministry of Agriculture (MOA)	AfDB	Financial Statement Audit	January 1, 2024 - December	Completed & Issued to Legislature

No.	Project Title/Name	Entity	Donor Source	Type of Audits	Audit Period	Status
	and Nutrition (SADFONS)				31, 2025	
27	Liberia Sustainable Management of Fishery Project (LSMFP)	National Fisheries and Aquaculture Authority (NaFAA)	WB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
28	Improving Results in Secondary Education (IRISE)	Ministry of Education (MOE)	WB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
29	Liberia Learning Foundation Project (LLFP)	Ministry of Education (MOE)	WB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
30	Special Agro-Industrial Processing Zone (SAPZ)	National Investment Commission (NIC)	AfDB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
31	Liberia Investment, Finance and Trade (LIFT) Project	Ministry of Commerce and Industry (MOCI)	WB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
32	Cheeseman Burg Landfill Urban Sanitation (CLUS) Project	Monrovia City Corporation (MCC)	WB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
33	Recovery of Economic Activities Liberia Informal Sector Employment (REALISE) Project	Ministry of Youth and Sports (MYS)	WB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
34	Liberia Women Empowerment Project (LWEP)	Ministry of Gender, Children and Social Protection (MGCSP)	WB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
35	Governance Reform and Accountability Transformation (GREAT) Project PPA	Ministry of Finance and Development Planning (MFDP)	WB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
36	Harmonizing and Improving Statistics in West Africa (HISWA)	Liberia Institute of Statistics and Geo-Information Service (LISGIS)	WB	Financial Statement Audit	January 1, 2024 - December 31, 2024	Completed & Issued to Legislature
37	Global Alliance for Vaccine Immunization	Ministry of Health (MOH)	GAVI	Financial Statement	January 1, 2024 -	Completed & Issued to

No.	Project Title/Name	Entity	Donor Source	Type of Audits	Audit Period	Status
	(GAVI) (MOH)			Audit	December 31, 2024	Legislature
38	World Bank Support to PFMU	Project Financial Management Unit (PFMU)	WB	Financial Statement Audit	January 1, 2021 - December 31, 2023	Completed & Issued to Legislature

2.1.5 Information Technology (IT) System Audits

Overview of IT System Audits

The purpose of IT system audits is to evaluate how well the IT resources support the organizational objectives and optimize the use of resources. IT system audits may include various aspects of IS/IT implementation, such as IT applications, IT operations, IT governance, ERP systems, IT security, business solution acquisition, system development, and business continuity. These aspects are related to the core functions of an entity that may involve financial audits, performance audits, and compliance audits that depend on the system functionality to execute their daily operations and business processes.

Year in Review

During the review period, the General Auditing Commission (GAC) conducted IT audits of key public sector institutions to assess the effectiveness, security, and reliability of their information systems. The IT audit of the Integrated Financial Management Information System (IFMIS) at the Ministry of Finance and Development Planning (MFDP) covered the period July 1, 2021 to December 31, 2024, with management letters under review. An IT audit of the National Social Security Corporation (NASSCORP) for the period January 1, 2022 to December 31, 2023, was completed with final report awaiting publication. Also, the IT audit of the Liberia Revenue Authority for the period January 1, 2022 to December 31, 2023, resulted in five reviewed management letters issued.

2.1.6 System Reviews

Overview of System Review

System Review is an assessment of the Financial Management and Accounting processes of the entity to determine whether the required systems and controls, including policies, procedures, and documentation, exist and provide recommendations for improvement (where applicable), thereby promoting prudent financial management systems at the entity.

Year in Review

The General Auditing Commission (GAC) initiated a system review of the House of Representatives to evaluate the adequacy, efficiency, and reliability of its institutional systems and processes. The review is currently ongoing, with work focused on assessing existing controls, operational procedures, and system effectiveness to support accountability and transparency. Upon completion, the review is expected to provide practical recommendations for strengthening governance and system performance.

2.1.7 Agreed-Upon Procedures

Overview of Agreed-upon Procedures

Agreed-Upon Procedures (AUP) engagements involve the performance of specific procedures agreed upon between the auditor and the engaging parties to address particular areas of concern. The auditor reports factual findings without providing an audit opinion or assurance. These procedures are commonly used to verify compliance, validate reported information, and assess adherence to agreed terms or standards. AUP engagements enhance transparency and accountability by providing stakeholders with clear, objective results based on predefined procedures.

Year in Review

The General Auditing Commission (GAC) conducted the 2024 Libera Extractive Industrial Transparency Initiative (LEITI) verification using Agreed-Upon Procedures to assess compliance with established transparency and reporting requirements. The engagement focused on validating disclosed information and adherence to applicable standards. At the end of the period under review, draft management letter was produced. The report, which recommendations will help in strengthening compliance, transparency, and accountability within the extractive sector is expected to be published in ensuring year.

2.1.8 Completed Audits by Category

Our completed audits are categorized as follows:

Category of Audits	Number of Audits Completed
Financial Audits	6
Compliance Audits	8
Project Audits	38
Total	52

2.2 Notable Audit Issues

- Financial Statement Audits (Significant Audit Concerns)

Financial Statement Audits identified significant concerns relating to weaknesses in internal controls, inaccuracies in financial reporting, and non-compliance with applicable accounting standards. These issues affected the reliability and completeness of financial statements and required corrective management actions.

- Compliance Audits (Significant Audit Concerns)

Compliance Audit revealed notable instances of non-adherence to laws, regulations, and established procedures, particularly in procurement, budget execution, and financial management. These concerns underscored gaps in enforcement and oversight within audited entities.

- Project Audits (Significant Audit Concerns)

Project Audits highlighted significant concerns related to poor project management, weak financial controls, and deviations from project agreements. The findings indicated risk to value for money, timely project delivery, and the achievement of intended project objectives.

2.3 General Findings

Our overall assessment revealed significant deficiencies in governance practices, human resources, and budgetary allocations. These shortcomings hinder the effective functioning of institutions and their ability to comply with financial and regulatory standards. Detailed audit reports outlining these findings are available on the GAC website. Below are the key general findings from the audits conducted in 2025:

Financial Statement Audits (Significant Audit Concerns):

- Inappropriate Financial Reporting Requirements for State-owned Enterprise
- Management did not maintain books of accounts and proper records such as cash book, detail ledgers and trial balance, which raises concerns about the completeness and accuracy of the financial statements
- Material variances observed between expenditure figures recorded in the IFMIS ledger and expenditure figures reported in the financial statements.
- Non-disclosure of Internally generated Revenue
- Lack of Segregation of Duties in Payroll Management
- Explanation of material variances between the Statement of Comparison of Budget and Actual Amounts were not cross-referenced and disclosed in the notes to the financial statements as required.
- Management's inability to provide sufficient and appropriate evidence of the retirement benefits including approved policy, qualification and experience of the actuary and evidence of the significant assumptions, calculation of retirement benefits and its annual calculation of the net interest, past and current service cost, and payments made
- Management did not remit Personal Income Tax for the fiscal period as required by Section 200 of the Revenue Code of Liberia 2000 and Amended and Restated in 2011
- Overdrawn cash balances (overdraft facilities) without evidence of approval from the Minister of Finance and the Debt Management Committee as required by Regulation M.3. of the PFM Regulations of 2009 as Amended and Restated (2019).
- Management did not provide evidence over the completeness, existence and valuation of receivables and payables

Compliance Audits (Significant Audit Concerns):

- Unapproved Financial Statements
- No Evidence of Liquidation Report for Payments made to Beneficiaries
- Double Salary/Emolument Payment Made to Staff
- Receipt of Double Emoluments for Statutory Board Member
- License Fee Discrepancies
- No Evidence of Contract Deliverables
- Unsigned Contracts
- Non-remittance of GoL Revenue
- Non-adherence to Transitory Account Deposit Requirements
- Non-compliance with Recruitment Procedures
- Lack of Bank Reconciliation
- Insufficient Public Debt Management Procedures

- Unsettled Salary Arrears
- Third-Party Payment made to Employee of the Entity
- Payments without Evidence of Contracts
- GOL Subsidies not recorded in the General Ledger
- Payment without Evidence of Adequate Supporting Documents
- Non-Disclosure of Provisions, Contingent Liabilities and Contingent Assets

Project Audits (Significant Audit Concerns):

- No Evidence of Periodic Activities and Performance Reports for Beneficiaries of Matching Grants
- Variances between the Interim Financial Reports and the Financial Statements
- Non-submission of Approved Quarterly PBF Financial Reports by Health Facilities
- Inadequate Disclosure of Cash Balances
- Variance between PBF Cash Book and PBF Bank Statements
- Transactions without Adequate Supporting Documents
- Lack of Effective Monitoring and Supervision
- Third-Party Payments made to Employee of the Entity
- Unauthorized Payment Voucher
- Irregularities Associated with Fixed Asset Management
- Delay in Project Implementation
- Trial Balance Irregularities
- Purchases made outside Approved Procurement Plan
- Lack of Work Completion Certificate
- Unauthorized Withdrawal of Project Fund
- Bank Transfers without Supporting Documentation
- Transaction per Bank Statements not Seen in the Drilldown Ledger
- Unexplained Bank Error on Reconciliation Statements
- Irregularities Associated with the Management of Project Assets
- Non-adherence to Contractual Terms
- Non-implementation of Project Deliverables
- Uncompleted Construction
- Non-Retirement of Domestic Travel
- No Monitoring and Evaluation Reports
- Spending above the Approved Annual Budget

2.4 Quality Assurance (Audit Quality Management System)

Overview of Quality Assurance (QA)

The Quality Assurance (QA) Unit was established to provide independent assurance to the Auditor General, ensuring the Quality Management Systems (QMS) and practices at the GAC. It aims to verify that reports issued are appropriate and align with established standards.

Aligned with ISSAI 140 (revised), the QA function ensures compliance with quality review policies, professional standards, and legal requirements. The unit conducts quality assurance reviews, identifies improvements for audit processes, and develops and monitors quality controls. Its role is crucial in ensuring that audits adhere to relevant standards and laws, thereby enhancing public financial management and positively impacting citizens' lives.

Key Highlights and Achievements

Throughout the reporting period, the QA Unit made remarkable strides in assessing completed audit engagements. By November 30, 2025, the Unit had meticulously reviewed an impressive total of forty-one (41) audit files, showcasing their unwavering dedication to upholding the highest standards of audit quality. This accomplishment not only highlights their thorough and efficient quality assurance processes but also reflects their steadfast commitment to excellence in the field.

Audit Files Reviewed

The audit files reviewed included a variety of government-funded and donor-funded initiatives, demonstrating comprehensive oversight across different audit areas. The breakdown is as follows:

- Nineteen (19) Government Audit Files
  These audits focused on public sector entities and programs funded by government resources, with emphasis on accountability, transparency, and proper use of public funds.
- Twenty-two (22) Donor Audit Files
  These audits covered donor-funded projects and programs, ensuring compliance with donor agreements, financial reporting requirements, and internationally accepted auditing standards.

The successful conclusion of these reviews marks a significant milestone in reinforcing the trust and confidence in our audit engagements, both those funded domestically and those supported by external sources. This achievement not only solidifies our commitment to transparency but also enhances the overall quality of our assurance processes.

Audit Review by Audit Stream

The audit files reviewed during the period were categorized into two major audit streams, reflecting the scope and diversity of audit work undertaken by the institution.

a) Financial Audits
   - Thirty-two (32) Financial audit Files were reviewed during the reporting period

   These reviews assessed whether:
   - Financial statements were prepared in accordance with applicable financial reporting frameworks,
   - Audit evidence obtained was sufficient and appropriate;
   - Audit opinions were properly supported by document findings; and
   - Audit conclusions were consistent with the audit work performed.

   The reviews also emphasized adherence to professional standards, including audit planning, risk assessment, internal control evaluation, and substantive testing.

b) Compliance Audits

- o Nine (9) Compliance Audit Files were reviewed.

These compliance audits focused on:

- o Adherence to laws, regulations, policies, and contractual agreements;
- o Alignment of audit objectives with compliance requirements;
- o Adequacy of audit procedures designed to detect non-compliance; and
- o Clear documentation and reporting of compliance findings.

These reviews contributed to improving the consistency and quality of compliance audit reporting across the institution.

Other Activities

In addition to audit file reviews, the QA Unit undertook other critical quality assurance and control activities aimed at strengthening institutional audit capacity and performance.

a. Participation in ICBF Scoring Evaluation

During the period under review, the QA Unit actively participated in the evaluation of the Institutional Capacity Building Framework (ICBF) scoring process, with particular emphasis on:

- o Audit Strategy
- o Audit Methodology

The Unit's involvement focused on:

- o Assessing the alignment of audit strategies with institutional mandates and risk-based approaches;
- o Evaluating the robustness and consistency of audit methodologies applied across audit engagements, and
- o Providing technical input to ensure that scoring accurately reflects audit quality, effectiveness, and compliance with best practices.

This participation reinforced the QA Unit's role in supporting continuous improvement and institutional capacity development.

2.5 **GAC's Audit Recommendations Follow**-Up

Overview of the Audit Recommendations Follow-Up

The Audit Recommendation Follow-Up Unit (ARFU) ensures that audited entities across Government effectively implement audit recommendations issued by the Auditor General. Its responsibility is derived from INTOSAI principles and standards, the GAC Act of 2014, and the GAC Strategic Plan, all of which promote accountability, corrective action, and reporting on the implementation results.

In line with Section 2.1.8 (f) of the GAC of 2014, the Auditor General establishes policies and procedures for following up on significant audit issues, including the scope, timing, and extent of follow-up to confirm that auditees adequately address reported weaknesses.

Within this framework, the Audit Follow-up Unit provides regular updates to the Auditor General on the status of implementation of audit recommendations by government entities. These updates support informed decision-making, audit prioritization, and risk mitigation. The Unit also supports audited entities through guidance and scheduled field visits to ensure timely, consistent, and effective implementation of audit recommendations.

Key Highlights and Achievements

Throughout the reporting period, the Audit Follow-up Unit diligently engaged in activities marking Phase Two of the national audit follow-up cycle, from August 1, 2024, to August 31, 2025. This phase included a series of thorough assessments and evaluations to ensure accountability and transparency in the audit process. In continuation with these efforts, the Unit began laying the groundwork for Phase Three, which is set to commence on November 1, 2025, and continue through October 31, 2026. This preparatory work was crucial, as it paved the way for an even more rigorous examination of findings and recommendations, ensuring that the cycle of improvement remains continuous and impactful.

Phase Two Coverage

Table 1: Summary of Audit Follow-up Coverage

Item	Value
Audited Entities (AE)	62
Audits (AUD)	210
Audit Reports (AREP)	327
Audit Findings (AF)	4,064
Audit Recommendations (AR)	7,169

Table 2: Audit Coverage by Audit Type

No	Audit Type	Entity	Audits	Audit Reports	Audit Findings	Audit Recommendations	Total Implementation	Implementation Rating
1	Financial (FSA)	31	41	109	1,133	1,840	848	46%
2	Compliance (CA)	22	28	73	730	1,512	454	30%
3	Performance (PERA)	4	6	6	165	98	40	40%
4	Project (PRA)	19	127	131	1,686	3,143	1,075	34%
5	IT/System (ITA)	1	1	1	87	78	0	0%
6	Special (SPA)	7	7	7	263	498	232	46%
	Totals	62	210	327	4,064	7,169	2,647	37%

5.2 Phase Three Outlook (November 2025 – October 2026)

Preparations for Phase Three began during the reporting period, marking a significant expansion of the national audit follow-up program. The upcoming phase will cover more than 97 audited entities, 375 audits, and 642 audit reports, reflecting a broader, more complex follow-up scope.

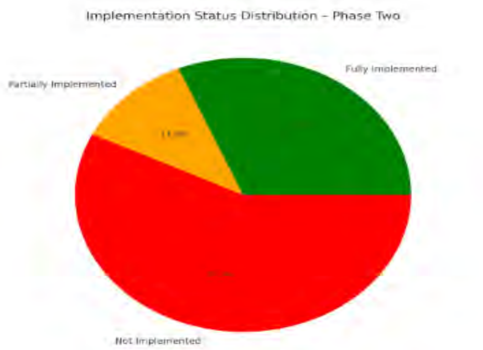
Key preparatory actions focused on strengthening readiness and data integrity, including updating Audit Recommendation Trackers (ARTs), developing Corrective Action Plans (CAAPs), formally communicating new recommendations to audited entities, and clearing and validating records within the Audit Recommendations Management (ARM) Database.

5.3 Phase Two Implementation Status – Summary

Table 3: Status of Implementation of Audit Recommendations

Implementation Status	Value	Percentage
Fully Implemented (FI)	2,238	31.2%
Partially Implemented (PI)	817	11.4%
Total Implemented (TI)	2,647	37%
Not Implemented/Management Responsibility (NI/MR)	4,099	57.2%
Not Implemented/Resource Constraint (NI/RC)	15	0.2%

Graph 1



Overall Implementation Results

The implementation of audit recommendations during Phase Two showed mixed results across ministries, agencies, commissions, state-owned enterprises, branches of government, the banking sector, tertiary institutions, and medical facilities.

As indicated in Table 3 above, the Phase Two implementation of audit recommendations outcomes revealed uneven performance across government sectors. Of 7,169 audit recommendations, 37% (2,647) were implemented, 31.2% (2,238) were fully implemented, 11.4% (817) were partially implemented, while 57.2% (4,099) remained unimplemented. A small fraction, 0.2% (15), was attributed to resource constraints.

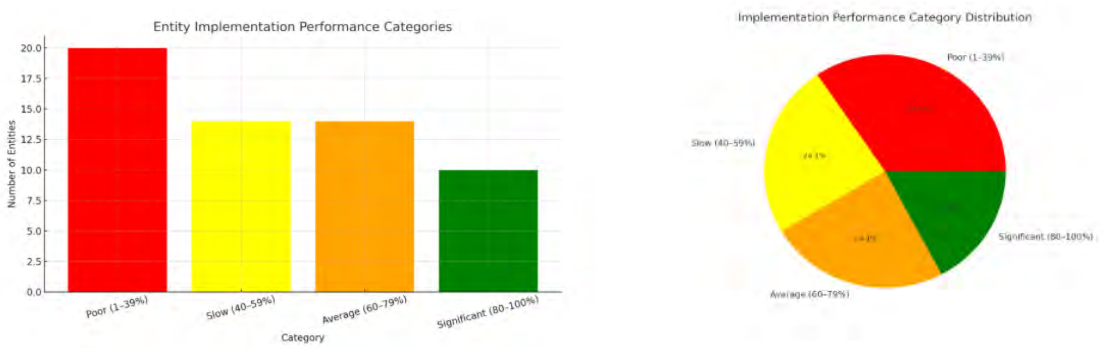
Four (4) audited entities submitted no evidence of implementation of audit recommendations: the National Port Authority (NPA), the Liberia Revenue Authority (LRA), the Ministry of Internal Affairs (MIA), and the Ministry of Post & Telecommunications (MOPT).

Audited Entities with Implementation (1%–93%)

Table 4: Implementation Category (1%-93%)

No	Implementation Category	Percent Range	Number of Entities	Audits	Audit Reports	Audit Findings	Audit Recommendations	Total Implementation	Implementation Rating
1	Poor Implementation (PI)	1–39%	20	119	155	2,202	3,829	763	20%
2	Slow Implementation (SLI)	40–59%	14	52	72	824	1,484	697	47%
3	Average Implementation (AI)	60–79%	14	22	54	535	852	578	68%
4	Significant Implementation (SI)	80–100%	10	12	30	372	730	609	83%
4	Total		58	205	311	3,933	6,895	2,647	

Graph 2



The graph above illustrates the distribution of audit recommendation implementation across five performance categories: significant, average, slow, poor, and no implementation. Ten (10) audited entities achieved significant implementation, recording an average compliance rate of 83%. Fourteen (14) entities demonstrated average implementation, with a combined average of 68%. Another fourteen (14) entities fell under slow implementation, achieving an average implementation rate of 47%, while twenty (20) entities recorded poor implementation, with an average of only 20%.

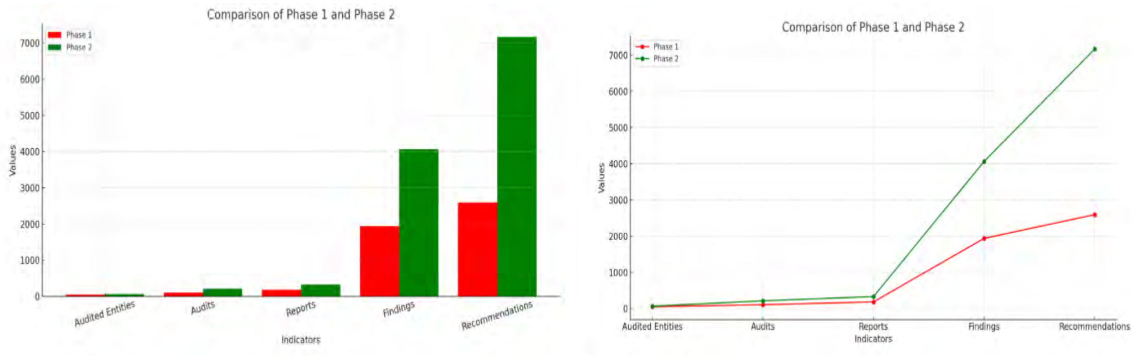
Overall, the charts indicate measurable progress in the implementation of audit recommendations. Nevertheless, the findings reveal that 59% of audited entities implemented fewer than half of their recommendations, reflecting inadequate compliance. While 17% of entities attained significant implementation and 24% reached average implementation, the results highlight the urgent need for stronger accountability mechanisms, focused capacity-building initiatives, and sustained senior management engagement to improve implementation performance across government.

Comparative Analysis – Phase One vs Phase Two

Table 5: Comparative Analysis – Phase One vs Phase Two

Indicator	Phase 1	Phase 2	Change
Audited Entities	48	62	+14
Audits	102	210	+108
Reports	181	327	+146
Findings	1,937	4,064	+2,127
Recommendations	2,593	7,169	+4,576

Graph 3



The quantitative comparison between Phase One and Phase Two reveals substantial growth in audit follow-up activities, outputs, and identified issues across the government audit landscape. Phase Two shows expansion in scope, with the number of audited entities increasing from 48 to 62. There were significant increases in the numbers of audits (102 to 210), audit reports (181 to 327), audit findings (1,937 to 4,064), and audit recommendations (2,593 to 7,169).

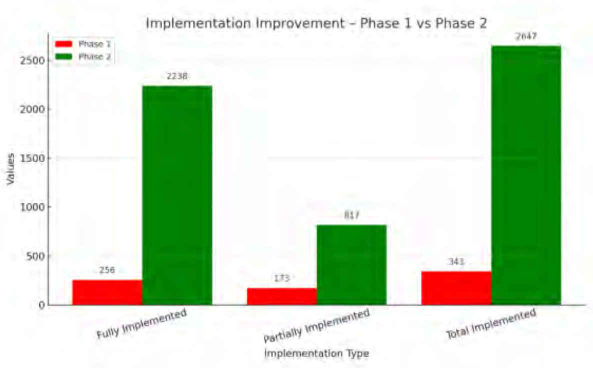
On the overall, the data shows that Phase 2 had expanded coverage, greater audit follow-up outputs, and more comprehensive identification of weaknesses, underscoring the increased scope and intensity of the national audit follow-up effort.

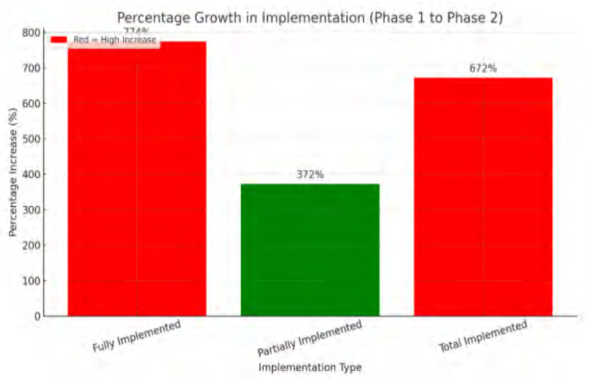
Implementation Improvement

Table 6: Implementation Improvement

Type	Phase 1	Phase 2	Change	% Increase
Fully Implemented (FI)	256	2,238	+1,982	+774%
Partially Implemented (PI)	173	817	+644	+372%
Total Implemented (TI)	343	2,647	+2.304	+672%

Graph 4





The graphs above illustrate the improvement in the implementation of audit recommendations from Phase 1 to Phase 2, both in absolute numbers and percentages growth. The first chart shows a dramatic rise across all categories, with fully implemented recommendations increasing from 256 to 2,238, partially implemented recommendations increasing from 173 to 817, and total implementation increasing from 343 to 2,647. This demonstrates a strong upward shift in management responsiveness, and implementation of audit recommendations through corrective actions. The percentages growth emphasizes the scale of improvement. Fully implemented recommendations grew by 774%, representing the highest rise and signaling a major breakthrough in the timely resolution of audit findings. Partially implemented recommendations increased by 372%, reflecting improved but still evolving institutional commitment. Overall implementation increased by 672%, indicating a substantial strengthening of accountability systems, monitoring efforts, and collaboration between the GAC and audited entities.

Taken together, these graphs confirm that Phase Two delivered far-reaching progress, with implementation performance greatly surpassing Phase One. The sustained upward trend highlights the effectiveness of enhanced follow-up mechanisms and the growing recognition of audit recommendations as essential tools for good governance.

5.4 Audit Follow-up Performance across Entities Types and Government Sectors

- Ministries and Branches of Government had the lowest implementation at 27%.
- SOEs and Bank had the highest implementation at 54%.
- Municipal Government Sector (MUNGOV) had the lowest implementation at 8%.
- Industry and Commerce Sector (INCOM) had the highest implementation at 57%.

5.5 Key Observations from Audit Follow-up Activities

- Four (4) audited entities did not comply with the audit follow-up process. MFDP. MOE. MIA. MOPT.
- Poor recordkeeping management.
- Twenty-one (21) audited entities did not submit evidence on the implementation of audit recommendations.

- Twenty (20) audited entities delayed the submission of evidence on the implementation of audit recommendations.
- Twenty-one (21) audited entities timely submitted evidence on the implementation of audit recommendations.
- Weak governance practice on oversight at audited entities.
- Lack of functional audit committees at audited entities.
- Ineffective internal audit on follow-up of implementation of audit recommendations.
- Most audited entities did not have functional websites.
- Personnel of most audited entities used personal emails for work.
- Several audited entities did not have strategic plans and annual operational plans.

5.6 Audit Follow-up Activities

- Acquaintance meetings held at 58 from 62 audited entities.
- Emails with trackers (ARTs) sent to 62 audited entities.
- Thirty-eight (38) audited entities completed and returned trackers (ARTs) with corrective actions on the implementation of audit recommendations. Twenty-four (24) audited entities did not return trackers (ARTs).
- Validated corrective actions of 43 from 62 audited entities.
- Performed monitoring visits at 38 from 62 audited entities.
- Attended fifteen (15) exit conferences at fourteen (14) audited entities.
- Attended PAC public hearings.

5.7 Audit Follow-up Documentation

- Updated audit follow-up working papers (SAFARs, ARTs, CAAPs, and ARIWPs).
- Expanded scanning of evidence on the implementation of audit recommendations. Maintained soft copies of evidence in files created for 62 audited entities.
- Updated the ARM database with quantitively data on the status & implementation of audit recommendations.

5.8 Other Activities

- Attended senior management meetings.
- Served on bid evaluation panels.
- Served as Secretary to the Audit Software Committee of the Commission.
- Selected a member of the bid evaluation panel for the selection of a qualified firm to automate the audit process of the Commission, including an automated follow-up module.

5.9 Audit Follow-up Engagements

- Held working session on audit follow-up practice with a team from the Sierra Leone Audit Service, headed by the Deputy Auditor General, April 14-17, 2025.
- The Head and Deputy of the Audit Follow-up Unit attended the INTOSAI Working Group on Follow-up Audit (WGFA) Inaugural Meeting in Penang, Malaysia, June 26-28, 2025.
- The Head and Deputy of the Audit Follow-up Unit provided inputs to the Concept Note sent by the Sierra Leone Audit Service on the establishment of its Audit Follow-up Process, November 25-28, 2025.

- The Head and Deputy of the Audit Follow-up Unit participated in the INTOSAI WGFA's webinar on sharing experiences and knowledge exchange on follow-up practices, November 27, 2025.
- Provided support to the Auditor General on stakeholders' engagements with audit follow-up.
- Engaged AFROSAI-E for technical knowledge-sharing.

Addition

Addition 1: Phase One vs. Phase Two Comparative Summary

This annex provides a consolidated view of results from Phase One (September 6, 2022 – March 29, 2024) and Phase Two (August 1, 2024 – August 31, 2025), highlighting national progress in implementing audit recommendations.

Table 7: Comparative Follow-up Results – Phase One vs Phase Two

Indicator	Phase One	Phase Two	Change
Audited Entities (AE)	48	62	+14
Audits (AUD)	102	210	+108
Audit Reports (AREP)	181	327	+146
Audit Findings (AF)	1,937	4,064	+2,127
Total Audit Recommendations (AR)	2,593	7,169	+4,576

Table 8: Comparative Implementation Results – Phase One vs Phase Two

Status Category	Phase One	Phase Two	Change	Percentage Change
Fully Implemented (FI)	256	2,238	+1,982	+774%
Partially Implemented (PI)	173	817	+644	+372%
Total Implemented (TI)	343	2,647	+2,304	+672%
Not Implemented/Management Responsibility (NI/MR)	2,164	4,099	+1,935	+89%
Not Implemented/Resource Constraint (NI/RC)	0	15	+15	+100%

Addition 2: Listing of 62 Audited Entities Covered in Phase Two

Phase Two of the national audit follow-up process (August 2024 – August 2025) covered sixty-two (62) audited entities that included ministries, agencies, commissions, state-owned enterprises, branches of government, bank, tertiary institutions, and medical facility. The table below provides the listing of audited entities and number of audit reports followed up on during phase two.

Table 9: Phase Two – Audited Entities and Audit Reports

No.	Audited Entity	Number of Reports
1	MOS	1
2	EPS	1
3	NASSCORP	1
4	CBL	1
5	MOJ	1

No.	Audited Entity	Number of Reports
6	JUDICIARY	1
7	LIBERIAN SENATE	1
8	NRF	2
9	MME	2
10	NLA	2
11	NOCAL	2
12	LRA	3
13	NPHIL	3
14	LAA	3
15	NIR	3
16	LIPO	3
17	NWASHC	3
18	JFKMC	3
19	CNDRA	3
20	EPA	3
21	PPCC	3
22	MCC	3
23	NPA	3
24	LEITI	4
25	LPRC	4
26	LTC	4
27	LBS	4
28	LACC	4
29	NIC	4
30	NHA	4
31	FIA	4
32	LTA	4
33	CDA	4
34	MOT	4
35	NBC	4
36	MICAT	4
37	INCHR	4
38	LRRRC	4
39	MGCSP	4
40	NDMA	4
41	FDA	4
42	LRC	4

No.	Audited Entity	Number of Reports
43	MIA	4
44	CSA	5
45	RREA	5
46	NTA	5
47	LIPA	5
48	LLA	5
49	MOPT	5
50	LiMA	6
51	LWSC	7
52	LOIC	7
53	NaFAA	7
54	MOE	8
55	MoCI	8
56	LISGIS	9
57	MYS	10
58	LEC	12
59	MPW	16
60	MFDP	20
61	MOA	27
62	MOH	29
	Total	327

Addition 3: Few Highlights/Pictorial Evidence of Audit Follow-Up Activities (2025)

The Audit Follow-Up Unit undertook multiple monitoring visits across ministries, agencies, commissions, and other government entities during the reporting period. These engagements allowed the GAC to verify corrective actions, discuss outstanding audit issues with management teams, and strengthen accountability mechanisms. The photos captured during these visits provide a visual representation of the Unit's field activities, collaboration efforts, and hands-on approach to supporting entities in implementing audit recommendations.

Displayed in this section are selected highlights that illustrate:

- Engagements with management teams on the status of the Audit Recommendations Tracker (ART).
- Review sessions focused on validating corrective actions.
- Follow-up discussions aimed at resolving long-standing audit findings.
- Stakeholder consultations and presentations at national and international levels
- Participation in the INTOSAI Working Group on Audit Follow-Up (WGAF), showcasing Liberia's active role in global audit improvement initiatives.

These pictorial highlights demonstrate the GAC's continued commitment to promoting transparency, strengthening internal control environments, and ensuring sustainable follow-through on audit recommendations across the public sector.

Overall Summary

In 2025, the Audit Follow-Up Unit (AFU) recorded exceptional progress, marked by strengthened national accountability systems, expanded audit follow-up coverage, and significantly improved implementation of audit recommendations. Compared to Phase One, national implementation increased by 672%, reflecting growing awareness, collaboration, and ownership among audited entities.

Despite these gains, sustaining and scaling this momentum will require timely policy reforms, automation of the follow-up process, and more robust enforcement mechanisms.

The AFU remains fully committed to supporting the Auditor General in advancing sound public financial management, reinforcing good governance, and improving service delivery for the people of Liberia.

GAC Delegation at INTOSAI Working Group on Audit Follow-Up (WGAF), Penang, Malaysia – June 26–29, 2025

Follow-Up Monitoring Visit Held at MPW on July 15, 2025

2.6 **Technical Support to the Legislature's Joint Public Account, Audit, and Expenditure** Committee (PAC).

As outlined in Part 4.2g of the GAC Act of 2014, the legislature, in fulfilling its oversight responsibilities, shall discuss and debate matters of public interest contained in the audit reports with the appropriate public officials in the presence of the Auditor General or/their representatives upon receipt of the audit reports.

The Auditor General submitted audit reports to the Joint Public Accounts, Expenditure, and Audit Committee (PAC) of the 55th National Legislature in Fiscal Year 2024 for public hearings. The General Auditing Commission provided technical support to the PAC during the public hearings, including a summary of key findings and clarity on matters of public interest highlighted in the audit reports.

3 PART 3: ADMINISTRATION ACTIVITIES

The office of the Auditor General relies on critical support services from the Department of Administration to fulfill its responsibilities. This department encompasses several units, including Human Resources (HR), Finance and Budget, Procurement, and Asset, Facility, and Fleet Management (AFFM). Additionally, it houses essential divisions such as Management Internal Controls (MIC), Information and Communication Technology (ICT), Communication and Public Relations, Facility Security, Project Office, Internal Audit, Legal Affairs, and Strategic and Operational Planning. Within these units, there are specialized sub-units including Protocol, Training, Stores, Resource Center, and Print and Publications.

3.1 Human Resources Management

The GAC considers its workforce to be its most valuable asset in fulfilling its mandate. Our goal is to develop a skilled and diverse workforce that reflects the communities we serve.

3.1.1 Human Resource

The HR Unit is responsible for overseeing staffing processes, maintaining personnel records and attendance, conducting performance evaluations, managing compensation and benefits, and coordinating training and development programs. Additionally, the unit fosters positive employee relations and ensures compliance with safety and health protocols.

This unit manages all aspects of HR operations, including policy implementation, training initiatives, workforce development, and the administration of the Resource Center (Library).

Human Resource Activities

The Human Resource Unit plays a crucial role in the organization's overall success by managing its most valuable asset: its people. This report outlines the GAC HR Unit's activities, initiatives, and performance over the year 2025, highlighting how these efforts align with the organization's strategic goals.

During the reporting period, the HR unit undertook these vital activities, including staffing, recruitment, employee relations, staff welfare, training and development, compliance with labor laws, compensation and benefits, and fostering a positive workplace culture. This report aims to provide stakeholders with understandings into the unit's contributions to the organization and its plans for the future.

Overview of the Workforce

By the end of the reporting period, the Commission maintained a total workforce of 310 staff members. This workforce is distributed across two core functional departments: Audit Services and Administration, and further disaggregated by gender to reflect staffing composition and inclusiveness.

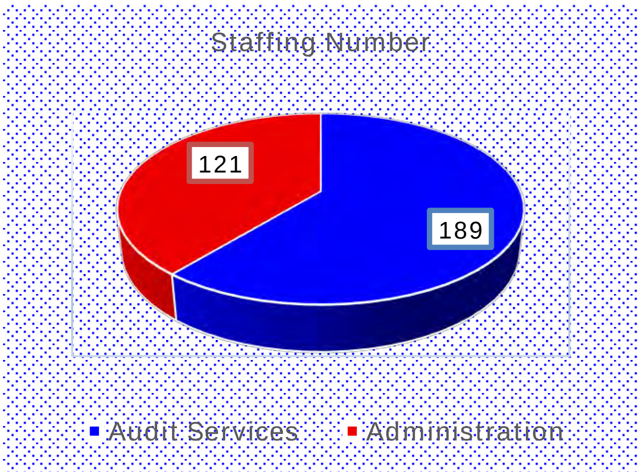
The workforce profile demonstrates the operational focus of the Commission, with a strong concentration of staff in audit-related functions, supported by administrative services.

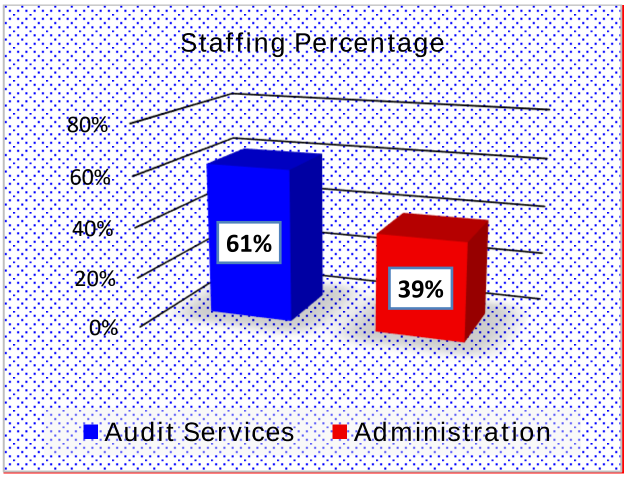
Workforce Breakdown by Department

The Audit Services Department represents the largest segment of the Commission's workforce totally 189, with 128 males and 61 females. This department accounts for 61% of the total workforce (189 out of 310), underscoring the Commission's mandate-driven emphasis on audit and assurance functions. The significant staffing level reflects the labor-intensive nature of audit operations, including financial audits, compliance audits, performance audits, and special investigations.

The Administration Department provides institutional support services, including human resources, finance, procurement, ICT, etc., with a staff level of 121, with 101 males and 20 females. This department makes up 39% of the total workforce (121 out of 310). While essential to the effective functioning of the Commission, its staffing level is naturally smaller than that of audit services due to its support-oriented role.

Staffing by Department

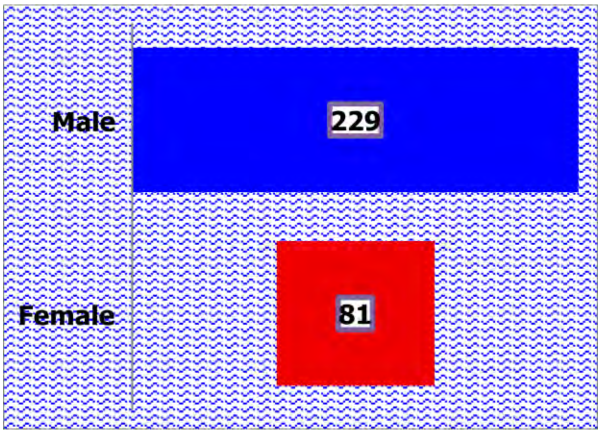


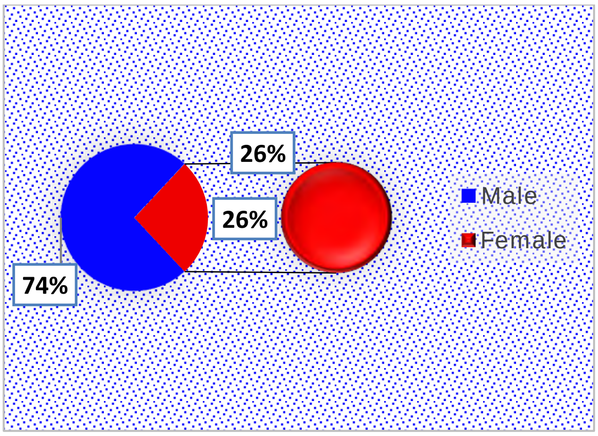


Workforce Distribution by Gender

Across all departments, the gender composition of the Commission's workforce shows 229, representing 74% of male staff, and while female staff are 81, representing 26% of female staff. This indicates that nearly three-quarters of the workforce is male, while just over one-quarter are female. Although female participation is evident across departments, the data highlights a clear opportunity for strengthening gender balance and inclusion. Efforts are ongoing to address the gender disparity within our organization.

Staffing by Gender

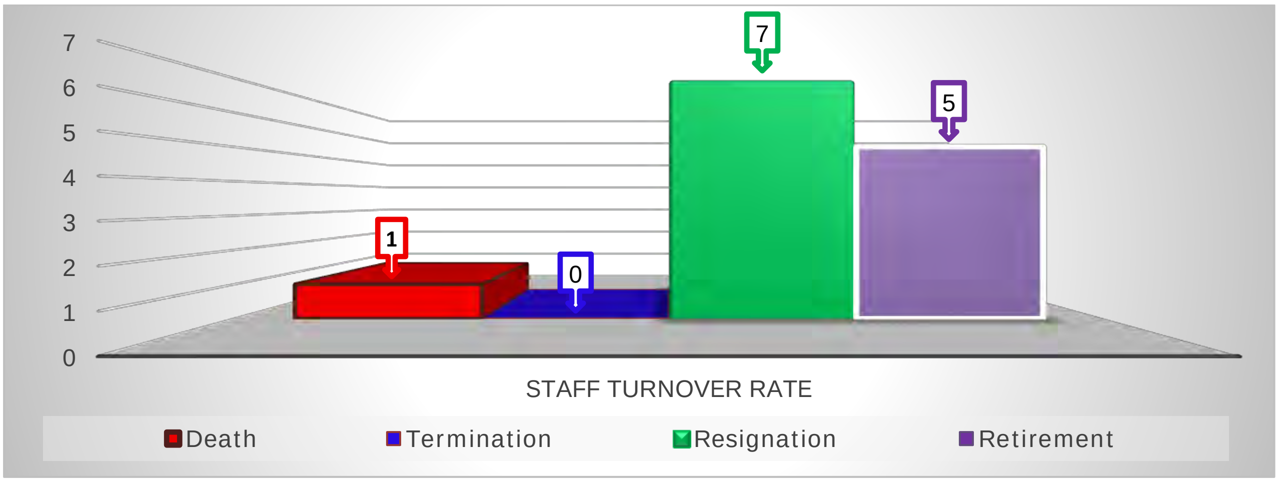




Staff Turnover

Currently, our staff turnover consists of 13 individuals, which represents approximately 4.9% of our total workforce. Of these 13, none were terminated; 7 resigned, 5 retired, and sadly, 1 passed away. During the reporting year, a total of 13 colleagues left our organization. Below is a breakdown of these departures:

Details of Staff Turnover



Recruitment

During the reporting year, a total of nine employees were recruited. Five of these new hires were placed in the Audit Services Department, while the remaining four were assigned to the Administration Department.

Audit Service	Administration	TOTAL
5	4	9

Policy Update

The Commission has enhanced its employees' policies and procedures manual, placing particular focus on key areas such as dress code, guidelines surrounding marriage and family relationships, as well as regulations for study leave. These updates aim to provide clearer expectations and foster a positive work environment.

Performance Management Update

The performance management process stands as a pivotal cornerstone for fostering employee growth, providing constructive feedback, and propelling organizational development. Throughout the reporting period, we observed a modest uptick in the rates of submissions during both the mid-year and annual performance reviews, yet this increase falls short of our aspirations. Clearly, there is a pressing need for more focused engagement and participation in the submission process to fully harness the potential for growth and improvement.

Staff Wellbeing and Welfare Update

This year, the organization implemented medical and life insurance for employees and their eligible dependents. Sick employees were promptly visited, and management made a concerted effort to connect with the families of colleagues who passed away, ensuring that terminal benefits were paid to the families of fallen colleagues.

The Annual Staff Retreat was held on a larger scale with more diverse activities. During the retreat, we presented awards for Auditor of the Year, Most Punctual, Best Dressed, Administrative Officer, and Manager of the Year, recognizing outstanding employees. Additionally, a Christmas bonus was distributed as part of AG's effort to bring joy to our staff.

Throughout the year, a total of 309 employees registered for life and medical insurance, and 98% of medical refund requests were honored. Employees who incurred medical expenses out of pocket received refunds upon request. During the period under review, we sadly lost one staff member, Andrew Roberts and on the other hand, supported two employees who faced serious medical conditions.

During the period, our organization promoted 50 dedicated team of staff members in different roles, 41 skilled professionals in audit services, and 9 efficient individuals managing various administrative tasks. Furthermore, 19 team members were recognized for their hard work with well-deserved salary increments, including 6 exceptional auditors from the audit services department and 13 committed administrative staff who played vital roles in keeping operations running smoothly.

3.1.2 Training and Manpower Development

In any organization, training serves as a vital lifeline for equipping employees with the necessary skills and knowledge to excel in their roles. The General Auditing Commission (GAC) has steadfastly dedicated itself to this mission, continuously investing its limited resources into the professional development of its staff. Throughout the review period, the HR and Training unit has adeptly orchestrated a variety of training programs that have significantly bolstered the capabilities of its employees.

During the period under review, the Commission proudly conducted a robust slate of twelve (12) internal training sessions alongside thirty-eight (38) external trainings and engagements. Additionally, several staff members were enrolled in distinguished programs such as the Professional Education for SAI Auditors (PESA) and the African Professionalization Initiative (API). A noteworthy achievement during this period was the successful completion of fifty-five (55) courses by fourteen dedicated employees, who not only passed the rigorous API exit exams but also earned the prestigious designation of Professional Public Sector Accountants (PPSA). Their remarkable accomplishments were celebrated in a special recognition ceremony during the bi-annual staff gathering, graced by the presence of the Auditor General.

Moreover, one exceptional member of our team was awarded a scholarship and granted study leave to pursue a master's degree at the esteemed Nanjing Audit University in China. We are thrilled to report their triumphant return, now holding a Master's degree in Auditing, further enhancing our commission's wealth of knowledge and expertise. This period of training and development exemplifies our commitment to nurturing talent and fostering excellence within the organization.

INTERNAL TRAINING (2025)

No	Description	Objective	Date of Training	Venue	No of Participants
1	Budget Execution Workshop for all spending Entities	To provide a platform for policymakers and technical staff within spending entities to deepen their knowledge of public financial management, specifically the budgetary landscape with a focus on the execution of budget preparation.	January 9-10, 2025	Ministerial Complex	1
2	FAM & CAMCOTABD Refresher Workshop	The objective of the COTABD (control of transaction, Account balances, and disclosures) in financial auditing is to evaluate the design of controls and determine whether they have been implemented. This includes understanding how information related to significant COTABD flows through the information system (IS) and assessing the risk of material misstatements in financial reporting.	January 27-February 7, 2025	GAC's Conference Room	150
3	Security Advance Training in Radio Communication that Management bought	To Equip employees to Learn how to communicate with the hand radio, and to foster a culture where everyone feels responsible for safety.	May 21-23, 2025	GAC's Conference Room	17
4	One Day Security Retractable Baton Usage Training	To Equip employees to be the first line of self-defense, in the case of attack.	August 23, 2025	GAC's Conference Room	17

No	Description	Objective	Date of Training	Venue	No of Participants
5	7-week E-GP System Users Training	Equip all Procurement practitioners with the technical knowledge.	Oct 7 to November 19, 2025.	PPCC Office	4
6	ICT Training	To help ICT staff with System setup, configuration, and security controls	October 14-15, 2025	GAC's Conference Room	8
7	E-Government 7-week Procurement heads and IT heads Training	To ensure that all Procurement practitioners equip themselves with the technical knowledge and practical skills required for the effective use of the e-GP system in line with the Government of Liberia procurement modernization agenda.	October 7, 2025 to November 19, 2025	PPCC Head Office, Executive Mansion grounds, Monrovia.	5
8	INTERSECTORAL Coordination Training	To strengthen collaboration among government entities	September 30-October 1,2025	Kakata, Margibi County	2
9	Performance Audit refresher Training Course for SAI Liberia	To help remind staff members of Performance Auditors on Standards of Auditing, Working with the Three Es.	Oct. 13-17, 2025	GAC's Conference Room	16
10	ICT Training	To help ICT staff with System setup, configuration, and security controls	October 14-15, 2025	GAC's Conference Room	8
11	GAC, LACC and World Bank on Great Project Training	To empower government leaders to develop skills and tools to drive real world impact on challenges and delivering results.	Oct 14, 2025	GAC's Conference Room	11
12	GOL Chart Account Validation Workshop	To ensure that the project meets the needs and expectations of the stakeholders, and understand alignment, clarity provided, commitment of the stakeholders' concepts analyst.	December 3-5, 2025	Kakata, Margibi County	2

EXTERNAL TRAINING (2025)

No	Description	Objective	Date of Training	Venue	No of Participants
1	A -SEAT Administrator & project Management w/shop	To familiarize participants with the latest A-SEAT system updates and functionalities.	February 3-7, 2025	Pretoria, South Africa	1
2	SNAO Performance Auditing Training	To enhance auditors' knowledge on how to diagnose, assess on quantitative analysis in audit work so as to assign overall risk to the audit engagement, gain audit evidence, and ensure auditor's understanding.	February 24-March 4, 2025	GAC's 2nd Floor Conference Room	11
3	International Auditor Fellowship Program	Participated in the US Government Accountability Office (GAO) International Auditor Fellowship program.	April 2-July 2, 2025	USA	1
4	Knowledge Sharing and Team Training	Shared knowledge with the Audit Team from Sierra Leone on the technical know-how and rigorous Follow-Ups processes or work at the GAC	April 14-16, 2025	GAC's Conf. Room	2
5	SNAO Audit Coaching Training	Provided Technical and practical support to Project audit Teams regarding working papers.	April 24-28, 2025	GAC Conf. Room	15
6	Workshop on extractive industries	Attended training for the INTOSAI working group on Audit of Extractive industries	May 5-9, 2025	Kampala, Uganda	2
7	SAIs & ACA seminar	Attended the Supreme Audit Institutions and Anti-corruption seminar	May 6-8, 2025	Durban, South Africa	2
8	WAIFEM Project Management course in the Result-based monitoring & Evaluation framework	To enhance project management skills with an emphasis in Result Management Approach	June 16-20, 2025	Sierra Leone, Freetown	1
9	IFMIS Supervision and Review Workshop	Participated in the integrated financial management system (IFMIS)	June 23,27, 2025	KAGALI Convention Centre	1

No	Description	Objective	Date of Training	Venue	No of Participants
		supervision and Review w/shop			
10	WAIFEM Course on enhancing public sector financial management & effective implementation	Attended w/shop on enhancing Public Sector Financial management and effective implementation of IPSAS 43, 45, and 46 base IFRS 46.	June 16-20, 2025	Lagos, Nigeria	1
11	W/shop on AFDB Group spotlight on public Debt management	Attended W/shop on AFDB Group spotlight on public Debt Management in transition states	June 30-July 4, 2025	Accra, Ghana	1
12	AFROSAI-E Global Fund W/shop	Attended the AFROSAI-E Regional w/shop on Global Fund/GAVI initiatives and programs	August 17, 23, 2023	Addis Ababa, Ethiopia	3
13	AFROSAI-E Information systems in Financial Audits	Attended the AFROSAI-E assessing Information systems in Financial Audits w/shop	Aug. 25 to 29, 2025	Das Es Salaam	2
14	SAI Digitalization planning w/shop	Attended the AFROSAI-E digitalization planning w/shop	September 22-26, 2025	Pretoria, South Africa	2
15	AFROSAI-E A-SEAT W/shop	Attended the AFROSAI-E A-SEAT Administrator Training workshop	September 28-Oct. 5, 2025	Pretoria, South Africa	1
16	INTERSECTORAL Coordination Training	To strengthen collaboration and alignment of operational processes across government	September 30-October 1,2025	Kakata, Margibi County	2
17	AFROSAI-E Technical conference	Attended the AFROSAI-E technical Conference	October 7-9, 2025	Pretoria, south Africa	2
18	AFROSAI-E Women Leadership Workshop	Attended the Edition of the Exchange program- women in Leadership	Oct. 13-17, 2025	Pretoria, South Africa	1
19	AFROSAI-E Digitalization Project Training	To enhance media engagements and reporting to understand the SAI's mandate and audits.	Nov 17-20, 2025	GAC's Conference Rm	58
20	SNAO Performance Audit Training	To enhance the skills of Performance Auditors in assessing value for money and improving program performance,	November 21, 2025	GAC's 3rd Floor Conference Rm	10

No	Description	Objective	Date of Training	Venue	No of Participants
21	SNAO-HR Terms of Reference for HR Leadership Activity	To strengthen the HR Unit to align its activities with the GAC's strategic objectives.	November 24, 2025	GAC's 2nd floor Conference Room	12
22	Local Government Audit Considerations Training	To equip SAI Service delivery issues, infrastructure assets and financial sustainability with technical guidelines in the Audit of Local Government	November 24-28, 2025	Visual, Liberia, Pretorial, South Africa	2
23	Strategic Executive Support and AI-Driven productivity for Secretaries, Ext, Assistants and Personnel Assistants	Attended the Strategic Executive support and AI Driven productivity w/shop to enhance skills of Secretaries and, personnel assistants	November 24-28, 2025	Abuja, Nigeria	2
24	SNAO Performance Working group	Enhance the skills of GAC's Performance Auditor and ensure to define strong outcomes of all training programs of 2025.	November 26-28, 2025	Cape Hotel, Monrovia, Liberia	10
25	SNAO Regularity Audit Training	To enhance their skills in accordance with the structure of the findings and how it links with the audit objectives	November 27-December 1, 2025	GAC's Conference	25
26	AFROSAI-E A-SEAT W/shop	Attend the AFROSAI-E A-SEAT Training workshop	September 15-19, 2025	Freetown, Sierra Leone	1
27	Audit of Digital Public Infrastructure w/shop	Attended the 166th International Training program on Audit of Digital Public Infrastructures	Nov. 10-29, 2025	Delhi, India	1
28	Hands-on Training in Blue Economy	Attended hands on Training on the blue economy: Tools and Techniques in fishery	August 4-8, 2025	Bali, Indonesia	2
29	Hands-on Audit Training on cross-cutting issues and food security	Attended hands on Training in Cross-Cutting Issues and food security	August 10-14, 2025	Bali, Indonesia	2
30	Regional meeting	Attended the 2nd LEG SAI AFROSAI-E & INTOSAI Development initiative (IDI)	Dec 2-4, 2025	Pretoria, South Africa	1
31.	External Engagement	Participated in the meeting of the Global Project on SAI	January 27-29, 202 2025	Paris, France	2

No	Description	Objective	Date of Training	Venue	No of Participants
		Independence, organized by the OECD and the IDI			
32	External Engagement	Attended the 5th General Meeting and Conference of AFROPAC	March 17-21st, 2025	Kampala, Uganda	2
33.	External Engagement	Attended the 3rd General Meeting of the ECOWAS Supreme Audit Institutions (ECOSAI)	October 7-11 2025	Accra, Ghana	4
34.	External Engagement	Attended the 21st AFROSAI-E Governing Board Meeting and 2025 Strategic Review	May 19-23, 2025	Savoy, Seychelles Resort	4
35.	External Engagement	Attended the Deloitte Financial Crime Symposium on the theme: Uniting forces against Fraud: Data sharing and collaborative Regulatory Oversight for a more secure ecosystem	November 15-18, 2025	Lagos, Nigeria	3
36	External Engagement	Attended the 25th International Congress of Supreme Audit Institutions-(XXVINCOSAI)	October 27-31, 2025	Sharm El Sheikh, Arab Republic of Egypt	4
37	External Engagement	Attended a series of engagements with Deloitte Ghana and KPMG Ghana in relation to MFDP-CBL -LRA Reconciliation Audit documentation and automation project, as well as the GAC Strategic plan	April 9-11, 2025	Accra, Ghana	2
38	External Engagement	Attended the 62nd session/ Meeting of the African Organization of Supreme Audit Institutions	July 7-11, 2025	Rabat, Morocco	2

SUMMARY OF TRAINING ACTIVITIES (2025)

Internal Trainings	No. of Internal Training Participants	External Trainings	No. of External Training Participants	Virtual Training	No. of Virtual Training Participants	Total Training Programs	Total Training Participants
12	241	38	200	0	0	50	441

PROFESSIONAL DEVELOPMENT PROGRAM (2025)

Type of Professional Development Program	Number of Participants	Status
ACCA	3	Ongoing
PESA-P	19	Ongoing
API	30	Ongoing

3.1.3 Capacity Building Activities for 2025

GAC Capacity-Building Initiatives

The General Auditing Commission (GAC) organized a training session designed to enhance the skills, knowledge, and competencies of its employees. This initiative aimed to equip staff with the necessary tools and expertise to perform their duties more effectively, thereby enhancing overall organizational performance and ensuring the delivery of high-quality audits.

1. Auditor General Commends Internal Audit (IA) and Management Internal Control (MIC): The Auditor General, P. Garswa Jackson, Sr has lauded the heads of both Internal Audit (IA) and Management Internal Control (MIC) for conducting a collaborative knowledge sharing workshop aimed at coordinating their respective workplans for the good of the General Auditing Commission to ensure Administrative Operational Efficiency.

The AG, who described the initiative as 'an innovation of the minds', said it will provide a clearer framework for strengthening the foundation of the GAC's internal controls, highlighting its importance in minimizing risk to an acceptable level within the entity. The workshop also sought to understand audit working papers and documentation from an internal control perspective. The heads of these units, Benedict McCarthy and Ayouba Kromah, both presented papers at the workshop.

2. Fourteen GAC Auditors Graduate from API: Fourteen (14) Auditors of the General Auditing Commission, among thirty (30) other Public Sector Accountants, graduated from the premiere African Professionalization Initiative (API) program after completing its Exit Assessment Exam.

The ceremony, held in collaboration with the Liberia Certified Public Accountants (LICPA), certificated the Public Sector Accountants at its inaugural graduation in the history of API. The Initiative was established to enhance accounting and auditing service delivery by strengthening the capacity and knowledge base of professionals in the public sector of Africa, with a key focus on improving accountability, transparency, good governance and the efficient use of public funds.

The graduates, during the training, completed Fifty-Five (55) different module examinations and were subsequently admitted into the Liberia Institute of Certified Public Accountants as Associate members. Speaking during the graduation program, Liberia's Auditor General, P. Garswa Jackson, Sr., one of the brains behind the emergence of the African Professionalization Initiative (API) in Liberia, lauded the graduates for the milestone achievements and encourage them to make the impact and become the ambassador of change.

The following GAC employees received certificates in Professional Public Sector Accounting: Ayouba Kromah, Cornelius Waymah, Craig Henries, Dosii Torto, Jr., Francis Wallace, Jibah Sesay, Samuel S. Stevens, Samuelina Bewetee, Lawrence Nenmah, Danielle Berrian, Francis Sayee, Benedict Terquah and Wuyatta A. S. Guzeh. Employee Benedict Terquah of the Performance Audit Unit was recognized among four other graduates as best performing candidates with high score.


Left: AG Jackson speaks at the PESA Graduation/ Right: AG shakes hands with the Speaker at the PESA Graduation

3. Security Unit Conducted Refresher Training: The GAC security unit kicked off a comprehensive three-day Security Refresher training program designed to strengthen safety protocols and improve operational readiness across the Commission. This initiative focused on updating team members on the latest security measures, fostering a deeper understanding of emergency procedures, and reinforcing best practices to enhance overall safety in the workplace. Through interactive sessions and practical exercises, the training equips participants with the skills and knowledge necessary to respond effectively to various security challenges.

International Capacity Building Support

Assistance provided to strengthen the skills, resources, and competencies of the GAC to enhance staff ability to perform and sustain their activities effectively.

1. DAG Dole Begins US GAO Fellowship: The Deputy Auditor General for State Owned Enterprises and Special Audits, G Cecil Dole, departed for the United States on a three-month capacity-building secondment at the US Government Accountability Office (US GAO), as part of Liberia GAC's five-year Memorandum of Understanding with the US GAO.

   Mr. Dole participated in the highly prestigious International Auditor Fellowship Program of the US GAO, a program renowned for mentoring some of the very best public sector auditors globally.

2. Human Resource Staff: In line with the Memoranda of Understanding established between the General Auditing Commission (GAC) and the Swedish National Audit Office (SNAO), a comprehensive workshop was organized specifically for Human Resource personnel. This initiative served as a vital starting point in enhancing the professional capabilities of administrative staff, focusing on capacity building and skill development to improve overall operational effectiveness.

The SNAO trainers conducted a workshop with the HR staff.

3.2 Procurement and Assets, Fleets & Facilities Management

The procurement and asset management activities involve the efficient and effective acquisition of goods and services, as well as the management of the GAC's assets throughout their lifecycle. This ensures that resources are utilized optimally and that assets are maintained properly from acquisition to disposal.

3.2.1 Procurement Unit

Overview of Procurement Operations

In accordance with Part III, Sub-Part 2, Section 29 of the Public Procurement and Concessions Act (PPCA) of 2005, every government entity is required to establish a dedicated Procurement Unit within its organization. The General Auditing Commission (GAC) upholds this mandate by maintaining a structured procurement unit that ensures compliance with Liberia's public procurement laws. Committed to promoting governance and accountability within its internal operations, the GAC's procurement unit plays a vital role in resource management. It prepares and implements a procurement plan, utilizes available funding for several procurements, reporting on procurement activities consistent with the PPCA, etc. to support the Commission's efficiency and effectiveness.

Key Highlights & Achievements

This report summarizes all procurement activities carried out during the period, covering the acquisition of goods, works, non-consultancy, and consultancy services. It addresses the full procurement cycle, including planning, sourcing, contract administration, inspection, and reporting. Major expenditures were reviewed against approved plans to assess implementation progress, while supplier performance was also evaluated.

Procurement Planning

In accordance with section 40 of the Public Procurement and Concession (PPC) Act, the GAC prepared a draft procurement plan derived from its proposed annual budget submitted to the Legislature. The plan captured all required goods, works, and services necessary for effective operations. Following review and approval by the GAC Procurement Committee, the plan was submitted to the Public Procurement and Concession Commission (PPCC) for regulatory approval prior to implementation.

The final approved procurement plan for FY2025 totaled US$2,026,665.00, covering goods, works, non-consultancy, and consultancy services. For effective management and compliance, the plan was structured into three procurement categories: Non-SBA, SBA, and Consultancy.

Major Procurement Activities

During the reporting period, the procurement Unit successfully facilitated the acquisition of key inputs, including transport equipment, renovation works, healthcare services, operational fuel, and foreign travel services, all of which supported the Commission's operational needs.

Supplier Performance

The Procurement Unit engaged thirty-eight (38) suppliers, contractors, and service providers during the period. Of these, twenty-one (21) operated under standing contracts, while others were engaged through competitive selection procedures. Overall, supplier performance was satisfactory, with most goods delivered and services rendered in line with contractual requirements. Contractors executed works, including exterior painting, balcony roofing, and conference room renovation to the Commission's satisfaction.

Quality assurance controls were effectively enforced, as all goods that failed to meet required specifications were returned for replacement, and no substandard goods, services, or works were accepted. On average, supplier and contractor performance was assessed as good. However, challenges were noted with the cartridge supply contract, where repeated quality issues required frequent returns, indicating an area requiring corrective action.

3.2.2 Assets, Fleets, & Facilities Management Unit

Overview of the Assets, Fleets, and Facilities Management Operations

The Assets, Fleet, and Facilities Management of the General Auditing Commission (GAC) is responsible for overseeing and coordinating transport-related activities, managing Commission assets, and maintaining facilities and equipment to support effective audit service delivery. The Unit manages vehicles used for the movement of goods and services, maintains Commission properties, and ensures the upkeep of generators and other handling equipment. Through effective asset, fleet, and facilities management, the Unit enhances operational efficiency, ensures compliance with safety and regulatory standards, optimizes costs, and provides continuous logistical and infrastructural support to the core functions of the GAC.

Key Highlights & Achievements

In 2025, the Assets, Fleets, and Facilities Management (AFFM) Unit recorded notable improvements that reflect a strong commitment to efficiency, safety, and sustainability. Key achievements included the successful installation of GPS-based asset tracking systems across the vehicle fleet, significantly improving real-time visibility and inventory accuracy. Through proactive lifecycle and predictive maintenance approaches, maintenance costs were reduced by 10%, while optimized route planning and driver monitoring led to a 15% reduction in fuel consumption. Additionally, major facility upgrades were completed, with enhanced fire safety measures implemented to improve workplace safety.

During the year, AFFM activities focused on maximizing asset utilization, strengthening fleet reliability, and maintaining facilities that support the Commission's operational and strategic objectives. Fleet management efforts contributed to minimizing accidents, restoring all GAC vehicles to operational status, coordinating transportation for over 30 outstations field verifications across the 15 counties, and ensuring the coding and registration of newly procured vehicles.

On the facilities side, the Unit procured essential office furniture, completed renovations of the Office of the Auditor General (OAG) and the AG's porch, conducted comprehensive building fumigation, and strengthening fire safety through refilling extinguishers and installing fire alarms on all floors.

Despite operating within a aging infrastructure and limited resources, the Facilities team introduced efficiency driven processes, including standardized inspection guidelines for janitorial staff to improve accountability and cleanliness. Overall, existing controls over vehicle use and defect management were found to be effective; however, the review also identified opportunities to further enhance fleet management practices, with potential benefits in cost savings, staff safety, and reduced operational risks for the GAC.

3.3 IT Infrastructure and Assets

The GAC relies heavily on its IT infrastructure and assets to drive its operations. Information and Communication Technology (ICT) stands as a crucial modern tool for enhancing institutional capacities, and the Commission is no exception. Thus, ICT infrastructure and assets encompass the foundational elements and resources facilitating information technology operations within the GAC, utilizing various IT infrastructure and assets.

3.3.1 Information Communication Technology (ICT) Unit

Overview of Information Communication Technology (ICT) Operations

The ICT Operations at the General Auditing Commission (GAC) are significant in supporting the technologically advancing auditing profession. The GAC's Information Communications Technology (ICT) Unit was established to assist employees in resolving technical issues, and providing essential technical support for computer and network users. This support includes tasks such as software development and installation, network configuration, troubleshooting, hardware problem-solving, and training employees in the use of new technologies. The ICT Unit continuously explores new technologies to enhance efficiency and effectiveness within the institution. Additionally, it focuses on ensuring that the right ICT platform is in place to align with the commission's objectives and improve business processes.

Key Highlights and Achievements

The reporting period under review marked a significant phase in the evolution of the Information Technology (IT) Unit of the General Auditing Commission (GAC), characterized by accelerated digital transformation, infrastructure modernization, and strengthened information security. Throughout the year, the IT Unit focused on ensuring that ICT systems effectively supported the Commission's audit mandate, administrative operations, and institutional reform objectives.

Key achievements during the period included the stabilization and modernization of core ICT infrastructure, the deployment and enhancement of enterprise systems, and the strengthening of cybersecurity and access control mechanisms. These interventions improved system availability, data integrity, and operational efficiency across the Commission. The introduction of structured server environments, network segmentation, and centralized system management significantly reduced operational risks associated with the legacy and fragmented systems.

The IT Unit played a critical role in enabling digital audit processes by supporting audit management systems, data-led audit initiatives, and electronic information management. These efforts contributed to improved audit planning, evidence management, and reporting, while laying the foundation for more advanced data analytics and technology-enabled audits in subsequent periods. Collaboration with regional and international partners, including AFROSAI-E, further strengthened the Commission's digital readiness and alignment with best practices for Supreme Audit Institutions.

In the area of institutional administration, the IT Unit supported the deployment and operation of platforms for finance, procurement, human resources, asset management, and training. These systems enhanced transparency, accountability, and record management, while reducing reliance on manual processes. The rollout of an eLearning platform and ICT security awareness initiatives also contributed to staff capacity development and improved compliance with ICT policies.

Cybersecurity and data protection remained a central focus throughout the reporting period. The IT Unit implemented enhanced endpoint protection, firewall controls, access management, and backup mechanisms to safeguard sensitive audit and financial data. Despite a challenging operating environment marked by increasing cyber threats, power instability, and resource constraints, the Unit maintained business continuity and minimized system downtime.

Notwithstanding these achievements, the IT Unit faced challenges related to limited financial resources, skills gaps in specialized ICT areas, and growing demand for technology services. These challenges underscored the need for sustained investment in ICT infrastructure, staff capacity building, and institutional support for digital transformation initiatives.

Overall, the IT Unit made measurable progress toward transforming the GAC into a more resilient, efficient, and digitally enabled institution. The gains recorded during the reporting period provide a solid foundation for the next phase of ICT development, which will focus on consolidating systems, enhancing cybersecurity maturity, expanding digital audit capabilities, and fully implementing the Commission's ICT strategy and digitalization roadmap.

IT Activities

During the reporting period, the IT Unit recorded several notable achievements that significantly improved the Commission's ICT operating environment, reflecting a clear shift from reactive ICT support to a more structured, planned, and risk-based approach to ICT management. Guided by the Commission's operational needs, strategic ICT objectives, and emerging digital risks, the Unit implemented a broad range of technical, administrative, and support activities aimed at strengthening ICT service delivery, enabling effective audit operations, and enhancing overall institutional efficiency. These interventions encompassed IT asset management, infrastructure development, system deployment, cybersecurity, user support, and digital capacity building.

IT Assets:

The IT Unit continued to manage and optimize the Commission's IT assets to ensure availability, standardization, and accountability. Key activities included:

- Procurement, deployment, and configuration of desktop and laptop computers to support auditors and administrative staff - Standardization of operating systems and productivity software to improve compatibility, security, and support efficiency
- Deployment and maintenance of printers, scanners, and related peripherals to support audit documentation and reporting - Introduction and use of centralized IT asset tracking mechanisms to improve inventory control, lifecycle management, and accountability - Routine maintenance, upgrades, and replacement of aging equipment to minimize downtime and operational disruptions

These measures improved end-user productivity, reduced equipment-related service interruptions, and strengthened accountability over ICT resources.

IT Infrastructure

Significant progress was made in strengthening the Commission's ICT infrastructure to ensure reliability, security, and scalability. Major infrastructure-related activities included:

- Deployment and configuration of enterprise-grade servers with redundant storage architectures to improve system availability and data protection
- Implementation of server virtualization to host critical services such as directory services, application servers, databases, and internal systems
- Network restructuring and segmentation using VLANs to separate management, server, staff, and specialized networks, thereby enhancing security and performance
- Deployment and configuration of next-generation firewall solutions to control network traffic, manage bandwidth, and protect against external threats
- Improvement of internet connectivity and monitoring to ensure fair usage and prioritization of critical business applications
- Implementation of backup and recovery mechanisms to safeguard institutional data and support disaster recovery objectives

These infrastructure improvements reduced single points of failure, strengthened cybersecurity controls, and laid the foundation for future system expansion.

GAC Server Infrastructure: Enterprise servers hosting core GAC systems, including directory services, applications, and databases, configured with redundancy to ensure availability and data protection.

Network Rack and Core Networking Equipment

Other IT Activities

In addition to core asset and infrastructure management, the IT Unit undertook a wide range of complementary activities that supported the Commission's broader objectives. These included:

- Deployment, configuration, and support of audit management and data-led audit tools to enhance audit planning, execution, and reporting
- Implementation and support of enterprise systems for finance, human resources, asset management, and training
- Administration of user accounts, access rights, and system permissions in line with the principle of least privilege

- Provision of helpdesk and technical support services, including troubleshooting, user assistance, and routine system maintenance
- Development and review of ICT policies, guidelines, and standard operating procedures to strengthen ICT governance
- Delivery of ICT training, user orientation, and cybersecurity awareness programs to improve staff competence and compliance
- Support to management and departments on ICT-related initiatives, procurement evaluations, and system enhancements

Collectively, these IT activities contributed to improved operational efficiency, enhanced data security, and stronger institutional capacity. They also reinforced the role of the IT Unit as a central enabler of the General Auditing Commission's mandate and ongoing reform agenda.

ICT Training or Cybersecurity Awareness Session

IT Unit-led training, ICT Self-Assessment, Change Management and cybersecurity awareness session aimed at improving staff digital skills and responsible use of ICT systems.

3.4 Internal Control and Audit

In accordance with Part VIII of the Public Financial Management Act of 2009, the ultimate responsibility for financial operations and transactions within government entities rests with the leadership of line ministries, heads of institutions, and agencies. Recognizing the critical role of internal control and compliance management, the GAC is committed to ensuring financial integrity and accountability. As part of its mandate, the Commission actively identifies and addresses deficiencies in internal control and compliance management across various government organizations and agencies. Additionally, it has implemented robust internal mechanisms within its own framework to uphold transparency, efficiency, and adherence to financial regulations.

3.4.1 Internal Audit (IA) Unit

Overview of Internal Audit (IA) Operation

The Internal Audit (IA) operation, as outlined in the Public Financial Management Act of 2009, is mandated to periodically review the General Auditing Commission's (GAC) financial activities. It ensures adherence to financial management procedures, supporting the Auditor General and GAC management. IA assesses management checks, controls, and recommends actions for effective financial practices. Specifically, IA evaluates internal control procedures to ensure accuracy of information, efficient resource utilization, achievement of GAC objectives, and appropriate risk management.

Key Highlights and Achievements

During the reporting period, the Internal Audit Unit implemented key strategic and operational actions to strengthen governance, risk management, and internal control systems across the Commission. During the Period, the Internal Audit Unit conducted a comprehensive risk assessment exercise across work areas/ units of the Commission and developed its Plan. This exercise is the unit annual risk assessment of the GAC's internal control environment/ governance to identify high-risk areas and emerging threats to support informed decision- making.

The risk assessment report catalogued several high-risk areas across work areas/ units of the Commission and advanced appropriate recommendations for management implementation. The result further informed the development of a risk-based annual-Plan aligning with the Commission's strategic priorities and available resources, providing clear insights into critical vulnerabilities and guiding audit focus. To enhance governance, IAU reviewed and updated the 2022 Internal Audit Charter to align with evolving professional standards, thereby reinforcing audit independence and objectivity. In addition, a new Audit Committee Charter was developed to clearly define oversight roles, reporting lines, and accountability mechanisms, strengthening Audit Committee-level engagement and governance. Furthermore, the IA function also conducted follow-up exercises on prior audit recommendations.

Overall Impact

The activities undertaken during the period under review demonstrate meaningful progress in strengthening the Commission's governance, risk management, and internal control environment. The advancement of risk-based planning, governance charters, and resolution of prior audit issues reflects a strong institutional commitment to accountability, transparency, and continuous improvement.

3.4.2 Management Internal Control (MIC) Unit

Overview of the Management Internal Control (MIC) Operation

The Management Internal Control (MIC) Unit supports the Deputy Auditor General for Administration in establishing and maintaining effective internal controls. These controls are designed to secure organizational assets, ensure the accuracy of financial records, and comply with legal and regulatory requirements. The MIC identifies risks that may hinder the achievement of organizational goals and implements continuous monitoring mechanisms to address control deficiencies.

Key Highlights and Achievements

During the fiscal year under review, the Management Internal Control (MIC) Unit achieved notable results in strengthening internal controls, risk management, and administrative oversight across the Commission. The Unit successfully executed an approved, risk-based work plan, completing a comprehensive schedule of monthly, weekly, quarterly, and semiannual reviews as planned.

Through these reviews, over 100 high-risk exceptions were identified and systematically followed up with the responsible units, leading to the regularization of most issues, with only 11 exceptions remaining unresolved. The Unit also carried out extensive pre-disbursement and operational oversight, including hundreds of daily pre-voucher checks, reviews of goods and supplies deliveries, storeroom requisitions, vehicle and asset movements, and continuous monitoring of the fueling process for operational vehicles.

The MIC Unit led and completed eight investigative assignments, submitting reports to management for appropriate action. In addition, the Unit strengthened administrative accountability by consolidating and submitting monthly activity reports to the Office of the Deputy Auditor General of Administration. And tracking the implementation of action points from management meetings.

In support of regulatory compliance, the Unit coordinated the consolidation and timely submission of State-Owned enterprises (SOEs) quarterly financial reporting compliance status in line with the Public Financial Management Act. The Unit also provided critical support during the external audit conducted by the Supreme Audit Institution of Sierra Leone, serving as a focal coordination point.

Capacity building remained a priority, marked by MIC Manager's attainment of Associate membership with the Liberia Institute of Certified Public Accountants (LICPA) and delivery of a joint in-house technical training with the internal Audit Unit. Beyond core deliverables, the MIC Unit provided advisory support management, participated in ad hoc committees, enhanced compliance monitoring, and contributed to improved coordination between internal control and internal audit functions.

3.5 Donor and Development Partners' Support to the GAC

The support provided by donor and development partner plays a crucial role in advancing the General Auditing Commission's (GAC) commitment to promoting accountability and transparency in the management of public resources. This assistance is invaluable in strengthening the operational capacity of the GAC. Key partners, including the European Union's (EU), World Bank (WB), Africa Development Bank (AfDB), Swedish International Development Agency (SIDA), International Development Association (IDA), have provided essential support. Their contributions over the years, included the provision of critical logistical resources necessary for effective audit execution, as well as funding for capacity-building initiatives aimed at enhancing the GAC's efficiency and expertise. The sustained commitment of these donors and development partners has significantly bolstered the GAC's ability to fulfill its mandate, ensuring accountability in the use of public funds and reinforcing governance practices in Liberia.

3.5.1. Project Office

Overview of the Project Office Operations

The Project Office of the General Auditing Commission (GAC) was established in 2007 with the mandate to secure funding from donor and development partners such as the European Union, World Bank, AfDB, SNAO, JICA, etc. Its primary objective is to strengthen the government's external audit function by providing training and resources to auditors, ensuring alignment with international standards, and enhancing overall capacity building.

As an integral part of the GAC, the Project Office supports the commission's five-year strategic plan and constitutional mandate. It works closely with development and multilateral partners to secure additional funding, enhance staff competencies, and improve the quality and scope of audits. Additionally, the office is responsible for planning, coordinating, and executing all GAC projects while ensuring timely completion within established budgetary and quality parameters.

Key Highlights and Achievements

During the review period, the Project Office made significant progress in several strategic areas. Notably, the Office initiated the implementation of the World Bank-GREAT Project and began procuring forty-four (44) laptops for auditors, along with various ICT equipment to enhance the technological capacity of the General Auditing Commission (GAC). Additionally, the Office successfully renewed its scholarship partnership with the Ireland Africa Fellowship.

The GAC also undertook several internally funded initiatives under its current management. These include essential modifications and improvements to the institution's existing building infrastructure, aimed at enhancing operational efficiency. The Administration continues to provide strong support for partner-driven initiatives and contributions.

Furthermore, the GAC has made considerable progress in mobilizing donor support. Ongoing engagements with development partners suggest promising prospects for securing additional funding in 2026. A notable achievement is a partnership arrangement with the Embassy of Ireland in Monrovia, which has facilitated fully funded one-year postgraduate scholarships for GAC staff to study in the Republic of Ireland in 2026.

In terms of international collaboration, the GAC has strengthened its partnerships with peer Supreme Audit Institutions (SAIs) and global professional bodies through strategic Memoranda of Understanding (MoUs). A five-year MoU has been signed with the Swedish National Audit Office (SNAO) to support capacity building in both audit and administrative functions. Similarly, a five-year MoU with the United States Government Accountability Office (GAO) has commenced, including provisions for technical assistance and an annual secondment opportunity for at least one GAC staff member.

Engagements have also started with the INTOSAI Development Initiative (IDI) through its Department of Bilateral Support, with expected benefits in stakeholder engagement and capacity development. Additionally, SAI Liberia is set to benefit from the AFROSA-E SAI Digitization Project, funded by the Global Fund. This initiative included a study visit to South Africa, followed by an in-country assessment mission to Liberia.

Looking ahead, the Project Office is actively working to finalize ongoing discussions with donors and multilateral partners, particularly the European Union (EU). Progress is anticipated in early 2026, especially following the signing of the Financing Agreement (FA) and the recent engagement with Expertise France Groupe, the agency responsible for implementing EU-funded programs worldwide.

3.6 Roles and Responsibilities of Additional Functionaries

This section provides a detailed overview of the distinct roles and responsibilities assigned to the additional functionaries within our organization. Each functionary serves an essential purpose in guaranteeing the smooth functioning and overall success of our team. These specialized units operate under dedicated guidance, playing a pivotal role in advancing the Commission's objectives.

The contributions of each unit are varied and significant, as they engage in a wide range of tasks that promote collaboration and alignment with the Commission's goals. By working together, these functionaries not only enhance operational efficiency but also reinforce the overarching mission of the organization. Their unique expertise and support are crucial in navigating challenges and seizing opportunities, ultimately driving the success of the Commission and enriching the collective effort of the entire team.

3.6.1 Print and Publication Unit

Overview of Print and Publication Operations

The Print and Publication Unit of the General Auditing Commission (GAC) has been instrumental in advancing the Commission's mission by efficiently producing and disseminating audit reports and various institutional documents. Their commitment to timeliness ensures that these critical publications are delivered promptly, allowing stakeholders to stay informed about the Commission's findings and activities. Through meticulous attention to detail and a focus on quality, this unit plays a vital role in enhancing transparency and accountability within the organization.

Key Highlights and Achievements

During the period under review, the Unit successfully printed and published a total of 60 audit reports across various government sectors. These reports included financial statements, project audit reports, special audit reports, and compliance audits, all produced in accordance with established quality and formatting standards. Additionally, the Unit took responsibility for publishing signed audit reports on the GAC website, significantly enhancing the accessibility and visibility of audit outputs for stakeholders and the general public. The Unit also ensured that all published reports were properly archived for future reference and institutional memory.

In addition to audit reports, the Unit provided essential support in formatting and printing other GAC-related documents, including administrative reports, presentations, and official publications. This role has strengthened internal operations and improved the professional presentation of the Commission's outputs, demonstrating the Unit's growing capacity and commitment to excellence. Furthermore, the transition to managing website publication internally marks a significant milestone in improving turnaround times.

3.6.2 Protocol Unit

Overview of Protocol Operations

The Protocol Unit is responsible for dispatching all outgoing communications from the Office of the Auditor General (OAG), the Office of the Deputy Auditor General - Audit (ODAG-Audit), the Office of the Deputy Auditor General - Administration (ODAG-Adm), and other departments within the General Accounting Committee (GAC). The unit also handles the dispatch of final audit reports from the OAG, processes passports (diplomatic, official, and service) for GAC staff traveling on official matters, and manages visa arrangements for GAC foreign trips. Additionally, the Protocol Unit assists in organizing both in-house and external training/workshops, checks the GAC mailbox at the post office for incoming mail, and receives international guests of the GAC upon their arrival in the country, as well as for their departure.

Key Highlights and Achievements

During the year under review, the unit processed a total of twenty-six (26) official and service passports for staff members of the General Auditing Commission (GAC) who were traveling for official business. Additionally, the unit arranged visas and airline tickets for several staff members, as well as for the senior management team, including the Commission's leadership, to attend various meetings, conferences, training sessions, and workshops.

In addition, the team successfully dispatched a total of three hundred twenty-four (324) letters, each meticulously crafted to address the specific needs and concerns of the recipients. Alongside this, they also dispatched forty-eight (48) comprehensive audit reports, providing detailed insights and analyses to a diverse range of stakeholders.

3.6.3. Legal Unit

Overview of Legal Operations

The Legal Unit is responsible for providing accurate and timely legal advice and support to all departments. This includes ensuring that institutional activities comply with applicable laws, regulations, and internal policies. The unit is tasked with drafting and reviewing contracts, memoranda of understanding (MoUs), and agreements, as well as participating in the development and drafting of policy documents. Additionally, the unit ensures that all contracts are legally sound and contain appropriate clauses to mitigate legal risks. In cases where litigation is necessary, the unit handles such matters. The Legal Unit also provides guidance on various legal topics, including employment, procurement, governance, and compliance. It monitors legislative and regulatory changes relevant to the institution and participates in Procurement Committee Meetings, including bid openings and bid evaluation report approvals. Furthermore, the unit is involved in disciplinary or grievance proceedings when applicable and represents the institution in national and international legal forums as required.

Key Highlights and Achievements

Throughout the review period, our dedicated team made remarkable strides by developing a comprehensive Legal Charter. This essential document not only delineates our unwavering commitment to legal compliance and effective governance but also serves as a vital foundation for our operations.

Furthermore, we actively participated in the 2nd LEG SAI AFROSA-E Regional Meeting, which was held from December 2 to 4, 2025, in the vibrant and culturally rich city of Pretoria, South Africa. This meeting proved to be an invaluable platform for engaging discussions that covered a wide array of topics related to institutional legal compliance. It facilitated collaboration among regional stakeholders, allowing us to share best practices and innovative strategies, ultimately strengthening our legal frameworks and enhancing our commitment to compliance across the region.

3.7 Financial Resources Management

The General Auditing Commission (GAC) is committed to leading by example in fiscal responsibility, ensuring accountability for public funds appropriated for the execution of its Mandate. By maintaining a cost-effective approach, the Commission aims to maximize the value derived from allocated resources while upholding financial transparency.

3.7.1 Financial Management

As stipulated in Section 39 of the Public Financial Management Act of 2009, the GAC adheres strictly to prescribed financial procedures. This adherence facilitates informed decision-making, optimizes resource utilization, and enhances the Commission's ability to achieve its objectives effectively. Financial management within the GAC supports budget preparation aligned with its goals, resource allocation for maximum impact, risk assessment, contingency planning, and the establishment of safeguards against financial uncertainties and performance issues.

3.7.2 Funding of the GAC

As outlined in Part 3 Sections 3.4 of the Audit Act of 2014, the GAC shall be funded by the Government of Liberia through budgetary appropriations by the Legislature. The Commission adopted a 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 employed in the budget preparation has enabled the GAC to submit a more realistic budget to the Legislature as required by the GAC Act of 2014.

3.7.3 Annual Budgetary Submission and Appropriation

According to Part 3, Section 3.4 of the GAC Act of 2014, the Auditor General is required to submit the annual budget of the GAC directly to the Legislature for review and approval. A copy of this submission is also provided to the Ministry of Finance and Development Planning (MFDP) for informational purposes. For the fiscal year 2025, the Auditor General submitted the Commission's budget estimates to the Legislature via the Public Accounts Committee (PAC), with a copy also sent to the MFDP.

The proposed budget for FY2025 was US$10,007,869. The approved budget for expenditure for FY2025 amounted to Five Million Nine Hundred Fifty-Five Thousand Fifty-Three United States Dollars (US$ 5,955,053.00) while the actual expenditure receipt was Six Million Fifty-One Thousand Fifty-Three Hundred One United States Dollars (US$ 6,051,301). This constituted Four Million Three Hundred Thirty-Five Thousand Three Hundred Eighty-Eight United States Dollars (US$ 4,335,388) for Compensation, and One Million Seven Hundred Fifteen Thousand Nine Hundred Thirteen United States Dollars (US$ 1,715,913) for Goods and Services. Of the actual receipt, Compensation represents 72%, while Goods and Services represent 28%.

Table A: Government of Liberia Budgetary Appropriation for 2025

FOR FISCAL PERIOD JANUARY - DECEMBER 2025				
Distribution	Proposed Budget 2025 (USD)	Approved Budget 2025 (USD)	Actual Receipt 2025 (USD)	% Actual to Receipt
Compensation	4,956,240	4,252,986	4,335,388	102%
Goods & Services	5,051,629	1,702,067	1,715,913	102%
Total	10,007,869	5,955,053	6,051,301	102%

3.7.4 Funding Support from Alternative Sources

The General Auditing Commission (GAC) benefits from a range of external funding sources that play a crucial role in supporting its various programs. In 2025, the Commission did not receive any significant contributions from multiple donors, which were instrumental in advancing its initiatives. Furthermore, the revenue generated from audit fees, primarily collected from State-Owned Enterprises (SOEs) and contributions from donors for project audits involving grant-implementing agencies, totaled an impressive US$745,490. This financial influx not only underscores the importance of collaborative efforts but also enhances the Commission's capacity to fulfill its mandate effectively.

Table B: Additional Funding for 2025

FOR FISCAL PERIOD JANUARY - DECEMBER 2024				
Distribution	Proposed Budget 2025 (USD)	Approved Budget 2025 (USD)	Actual Receipt 2025 (USD)	% Actual to Receipt
Donor-Funded Support Programs	0%	0%	0%	0%
Audit Fees: SOEs Audits & Donor Projects Audits	761,440	761,440	745,490	98%
Total	761,440	761,440	745,490	98%

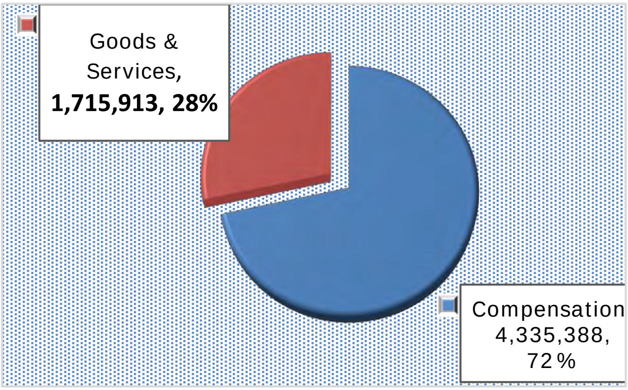
3.7.5 Budget Performance

Aggregate actual revenue during the period is recorded at Six Million Seven Hundred Ninety-Six Thousand Seven Hundred Ninety-One United States Dollars (US$6,796,791). Of this amount, GOL contributed Six Million Fifty-One Thousand Three Hundred One United States Dollars (US$6,051,301), representing 89%, and Audit Fees for State-Owned Enterprises (SOEs) audits and Donor Projects audits contributed Seven Hundred Forty-Five Thousand Four Hundred Ninety United States Dollars (US$745,490), representing 11%. GOL contribution was used for compensation, Four Million Three Hundred Thirty-Five Thousand Three Hundred Eighty-Eight United States Dollars (US$ 4,335,388) and Goods & Services One Million Seven Hundred Fifteen Thousand Nine Hundred Thirteen United States Dollars (US$ 1,715,913) to support audit work and other programs of the Commission.

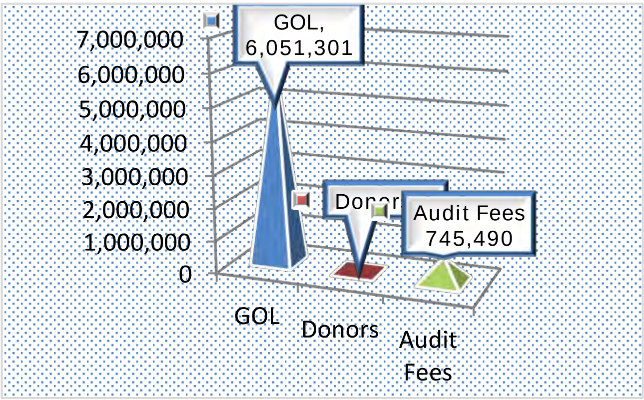
Table C: Actual Revenue Recorded for 2024

FOR FISCAL PERIOD JANUARY - DECEMBER 2024			
Distribution	Approved Budget 2024 (USD)	Actual Receipt 2025 (USD)	% Actual to Receipt
GOL Appropriation	5,955,053	6,051,301	102%
Donor-Funded Support Programs	0	0	0%
Audit Fees: SOEs Audits & Donor Projects Audits	761,440	745490	98%
Total	6,716,493	6,796,791	97%

Pie Chat Graph Show GOL Distribution Allotment



Column Chat Graph Show Funds Source Contribution



3.7.6 **Audit of the GAC's Accounts**

In compliance with Part 3 Section 3.6 of the GAC Act of 2014, the Commission is required to prepare annual financial statements that are subject to audit each year by independent auditors appointed by the Legislature.

In 2025, the Legislature approved the GAC audit for Fiscal Year (FY) 2024. The audit was carried out in November 2024 by the Audit Service Sierra Leone (ASSL), the Supreme Audit Institution of the Republic of Sierra Leone. The Audit Report for FY 2024 will be submitted to the Public Accounts, Expenditure, Budget, and Audit Committee (PAC) of the National Legislature.

During the period under review, the audit covered activities implemented in FY 2024. As a result of the Commission's effective financial management and operational performance, the GAC received an unqualified audit opinion, along with minor recommendations intended to further strengthen internal controls and institutional performance.

4 PART 4: STAKEHOLDERS' ENGAGEMENTS AND COLLABORATIONS

In consonance with Part 2 Section 2.1.8 (g) of the GAC Act 2014, the Auditor General is responsible for engaging, collaborating and representing Liberia in international organizations such as the International Organizations of Supreme Audit Institutions (INTOSAI), the African Organization of Supreme Audit Institutions (AFROSAI) and any other regional or national institutions focused on transparency and accountability in government, public financial management, and public sector audits. SAI Liberia is a member of the INTOSAI, AFROSAI and AFROSAI-E communities.

4.1 GAC's Communication and Stakeholders Engagement

In line with its Strategic Plan, the General Auditing Commission (GAC) prioritizes effective communication and stakeholder engagement as a key component of its mandate. The Commission recognizes both Internal Stakeholders (employees) and External Stakeholders, including the Legislature, Executive branch institutions (Ministries, Agencies, and Commissions), integrity institutions, donor partners, civil society organizations (CSOs), and the media. Engaging these groups ensures that audit processes remain relevant, inclusive, and responsive to stakeholder concerns, thereby improving the quality and impact of audit outcomes.

During 2025, the Communications Unit implemented a broad range of internal and external communication activities. These efforts included providing coverage of the Auditor General's engagements, institutional programs, and capacity-building initiatives. Internal updates were disseminated through platforms such as Outlook, Newsletters, and WhatsApp groups, ensuring staff remained informed about ongoing activities. Externally, engagements and institutional updates were published on the GAC's website and social media platforms.

4.1.1 Communication Activities

The General Auditing Commission (GAC) continued to promote transparency and accountability by disseminating audit reports, press releases, and institutional updates through official channels. Public awareness efforts, stakeholder engagements, and media interactions were conducted to strengthen understanding of the Commission's role in promoting sound public financial management. Digital platforms and social media were actively used to broaden outreach and improve public access to information.

GAC Internal Communications

During the reporting period, internal communication mechanisms were fully utilized across departments. Outlook, WhatsApp, and telephone communication facilitated timely sharing of information regarding meetings, events, and operational activities. These channels strengthened coordination within the Commission and ensured that staff remained aligned with institutional departments.

GAC External Communications

External communication activities were particularly robust. The GAC engaged electronic and print media to disseminate information about audit findings and institutional developments. Press releases were regularly issued to inform the public about newly published audit reports and other key activities.

The Auditor General, Hon. P. Garswa Jackson, Sr., conducted media engagements to highlight major audits, including domestic debt audits, the visit of the IDI-OECD delegation to Liberia, and his election as Chair of the ECOWAS Supreme Audit Institutions (SAIs). These engagements enhanced public awareness and visibility of the Commission's work.

Social Media Pages

The GAC maintained an active presence on social media platforms, including Facebook, YouTube, Instagram, and LinkedIn, where updates on meetings, training programs, retreats, and both local and international engagements were shared.

Media Outreach & Awareness

During the year, the Auditor general conducted media outreach sessions, including meetings with journalists to discuss the Commission's progress, vision, core functions, and challenges. These engagements provided an open platform to strengthen media relations and promote greater public understanding of the GAC's mandate and achievements.

Auditor General Jackson engagement with a cross section of media practitioners at the GAC.

4.1.2 Engagement Activities

In line with the General Auditing Commission (GAC) 2021-2025 Strategic Plan, Goal 3 prioritizes

Communication and Stakeholder Engagement. This objective focuses on strengthening information sharing with both internal and external stakeholders through diverse communication channels, while also promoting direct, face-to-face interactions. These engagements are essential for building partnerships, encouraging collaboration, and enhancing stakeholder understanding of audit processes that support the Commission's mandate.

During the year under review, the GAC conducted structured engagement activities for both internal and external stakeholders. These forums enabled the Auditor General and his team to discuss institutional achievements, progress, challenges, opportunities, and to solicit continued support.

4.2. Internal Stakeholders Engagement

The General Auditing Commission (GAC) Internal Engagement initiatives aim to strengthen collaboration, improve communication, and enhance institutional performance. Activities included regular staff meetings, management meetings, retreats, training programs, and workshops designed to build staff capacity and promote alignment with the Commission's goals. These efforts foster open dialogue, encourage knowledge sharing, and support effective execution of the GAC's mandate.

4.2.1. **Auditor General's Meeting with Internal Stakeholders**

During the reporting period, the Auditor General held several meetings with audit teams, senior management, unit heads, and staff to address strategic and operational matters related to the Commission's growth. He also interacted with employees during the General Staff Meeting held in July 2025, participated in the retirement and long-service recognition program, and engaged staff at the annual year-end retreat. Additionally, staff training initiatives were conducted to strengthen professional skills and competencies.

GAC Women **Celebrates International Women's Day**

Women of the General Auditing Commission (GAC), on Friday, March 7, 2025, joined their counterparts from other agencies of the Liberian Government to celebrate International Women's Day, aimed at recognizing the social, economic, cultural, and political achievements of Women.

International Women's Day, held under the global theme: "Accelerate Action", also sought to raise awareness on challenges confronting women and to drive actions toward a more inclusive world. At the GAC, Women play key roles in the execution of the Commission's mandate, and their contributions have greatly impacted and accelerated its work. As a mark of appreciation to the Women of the GAC in commemoration of the day, Auditor General P. Garswa Jackson, Sr. issued a brief statement hailing the efforts of 'his women'. "Happy International Women's Day to all our women at the GAC! Thanks for your invaluable services to your respective families, the Commission, and our beloved Country. You're all very well appreciated," said AG Jackson as the GAC women left the office complex on Ashmun Street to join others at the Ellen Johnson-Sirleaf Ministerial Complex in Congo Town, outside Monrovia, for the official program. The program was also held under the local theme: Accelerating action to End Gender Based Violence and Gender Equality in Liberia".

Photos of GAC Women at the International Women's Day Celebration in Monrovia.

General Staff Meeting

On August 4, 2025, the General Staff Meeting, led by Auditor General P. Garswa Jackson, Sr., provided updates on the Commission's performance and key milestones. Highlights included: the commissioning of 107 audits for 2025, with 36 completed and published; the acquisition of staff buses; the procurement of five additional vehicles for senior management; the graduation of 14 auditors from the African Professionalization Initiative (API) capacity-building program; and the development of a new five-year Strategic Plan.

Group photo with the Auditor General following the General Staff Meeting.

AG Fulfill Promise for the Procurement of Additional Staff Bus

Fulfilling a prior commitment, GAC Management procured an additional bus to ease transportation challenges and improve employee welfare. Employees of the General Auditing Commission (GAC) are among some of the grinning public sector workers across the country in the wake of transportation difficulties. As promised by the Honorable Auditor General of the Republic of Liberia in January of this year during a general staff retreat, the GAC Management has made another bus available to convey staff to and from work. Commending the AG and Management team, Senior Human Resource Manager S.Blotarweh Changbe lauded the move, describing it as a fulfillment in seeking staff welfare and at the same time, creating a conducive working environment for the employees.


Photos of the additional bus for use by the Staff of the Commission

GAC Holds 2025 Year-End Strategic Retreat

The General Auditing Commission (GAC) concluded 2025 with a strategic retreat held on December 19 at AFRO Beach, Paynesville, under the theme "A New Strategic Pathway to Enhance Efficiency and Effectiveness." The gathering brought together Auditor General P. Garswa Jackson, Sr., Deputy Auditors General, Directors, Managers, and staff to review achievements, address challenges, and set priorities for 2025.

The Auditor General commended staff, retirees, partners, and stakeholders for their contributions. He announced that over 100 audits were commissioned in 2025, with 38 project audits and 14 government audits already published. Additional reports, including a landmark Revenue System Audit and audits of State-Owned Enterprises (SOEs), are scheduled for publication in early 2026.

Administratively, the GAC strengthened operations through the procurement of laptops, vehicles, and staff buses. Looking ahead, the AG pledged to conduct 100 audits annually and procure additional vehicles to support nationwide fieldwork. Outstanding employees were honored across audit and administrative categories. Staff also recognized AG Jackson's leadership, citing his election as Chair of ECOWAS SAIs and active role in AFROSAI-E as elevating Liberia's International audit profile.


Photos of AG Jackson, Sr., being honored by employees at the Retreat, (L/R), Photo of Staff at the Retreat.

Auditor General Jackson reflecting on the Year 2025 and unveiling the plans for the Year 2026 during the Retreat

4.3. External Stakeholders Engagement

The General Auditing Commission's (GAC) External Stakeholders Engagement activities are designed to promote transparency, accountability, and collaboration with key partners. These activities include meetings, consultations, workshops, and forums with government agencies, civil society organizations, international donors, and the private sector. The GAC typically provides updates on its role in enhancing governance and accountability in Liberia's audit process, highlighting achievements, challenges, and earmarked projects. Through these engagements, the GAC aims to build trust, foster cooperation, and acquire feedback necessary for strengthening its role in fostering accountability and transparency across the Government of Liberia.

4.3.1. Auditor General's Meeting with External Stakeholders

Engagement with external stakeholders plays a vital role in promoting transparency, accountability, and effective governance. The Auditor General, as an independent auditor responsible for auditing government entities, regularly interacts with individuals, groups, and organizations outside their office. These engagements focus on enhancing accountability in the management of public resources.

In 2025, the Auditor General participated in several significant discussions with various external stakeholders. These engagements addressed key issues related to transparency, accountability, and the strengthening of governance structures, while also supporting the Commission's operations through capacity building initiatives. They aimed to foster collaboration, resolve concerns, and explore areas of mutual interest. Below is a comprehensive list of the consultative meetings held throughout 2025.

1. Auditor General Jackson Meeting with AFROSAI-E CEO and Team: On January 22, 2025, Auditor General Jackson and Team held an online meeting at the Mamba Point Hotel in Monrovia with Madam Meisie Nkau, AFROSAI-E CEO and team. Discussion centered on the AFROSAI-E strategic plan and targets set for the ICBF; the Global Fund funding for the SAI digitalization

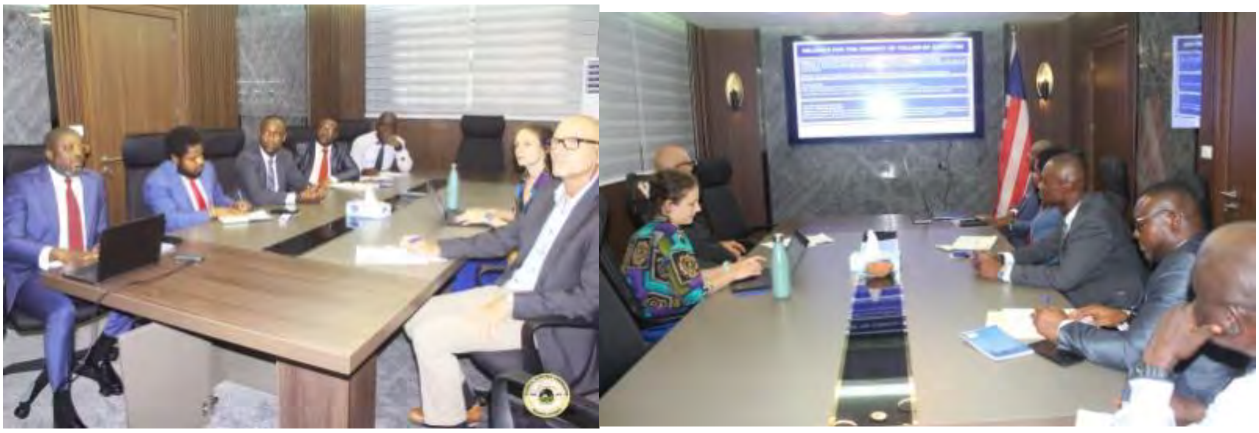
project, follow up plan for the implementation of recommendations from the last Quality Assurance Review of the GAC, etc. Auditor General Jackson for his part, expressed appreciation to AFROSAI-E for their valuable work across the region. He then reflected on the GAC focus for the year ended-highlighting the several milestone audits conducted and the trust gained by the SAI. He spoke about the GAC focus on audit automaton for the current year and prayed AFROSAI-E support for a quality Assurance review amongst others.

Auditor General Jackson and team during online Meeting with AFROSAI-E CEO and Team

2. Auditor General Jackson Meeting with the Swedish Head for International Cooperation: On February 19, 2025, Auditor General Jackson and team hosted at the GAC Ms. Kerstin Johnson Cisse and Carl Jacobson, both from the Swedish Embassy in Monrovia. Discussion was primarily about the Swedish new development program being formulated and hearing from the GAC for possible collaboration in the areas of Human Right, democracy, private sector development, etc. Auditor Jackson presented the GAC perspectives articulating roles and responsibilities, mandates et.al. challenges ranging from budgetary allotment, etc. He mentioned goals that will make the GAC more independent and efficient to include: national agenda audit, operationalizing financial independence, automate audit follow-up, enhance stakeholders' engagement, maximize audit coverage, citizen-eye, capacity building, logistics building projects, etc. The meeting ended with the visiting team's commitment to further strengthen collaborations with the GAC.

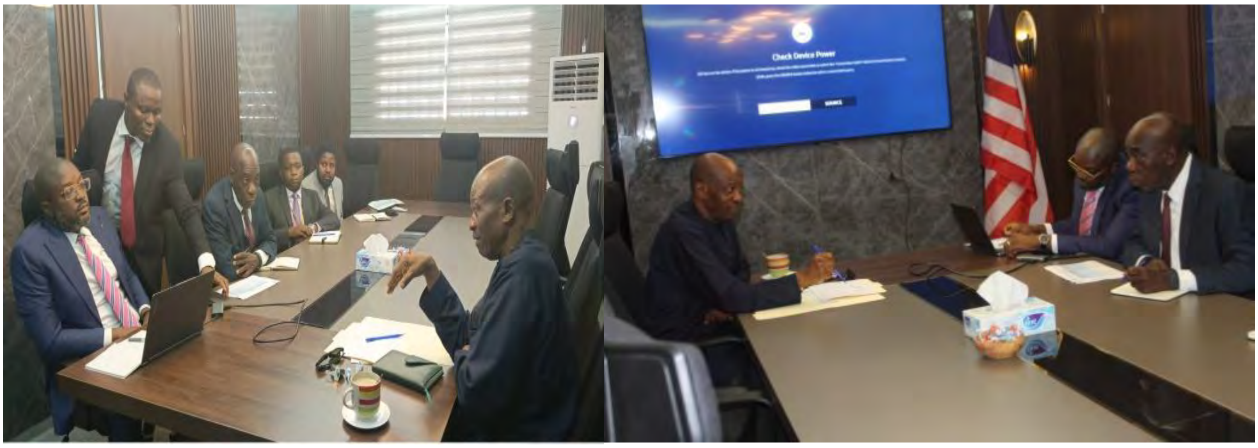
Auditor General Jackson and team during the meeting with the Swedish Embassy delegation

3. Auditor General Jackson Meeting with the European Union Delegation Office of International Cooperation Team: On February 24, 2025, Auditor General Jackson held a meeting with Mr. Jiroen Witkemp-Head of Int'l Cooperation and Ms. Solene Coma-Economist both from the EU Delegation to Liberia at the GAC. Discussion was on Public Financial Management (PFM) progress and challenges with keen interest on finalizing accountability indicators and baselines for the upcoming Public Financial Management support to the Government of Liberia as well as GAC-EU projects—support for audit automation, the GAC Financial Independence, audit follow-up, and capacity building. Ms. Coma for her part suggested that the GAC adjust or re-word some of the indicators to reflect a more realistic picture. The meeting ended with promised from the EU Team to consider the many suggestions made by the GAC as they commence finalizing their plans and programs for support.



Auditor General Jackson and team during the meeting with EU Delegation Office Team

4. Auditor General Jackson Meeting with the African Development Bank (AfDB): On February 25, 2025, Auditor General Jackson hosted at the GAC Mr. Femi Fatoyinbo, Senior Financial Management Officer of the AfDB in Liberia. The meeting was to re-affirms the AfDB collaboration with the GAC in the current year and follow up on new initiatives and developments at the GAC. Auditor General Jackson for his part, thanked the AfDB for the numerous supports to the GAC promised to continue the good relationship with the AfDB.



Auditor General Jackson and team during meeting with Mr. Femi Fatoyinbo during the meeting

5. Auditor General Jackson attendance at the University Dialogue on Political Accountability and Leadership in Liberia at the African Methodist Episcopal University: On February 28, 2025, Auditor General Jackson and CoS Denia attended the University Dialogue on Political Accountability and Leadership in Liberia at the AME University in Monrovia, based on an invitation from Naymote Liberia. The program aimed at strengthening young people's engagement in the fight against corruption and fostering political accountability, brought together the university's students, teachers, administrators and alumni of the Young Political Leadership School Africa. Auditor General Jackson made a presentation at the program on the workings of the GAC, opportunities and challenges-with a goal of enhancing the capacity of the students to advocate and join the fight against corruption.

Auditor General Jackson during presentation at the AME University in Monrovia

6. Auditor General Jackson participation in the Summit for Democracy and Political **Accountability: "Exploring Pathways for Sustainability Democracy and Inclusive Development in Liberia" in Monrovia, Liberia:** On March 5, 2025, Auditor General Jackson, former President Ellen Johnson-Sirleaf, Finance and Development Planning Minister Augustine Kpehe Ngafuan, and other dignitaries participated in the Naymote 2025 Summit for Democracy and Political Accountability at the Bella Casa Hotel in Monrovia. Auditor General Jackson served as one of the panelists in the session titled "Improving Public Sector Governance and Accountability: The Role of National Integrity Institutions'. His presentation outlined the critical role of national integrity institutions, particularly, the General Auditing Commission in ensuring transparent, ethical, and efficient use of public resources.

Auditor General Jackson during the Naymote 2025 Summit at the Bella Casa Hotel in Monrovia

7. Auditor General Jackson Meeting with the World Bank GREAT Project New Task Team Leader: On May 5, 2026, Auditor General Jackson welcomed at the GAC the new Task Team Leader for the World Bank GREAT Project, Ms. Bonnie Sirois and team. Following the opening remarks by Ms. Glady Serendiyi, Auditor General Jackson welcomed the team and recounted the numerous support and strong relationship with the World Bank, congratulated Gladys for her service and wished her the very best as she exits the Liberia's office. He went further by stating the GAC's expectations for the GREAT Project, emphasizing the significance of audit automation to the GAC and the institution burning desire to build her own audit software-referencing the payroll audit experience. Ms. Soiros, for her part, congratulated Auditor General Jackson and the team and also emphasized how much the World Bank valued and cherished the work that the GAC is doing with a much louder promise for enhanced collaborations on the GREAT Project. She added to the discussion on the benefits and challenges associated with the bespoke versus off-the-shelf software/system. The meeting concluded with a decision for a more engagement with the PIT on the matter.

Auditor General Jackson and team during the meeting with the GREAT Project Team

8. Auditor General Jackson Meeting with the African Development Bank Team on Additional Financing for the REEL Project: On May 15, 2025, Auditor General Jackson held a meeting with an AfDB visiting Team comprising of Mr. Thomas Rwahama, Senior Power Engineer/Task Manager; Clar Barres-Gender Specialist; Emmanuel Menirajabe, Power Engineer at the GAC. The meeting was intended to discuss on reasons for audit report delayed and rejection specifically pointing out the RREA Audit and solicit some guidance from the Auditor General to

prevent re-occurrence. Auditor General Jackson for his part, welcomed the team and thank them for expressing their concerns. He highlighted numerous challenges leading to these delays to include late submission of financial statements, untimely disbursement of cost to perform the audit; untimely provision of matching fund from the Government of Liberia, etc. He mentioned several steps taken by the GAC in recent times to address these deficiencies and stressed the need to document tax exempt provisions in aide-memoire, an implementation schedule/workplan beyond contract to be maintained by the PIUs. He concluded with a commitment to working with the AfDB in ensuring that these issues are addressed.

Auditor General Jackson during the meeting with the AfDB visiting team

9. Auditor General Jackson Meeting with the Joint IDI-OECD-U.S. GAO Country Team In connection with the Global Project on SAI Independence: On May 26, 2026, Auditor General Jackson and team hosted at the GAC the joint INTOSAI Development Initiative (IDI)-OECD-U.S. GAO delegation on the Global Project for SAI Independence comprising Mr. Freddy Yves Ndjemba, Miss Tuzla Ismene Lathiff, Ms. Martha Meisie Nkau, and Mr. Michael Hix. Auditor General Jackson thanked the team for considering Liberia as one of the six countries to conceptualize and operationalize the SAI Independence Project. He assured them that the GAC has done the necessary follow-ups and coordination with the relevant stakeholders for their engagements to gather inputs on the de facto elements affecting SAI Liberia's independence. The delegation, for their part, extolled Auditor General Jackson for his leadership and the institutional reputation of the Office of the Auditor General of Liberia within the INTOSAI community and stated how the country visit will facilitate an OECD report containing a set of OECD principles based on international good practices to strengthen the independence of SAIs.

Auditor General Jackson and team after meeting with members of the Joint IDI-OECD-U.S. GAO Delegation

10. Auditor General Jackson Meeting with GAVI visiting delegation: On June 4, 2025, Auditor General Jackson and team met with a visiting GAVI delegation to Liberia comprising of Dr. Marthe Essengue Elouma- Regional Head of West and Central Africa, Riswane Soundardjee, Senior Country Manager and Narayan Nathani, Senior Manager-Portfolio Financial Management and counterparts from the Ministry of Health-Liberia. During the meeting, Auditor General Jackson emphasized the GAC keen interest in working with our partners and stress the importance of the GAVI audit report issuance time based on discussions held in the previous meeting. AG Jackson highlighted progress till date on ongoing GAVI engagements to meet timelines. He encouraged the delegation to place key attention on the monitoring and evaluation of GAVI activities due the re-occurrence of issues ranging from unliquidated advances, no reconciliation, liabilities (lack of documentation, et.al.). He further stated the GAC's decision to include development partners audit in the follow-up process to aid in the implementation of recommendations and concluded by re-affirming the GAC's commitment to ensuring that value for money is achieved and that Liberians benefit from the resources spent. On the other, the visiting team thanked the AG and expressed satisfaction on the level of enthusiasm by the GAC (Country system). She underscored GAC programmatic audit approach wherein fundings are being linked to impacts. Dr. Elouma narrated her team desire to see Liberia graduating to 6.0 and at the same time flagged the low absorption rate – millions of dollars still available for usage given the numerous challenges the country is faced with. She stated that this is due to the exhaustive processes to be overcome. The meeting ended with a firm commitment to working with the GAC in ensuring that the financial management system at the Ministry of Health is strengthened so as to guarantee adequate implementation and prudent usage of the fund.

Auditor General Jackson and team posed for a photo with the visiting GAVI delegation after the meeting

11. Auditor General Jackson Meeting with the International Monetary Fund Article IV Consultation and Extended Credits Facility Team: On June 11, 2026, Auditor General Jackson and team met with Fabio Carvalho-Economist IMF et. Al. The purpose of the meeting was to obtain information on the accountability triggers from the perspective of the GAC. Auditor General Jackson began by providing update on the status of FY 2024 consolidated financial statements Audits. He mentioned the MFDP timely submission of the financials for the audit and emphasized that work was ongoing. He provided an overview on the GAC planned audit for the FY 2025, indicating that a total of Ninety-Five (95) audits will be completed and published among others. He discussed the Audit recommendations follow-up process, highlighting the gains made, reliance and emphasized our passion to automate the process. The delegation for her part, thanked AG Jackson and team for the level of work and promised to continue the engagement with the GAC.

Auditor General Jackson and team during and after the meeting with the visiting IMF Mission

12. Auditor General Jackson meeting with Auditor General of the Gambia and Delegation: On June 30, 2025, Auditor General Jackson and team hosted the Auditor General Modou Ceesay and delegation from the National Audit Office, The Gambia. The meeting began with a presentation by Auditor General Jackson on the GAC perspective-overview, mandates, etc. of the

GAC and relationships with anti-graft institutions amongst others. A.G. Ceasay for his part, congratulated A.G. Jackson and team for the enormous contributions to promoting accountability and transparency across the government of Liberia. He went further by expressing his appreciation of the GAC's passion to do a performance audit on the national agenda, indicating that such audit will greatly benefit the Liberian people. He recounted his SAI many challenges, stressing how financial independence remains outstanding due to the fact that their Act is salient on the issue. The meeting with a renew commitment for a more enhanced collaborations between the two SAIs, in the areas of donor project audits, audit recommendations implementation follow-up, etc.


Auditor General Jackson with his Gambian counterpart, Auditor General Ceesay during and after the meeting.

13. Auditor General Jackson Meeting with the International Development Law Organization (IDLO) Delegation: On August 21, 2025, Auditor General Jackson and team met with Madam Chinyelumugo Okoh and Mr. Alvin Konjay Anderson, both from the International Development Law Group (IDLO). The meeting centered around understanding the mandates, duties and roles, challenges-gaps, etc. for partnership on anti-graft initiatives.


Auditor General Jackson and team in meeting with the IDLO delegation.

14. Auditor General Jackson Meeting with the International Monetary Fund Mission Governance Diagnostic Team: On September 9, 2025, Auditor General Jackson and team hosted at the GAC Mr. Andrew Masters-Mission Chief, Mr. David Robinson-Senior Counsel, Alejandra Quevedo-FiG-Leg, Andrew de Castro-Senior Counsel and Graham Prentile-Economist, all members of the IMF Delegation. The focus of the meeting was to identify governance weakness

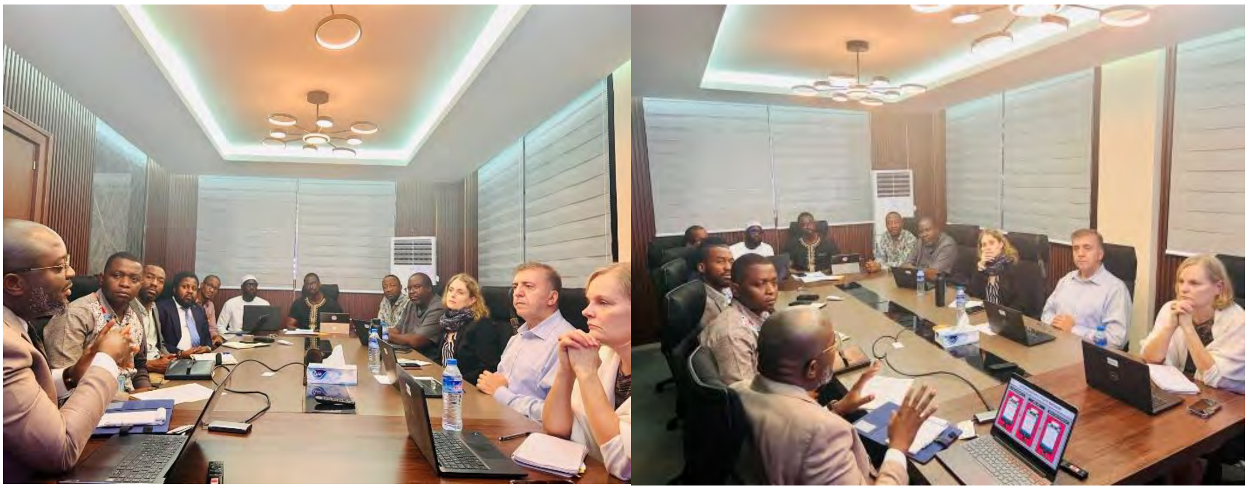
and vulnerabilities across the PFM space in Liberia and provide recommendations. Auditor general Jackson began by providing overview of the various areas of corruption in Liberia. He stated pitfalls in our tax collection system and emphasized the colossal risks, the issue of domestic debts-citing recording, accounting and record keeping challenges. He mentioned the GAC financial independence challenges among others.

15. Auditor General Jackson Meeting with delegation from the Global Fund: On September 10, 2025, Auditor General Jackson and team met with the Global Fund Ms Carolyn Nedder, Senior Investigator and Mr. Hardik Shah, Lead Forensic Technology Discovery Practitioner at the GAC. The purpose of the meeting was to gather information from the GAC about the Global Fund ongoing investigation in the country on the ERP payment made to Oracle. Auditor General Jackson provided an overview of the GAC engagement with the Global Fund and assured the delegation that he will speak with the auditor manager to gather relevant information on the issues and circumstances regarding the payments.

Auditor General Jackson and team after meeting with the visiting Global Fund Team

16. Auditor General Jackson Meeting with the World Bank GREAT Project Mission Team: On September 26, 2025, Auditor General Jackson and team hosted the World Bank Team comprising Ms. Bonnie Sirois-Task Team Leader, Cem Dener-Lead Gender Specialist, Catherine Defontaine-Senior Operation Officer, Macdonald Nyazvigo-Senior Financial Management Specialist, and Zephaniah Smith, at the GAC. The meeting was primarily about providing updates on the GREAT Project to foster a better conversation. Director Greaves kicked up with the updates stating the GAC gains and highlighted outstanding issues. Auditor General Jackson made a brief presentation on the Audit documentation, proposed process and transition of audit documentation to an ICT automated platform and automating the GAC audit follow-up process. He underscored the benefits to be derived - citing efficiency, uniformity, improved quality for audits and a more informed platform for the PAC to schedule and conduct public hearings. He also emphasized the

challenges pervasive in our governance system and the ICT capacity of public sector employees. He referenced the PENTANA challenges encountered at the IAA, disadvantages encountered with IFMIS till date and emphasized on our gains from the payroll audit. The World Bank team members emphasized the importance of gap analysis to underscored variation between problems and expectations.



Auditor General Jackson and team during discussion with the World Bank GREAT Project TTL and delegation

17. Auditor General Jackson Meeting with the AfDB Mission Team: On October 13, 2025, Auditor General Jackson and team held a meeting at the GAC with Ms. Andara Kamara, AfDB Senior Governance Officer based in Abidjan. The meeting was centered on budget support triggers, macroeconomic stability, inclusive governance and the extractive sector of Liberia. The highlighted PFM reforms targets for the Government of Liberia and inquired about the GAC role in these initiatives. Auditor General Jackson for his part, cited the full operationalization of the audit follow up unit, the issuance of a 2nd domestic debt audit report, and the conduct of a comprehensive revenue audit, etc. as some of the key PFM reforms undertaken by the GAC.

Auditor General Jackson and team during the meeting with Ms. Andara Kamara of the AfDB

18. Auditor General Jackson Meeting with the International Monetary Fund Charts of Accounts Team: On October 23, 2025, Auditor General Jackson and team hosted at the GAC Mr. Wayne Barthlett -STX and Ms Iyler Zufer, PFM Advisor of the IMF. The purpose of the meeting was to discuss the Government of Liberia charts of accounts and budget classification to enhance

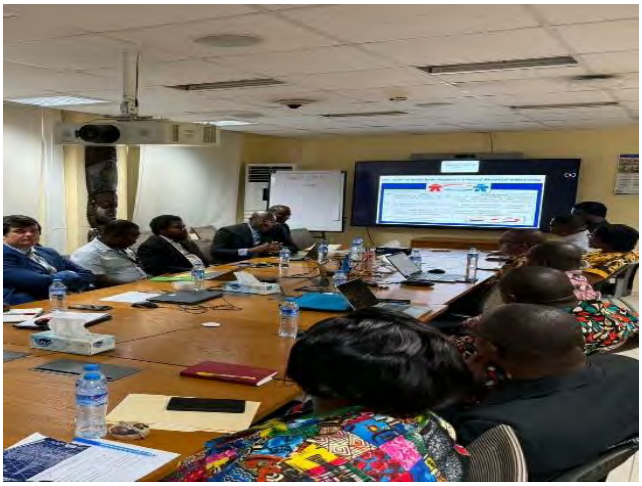
fiscal reporting and solicit views, opinions, findings and recommendations from the Office of the Auditor General, R.L. Auditor General Jackson began by emphasizing the need to update the Government of Liberia Chart of Accounts considering the closure/merger of some state functionaries, the availability of new revenue streams, new cost canters and new agencies. He lamented about the GoL failure of not being able to finalize the update of Charts of Accounts since May 2024. He concluded by presenting on several reform initiatives undertaken over the years and the numerous improvements achieved. The meeting ended with a commitment by the partner to continuously engage the GoL on resolving the pitfalls associated with the current COA.


Auditor General Jackson and team doing discussion with the IMF & MFDP Team

19. Auditor General Jackson Meeting with the European Union Scoping PFM Mission Delegation: On November 26, 2025, Auditor General Jackson and delegation hosted the European Union scoping PFM mission delegation comprising: Ms. Cecile Valadier, Ms. Marilou Fiorentino, Mr. Quentin Roy and Solene Coma. The meeting was in furtherance to previous meetings held relative to the EU support with a goal to design a Technical Assistance program that fits Liberia, incorporating the GAC priorities and programs. Auditor General Jackson presented the GAC new strategic plan being developed and how key goals and objectives will unveil the GAC direction in the years to come.


Auditor General Jackson and team during and after the meeting with the EU Scoping PFM Mission team.

20. **Auditor General Jackson participation in the World Bank '2025 Meet the Auditor"** Workshop in Monrovia, Liberia: On November 26, 2025, Auditor General Jackson participated in the World Bank '2025 Meet the Auditor' workshop at the World Bank Office in Congo Town. The workshop, as a sequel to the one conducted in the previous year, brought together project coordinators, procurement specialists/officers, and financial management specialists, etc., to discuss and address a wide range of audit-related issues relevant to World Bank-funded projects audited by the General Auditing Commission (GAC). During the workshop, Auditor General Jackson presented on the challenges associated with the conduct of the World Bank project audits in 2024, recurrent audit findings, and measures to mitigate challenges and prevent the reoccurrence of discrepancies/irregularities. The gathering provided a smooth platform for the exchange of feedback from both the GAC, the World Bank Country Manager and participants.



Auditor General Jackson at the World Bank Country Office during **the 2025 "Meet the Auditor Workshop"**

4.4. International Affiliation with Professional Organizations

SAI Liberia holds membership in several prestigious auditing institutions, affirming its commitment to global and regional collaborative efforts in the field of auditing. It is an esteemed participant in the International Organization of Supreme Audit Institutions (INTOSAI), a prominent global body dedicated to fostering cooperation among national audit institutions worldwide. Additionally, SAI Liberia is an active member of the African Organization of Supreme Audit Institutions (AFROSAI), which focuses on enhancing auditing practices and standards across the African continent. Furthermore, it holds membership in the African Organization of English-speaking Supreme Audit Institutions (AFROSAI-E), emphasizing its dedication to collaborative endeavors among English-speaking audit institutions within Africa. These affiliations underscore SAI Liberia's engagement in fostering best practices, knowledge-sharing, and mutual support within the international and African auditing communities.

4.4.1. Representation and Participation in International Meetings and Events

In 2025, Honorable P. Garswa Jackson, Sr., the Auditor General (AG) of the Republic of Liberia, engaged in numerous international meetings and events. These engagements underscored his commitment to global collaboration and the exchange of best practices in auditing and governance. Below is a detailed list of the international meetings and events attended by the Auditor General throughout the year.

1. Auditor General Jackson participation in the INTOSAI Development Initiative and OECD Global Project on SAI Independence Meeting in Paris, France: From 26-31 January, 2025, Auditor General Jackson and delegation participated in the meeting on the Global Project on SAI Independence organized by the Organization for Economic Co-operation and Development (OECD) and the INTOSAI Development Initiative (IDI) at the OECD Headquarters and Conference Centre in Paris, France. The meeting brought together several delegates, including the Auditors General and representatives from Six SAIs, their delegation of senior staff, representatives from institutional partners, donor organizations, and key external stakeholders. The purpose of the meeting was to set the tone for the Global project designed to examine and underline the relevance of de facto components and factors of SAI independence beyond legal frameworks, i.e., good practices and challenges related to the non-legal factors that affect the implementation of the Lima and Mexico Declarations. The Meeting provided an opportunity for the Six SAIs -Liberia, Paraguay, Spain, Jamaica, Jordan & Morocco and partners to exchange views and perspectives on the main factors that influence the independence of the SAI in practice and ended with an agreement on the details and process of the country visit.

Auditor General Jackson during meeting at the OECD Headquarters in Paris, France.

2. Auditor General Jackson & Delegation participation in the AFROSAI-E 21st Governing Board Meeting and 2025 Strategic Review in Mahe, Seychelles: From 18-23 May 2025, Auditor General Jackson and delegation attended the AFROSAI-E 21st Governing Board Meeting and 2025 Strategic Review at the Savoy Seychelles Resort & Spa in Beau Vallon-Mahe Island, Seychelles. The gathering brought together over 130 delegates, including the Auditors General from member SAIs, their delegation of senior staff, representatives from institutional partners, donor organizations, and key external stakeholders for a week of critical reflection, decision-making, and shared visioning for the future of public sector auditing in the region. Activities commenced with the Governing Board Meeting, which provided a platform for member auditors general to re-affirmed their Commitment to Quality; i.e., to establish and implement quality management systems in line with the revised ISSAI 140 by the end of 2027 and also taking a strategic lens on the long-term sustainability of AFROSAI-E and its member institutions, i.e., recognizing the importance of demonstrating value to stakeholders and development partners.

Some key issue highlighted and agreed upon during the meeting were risk-based audit planning with appropriate team assignments; establishing dedicated quality assurance units/functions; strengthening performance management systems that include both incentives and sanctions; enhancing supervision, review, and feedback mechanisms; conducting impactful audits that show tangible results and efficient use of donor funds; tracking the implementation of audit recommendations, even for non-annual audits; advocating for the integration of national indicators into country/donor agreements; reporting on the implementation of training received through AFROSAI-E and other programs, etc. The Governing Board approved the AFROSAI-E 2024 annual reports and subcommittees recommendations and confirmed that SAI Liberia will host the 22nd Governing Board Meeting from 18 to 22 May 2026, and SAI Ethiopia will host the meeting in 2027. The 2025 Strategic Review on the other hand, held particular significance as AFROSAI-E celebrated its 20th anniversary. The gathering provided a platform to reflect on the organization's journey and renew its strategic focus for the years ahead. A highlight of the Strategic Review was the reflective panel session *"Then and Now – The Evolution of AFROSAI-E and SAIs in Africa"*, wherein SAIs representatives and partner organizations shared insights on the significant transformation of the region's supreme audit institutions over the past two decades. Complementing this reflection, a second panel explored the outcomes of the AFROSAI-E Senior Leadership Development Program. Participants shared how the program had positively shaped their leadership approach, enhanced strategic decision-making, and empowered them to drive meaningful change within their SAIs. The review featured significant contributions from member SAIs and development partners, particularly a compelling presentation by several Auditors General, who shared insights on two critical themes 1. Unlocking and leveraging public infrastructure funding for equality, sustainable growth, and bringing improvement to the lives of citizens and, 2. Collaborative and integrative efforts for a future-ready workforce – bridging the skills gap in sustainable economic growth. Auditor General Jackson delivered a fascinating presentation on the second theme. These reflections underscored the urgent need to align audit mandates with development goals, while also investing in staff capabilities, digital innovation, and institutional resilience to address the evolving demands on public auditing.

Auditor General Jackson during the 21st AFROSAI-E Governing Board Meeting and Strategic Review in Mahe, Seychelles

3. Auditor General Jackson and Delegation Participation in the 62nd Session of the AFROSAI Governing Board Meeting in Rabat, Kingdom of Morocco: From 7-11 July 2025, Auditor General Jackson and Chief of Staff Denia attended the 62nd Session of the AFROSAI Governing Board Meeting in Rabat, Kingdom of Morocco. The Meeting, hosted by the Court of Accounts of the Kingdom of Morocco, brought representatives from all AFROSAI regional organizations, all technical committees, the General Secretariat. The week-long event was intensive and rewarding as it provided an important opportunity to reaffirm the spirit of collaborations core to AFROSAI's mission. The meetings centered on discussing progress and improving the effectiveness of AFROSAI's role in the public sector accountability community and how to speed up progress in relation to the results areas identified in the Strategic and operational plans. The technical committee meetings afforded Auditor General Jackson another ample opportunity for face-to-face interactions and in-depth discussions on the committee work. The Governing Board made important decisions and approved the various annual reports, external auditor's report, technical committee resolutions among others.

Auditor General Jackson during the 62nd Governing Board Meeting in Rabat, Kingdom of Morocco

- Auditor General Jackson Meeting with the First President of the Court of Accounts of the Kingdom of Morocco: On July 8, 2025, Auditor General Jackson and Chief of Staff Denia held a bilateral meeting with Madam Zineb El Adaoui, First President of the Court of Accounts of the Kingdom of Morocco and team on the sidelines of the 62nd Session of the AFROSAI Governing Board Meeting in Rabat. First president Zineb El Adaoui provided an overview of the Court of Accounts and expressed their willingness to assist SAIs in the region. She went further by elaborating on their journal from Cash Basis to accrual basis, audit recommendations follow-up process-the legal mandates and extent of automation utilize by the Court of Accounts, their regular feedback meetings with all stakeholders and how the outcomes of recommendations follow-up are captured in Annual report produced by the Court of Accounts. She further discussed the Court recruitment process and how the issue of misappropriation of funds or other financial crimes are either handle by the Court of Accounts or turned over to a normal court- highlighting collaborations with jurisdictional SAIs, i.e., Court of Accounts and other SAIs with similar powers. Auditor General Jackson for his part, expressed his thanks and appreciation for being welcomed to the Kingdom of Morrocco. He recounted Liberia's relationship with the Kingdom of Morocco and expressed the need for greater collaborations between the two institutions. He continued by highlighting the status of the GAC's financial reporting and gains made in recent years, stressing on how collaboration with the Court of Accounts of the Kingdom of Morocco will support a full IPSAS Cash Basis compliance and subsequent transition to accruals. He discussed the GAC work with donor projects and the progress made with Audit Recommendation Follow-up. He mentioned a number of key audits performed- National payroll, central bank of Liberia and Domestic Debt, where he outlined some of the recommendations and outcomes, among others. The meeting concluded with a firm commitment from both SAIs to forge collaborations via a memorandum of understanding. It was agreed that a technical team be established soonest discuss in-depth and develop a project documentation to collaborate in the following areas: digitalization, infrastructure projects, customs, audit recommendations follow-up, transitioning from cash basis to IPSAS, capacity building with institution of higher learning in the Kingdom of Morrocco. etc.

Auditor General Jackson with Madam Zineb El Adaoui, 1st President of the Court of Accounts, Kingdom of Morocco

- **Auditor General Jackson Participation in the AFROSAI Journal Committee Meeting:** On July 8, 2025, Auditor General Jackson and CoS Denia participated in the AFROSAI Journal Committee Meeting on the sidelines of the 62nd Session of the AFROSAI Governing Board Meeting in Rabat, Kingdom of Morrocco. The meeting focused on soliciting suggestions for choosing themes for articles in order to attract readers interests, translations responsibilities for the SAIs from the various regions, discussing price tags for articles to incentivize more publication, accessing statistics over the last five years on the number of articles received, discussing the scheduling of regular virtual meetings to enhance communications and coordination.

Auditor General Jackson during Journal Committee Meeting in Rabat, Morocco

4. Auditor General Jackson Meeting with Deloitte Ghana in Accra, Ghana: On July 31, 2025, Auditor General Jackson and delegation met with Deloitte Ghana in Accra. Discussion centered on audit automation and coordination in specific audit areas. Deloitte Ghana cited advantages and disadvantages associated with custom software and off-the-shelf solutions. They emphasized the importance of data analytic and the data gap fact in the region. Auditor General Jackson for his part, underscored the need to enhance audit documentation given the challenges beyond the normal audit processes encountered at Supreme Audit Institutions. Together, both parties discussed in-depth collaborations on various revenue reconciliations and agreed to continue the partnerships.

Auditor General Jackson and team at Deloitte Ghana

5. Auditor General Jackson Meeting with KPMG Ghana in Accra, Ghana: On August 1, 2025, Auditor General Jackson and delegation met with Managing Partners and team at KPMG Ghana in Accra. Auditor General Jackson provided an overview of the purpose of the engagement. He narrated the GAC development and rollout of the model audit file and stressed on the intention to move backward, i.e., crafting of audit programs and working paper templates for automation-adding that this will strengthen the GAC Audit documentation. He stated huge annual subscription, capacity of auditors amongst others as some of the reasons behind the GAC's ambition for a

customize audit solution against an off the shelf solution. KPMG on the other hand, thanked the Auditor General Jackson for his presentation and emphasized the practical nature and associated cost-benefit analysis of the GAC's preference. They added that standing the test of time, easy to use, etc. will all work best for the GAC. The second phase of the discussion was on the strategic plan of the GAC. Auditor General Jackson expressed his satisfaction with the old strategic plan, highlighted few challenges associated with the plan and the reasons for coming back to KPMG Ghana. He mentioned that the new plan to be developed would prioritize the automation of a follow up mechanisms, new and robust approach to operationalizing outsourcing of audits, playing more active and leadership roles in international and regional bodies, etc. KPMG for her part, promised that the new things to be considered will build on the current context, trend, expectations, etc. Both at the micro and macro levels.

Auditor General Jackson and team at KPMG Ghana

6. Auditor General Jackson and Delegation Participation in the 3RD Meeting of the ECOWAS Supreme Audit Institutions in Accra, Ghana: From October 8 – 10 October 2025, Auditor General Jackson and delegation attended the 3rd Meeting of the ECOWAS Supreme Audit Institutions (ECOSAI) in Accra, Ghana. In attendance were the Auditors-General from the Supreme Audit Institutions of twelve ECOWAS Member States and their delegation, Hon. Abena Osei ASARE, Chairperson of the Public Accounts Committee of the Parliament of Ghana; Mr Daniel AGYAPONG representing the Ministry of Foreign Affairs of Ghana; Dr. João Alage Mamadú FADIÁ, Auditor General of ECOWAS Institutions; Mr. Salawu ZUBAIRU, Vice-Chairman of the ECOWAS Audit Committee (representing the Chairperson); and Dr. Alfred BRAIMAH, former Auditor General of ECOWAS Institutions amongst others. The gathering provided an opportunity to for members SAI to emphasize their shared commitments to strengthening public sector auditing and accountability across West Africa. The meeting built on previous progress, exchanged knowledge, and discussed innovative approaches to enhance audit practices in the region. The call for greater citizen engagement, timely publication of audit reports, and the adoption of digital and AI tools to improve efficiency and reduce errors in financial management across the region was clearly articulated. Presentation and review of the ECOSAI constitution, roundtable discussion and sharing of experiences on audit recommendations and audit follow-ups; collaboration for ECOSAI audits; ECOWAS Community Levy Audit; election of new ECOSAI Officers amongst other

characterized the proceedings. Auditor General Jackson made a very fascinating presentation on Liberia's audit recommendation follow-up process. Members Auditors General took several major decisions and approved several reports. The meeting culminated into the elections of ECOSAI new code of officers with Auditor General Jackson election as the Chairperson.

Auditor General Jackson taking the oath of office and accepting the mantle of leadership at the 3rd ECOSAI meeting

7. Auditor General Jackson and delegation participation in the 25th International Congress of Supreme Audit Institutions (XXV INCOSAI) in Sharm El-Sheikh, Egypt: From 27 -31 October 2025, Auditor General Jackson and delegation participated in the 25th International Congress of Supreme Audit Institutions (XXV INCOSAI) in Sharm El-Sheikh, Egypt. The gathering witnessed broad international participation from heads and representatives from supreme audit institutions from around the world, as well as regional organizations and international bodies concerned with public auditing and oversight. 'Maat"-the ancient Egyptian Goddess of truth and justice – was chosen to be the Congress' emblem, reaffirming the core principles that unit Supreme Audit Institutions: integrity, transparency and a genuine commitment to serving the public good. The conference scientific program was carefully designed around two technical themes:
   1. The Role of Supreme Audit Institutions in Auditing Institutions in Auditing Central Banks and Government Activities during Financial and Economic Crisis
   2. Using Artificial Intelligence Techniques in Auditing

   These reflections did not only bring up the real challenges faced by SAIs but also opened the door to pursue innovative avenues, develop new strategies and partnerships to enhance the efficiency of the audit work and its role in crises management and in building public trust. Auditor General Jackson addressed the XXV INCOSAI through a presentation and subsequently moderated a one-hour discussion for the English session of Theme 1.

Auditor General Jackson at the XXV INCOSAI in Sharm EL Sheikh, Egypt

8. Auditor General Jackson participation in the Deloitte Africa 2025 Financial Crime Symposium in Lagos, Nigeria: From 15 – 22 November 2025, Auditor General Jackson and delegation participated in the Deloitte Africa 2025 Financial Crime Symposium in Ikeja-Lagos, Nigeria. The Symposium held under the theme, "Beyond Awareness: A Roadmap for Collective Action Against Fraud," was aimed at promoting collaboration, innovation, and shared accountability in combating fraud across industries in both the public and private sectors. The symposium featured interactive sessions, panel discussions, and networking opportunities, provided a dynamic platform for professionals to exchange ideas and share knowledge. Auditor General Jackson served as a panellist during the session titled: "Uniting Forces against Fraud: Data Sharing and Collaborative Regulatory Oversight for a more secure Ecosystem. His presentation was exceptional as it discussed the challenges associated with sharing and receipt of data in the public sector and how these challenges could be mitigated through filing, archiving, automating, and interfacing of records and system. He proffered significant reform initiatives needed to sustain a more transparent and accountable public sector and how key actors can comprehensively and efficiently put an end to the culture of impunity for misappropriation of public funds on the continent.

5. PART 5: PROGRESS ON STRATEGIC PLAN IMPLEMENTATION

5.1. Strategic Plan Direction and Implementation Framework

The General Auditing Commission (GAC) of Liberia, the country's Supreme Audit Institution, plays a crucial role in conducting external audits of government entities, thereby enhancing public trust in government. To effectively fulfill this responsibility, the GAC developed a Strategic Plan (SP) for the period 2021-2025, which serves as a guiding framework aligned with the mandates outlined in the GAC Act of 2014.

The Strategic Plan focuses on five key goals that establish the foundation for advancing the Commission's vision and mission. To ensure a unified approach across all operational areas, the GAC has integrated various internal plans, including the annual operational plan and stakeholder engagement strategy, within this broader strategic framework. Although the implementation of the Strategic Plan was initially scheduled to begin in January 2021, full execution commenced in May 2021 due to the impact of COVID-19.

The primary objective of the Strategic Plan is to achieve an Institutional Capacity Building Framework (ICBF) score of 3.5 within five years. To reach this target, the GAC has outlined five strategic goals, each designed to contribute to the overarching aim of delivering high-quality audits.

The Five Strategic Goals Are:

1) Goal 1: Audit Transformation
2) Goal 2: Operationalize Financial Independence
3) Goal 3: Enhance Communication and Stakeholders' Engagement
4) Goal 4: Leverage IT & Digital
5) Goal 5: HR Transformation and Physical Infrastructural Development

5.2. Monitoring and Evaluation Mechanisms

The GAC is dedicated to robust Monitoring and Evaluation (M&E) practices to ensure effective oversight of activities aligned with its Strategic Plan (SP). M&E plays a vital role in strengthening the results management framework, as outlined in the SP's key performance indicators framework. Regular monitoring and evaluation are essential to track progress, identify gaps, and implement timely corrective actions. Accordingly, the GAC conducts periodic M&E sessions in alignment with the SP's performance framework to assess progress and ensure annual tracking of key performance indicators (KPIs).

5.3. Comprehensive Assessment and Performance Review of the Implementation of the GAC Strategic Plan 2021-2025

Overview

The General Auditing Commission (GAC) of Liberia is the Supreme Audit Institution mandated to promote accountability and transparency in the management of public resources. In 2021, the GAC adopted a five-year Strategic Plan (2021-2025) structured around five strategic goals designed to align with international best practices (INTOSAI and AFROSAI-E), national development priorities, and the GAC's constitutional mandate.

Objectives of the Performance Review

This performance review was undertaken to:

1) Assess the extent of progress made toward achieving each strategic goal of the 2021-2025 Strategic Plan.
2) Identify key achievements, challenges, and lessons learned during implementation.
3) Provide evidence-based recommendations to guide and inform the next strategic planning cycle.
4) Strengthen accountability through transparent reporting to stakeholders, including the Legislature, development partners, and the general public.

Methodology

The review applied a mixed-methods approach combining:

I. Document review: Strategic Plan, annual work plans, audit reports, AFROSAI-E assessments, and progress reports.
II. Quantitative Analysis: Performance indicators tracking, coverage percentages, certification counts, and funding flows.
III. Qualitative inputs: Interviews, workshops, and feedback sessions with senior management, staff, and selected stakeholders.
IV. Benchmarking: Comparisons with INTOSAI standards, AFROSAI-E frameworks, and peer Supreme Audit Institutions (SAIs).

Performance Scoring Approach

Performance was rated using a four-tier scoring system aligned with international good practice:

i. Achieved (76-100%): Goal fully achieved or completed.
ii. Goal Partially Achieved (51-75%): Substantial progress made, but target not fully met.
iii. Goal On Track (26-50%): Limited progress achieved with significant gaps remaining.
iv. Delayed (0-25%): Little progress achieved.

This structured scoring allows consistency, transparency, and comparability across the five strategic goals.

PERFORMANCE REVIEW RESULTS FRAMEWORK BY STRATEGIC GOAL

5.3.1. GOAL 1: AUDIT TRANSFORMATION

Outcome Target:

- Increase audit coverage by 80%
- Achieve 20% professional certification of audit staff
- Fully incorporate GAC's mandate into the Liberian Constitution

Performance Review Indicator	Achievements	Challenges	Score	Recommendations
Audit Coverage	Increased from 48% (2019) to 65% (2024)	Budgetary constraints limited full coverage	65% Partially Achieved	Expand the scope to cover more of the national budget, and implement risk-based auditing planning
Professional Certification	18 auditors certified, training needs identified, specialized teams established (IT & Performance Audits	High exam fees, limited scholarships, and staff retention issues.	60% Partially Achieved	Scale up donor-supported scholarships, institutionalize mandatory training in IDEA, L-SEAT, AFROSAI-E
Audit Follow-up	Database and validation unit established, PAC reporting streamlined	Delayed roll-out of the validation unit due to staffing gaps	70% Partially Achieved	Strengthen PAC follow-up; enforce compliance with recommendations
Quality Assurance	QA staff recruited; reviews initiated	Limited QA training and reviews	55% Partially Achieved	Expand QA reviews; pursue AFOSAI-E/INTOSAI peer validation
Stakeholder Engagement	Some workshops were conducted with MACs	No auditee satisfaction survey; weak external stakeholder workshop	40% On Track	Institutionalize surveys; expand training for auditees
Legal Framework	Groundwork for constitutional reform initiated	No full incorporated yet	30% On Track	Expedite constitutional review and advocacy

Goal 1 Score:

•55% Partially Achieved

Way Forward:

Finalize audit strategy, strengthen outsourcing frameworks, boost certifications, and deepen collaboration with SAIs and stakeholders.

5.3.2. GOAL 2: OPERATIONALIZE FINANCIAL INDEPENDENCE

Outcome Target:

Innovatively source alternative funding and leverage relationships to fully access statutory funds.

Performance Review Indicator	Achievements	Challenges	Score	Recommendations
Statutory Funds	Budget releases improved with PAC/MFDP advocacy	Delays in bi-annual release	25% - Delayed	Institutionalize inter-agency budget task force with PAC and MFDP
Donor Support	Training, software licensing support provided	Donor funding declined after 2019; no new commitments	50% On Track	Develop donor engagement strategy; assign donor liaison
SOE Audit Fees	Coverage increased to 75%	MOUs under negotiation; inconsistent collections	76% Achieved	Institutionalize fee frameworks; strengthen enforcement
Alternative Funding	Limited progress	No diversification beyond SOEs and government	0% Delayed	Explore consultancy services, PPPs, training partnerships

Goal 2 Score:

•38% On Track

Way Forward:

Push for predictable budget flows, diversify revenue streams, and rebuild donor trust.

5.3.3. GOAL 3: ENHANCED COMMUNICATION AND STAKEHOLDER ENGAGEMENT

Outcome Target:

Educate Liberians on GAC's mandate and be the voice of professionalism.

Performance Review Indicator	Achievements	Challenges	Score	Recommendations
Digital Visibility	Website redesigned (30,000 visits vs. 20,000 target); social media growth (15,545 followers vs. 4,000 target)	Limited public interactively, low feedback	80% - Achieved	Launch citizen-friend audit summaries, podcasts, and infographics
Stakeholder Forums	Some engagement workshop were held	No magazines issued; repetitive engagements; low coverage outside Monrovia	40% - On Track	Organize regional GAC forums; partner with CSOs & universities
Citizen Platforms	An effort is be made to developed the Citizens Eye & GAC APP	Apps not launched (0 downloads, 0 reports)	25% - Delayed	Fast-track app rollout with USSD/SMS option
Feedback Mechanisms	Staff newsletters and internal meetings are regular, WhatsApp, electronic board, email.	No annual stakeholder satisfaction survey	50% - On Track	Institutionalize annual surveys; integrate into audit planning

Goal 3 Score:

- 49% On Track

Way Forward:

Operationalize citizen engagement apps, expand outreach beyond digital platforms, and build systematic stakeholder feedback.

5.3.4. GOAL 4: LEVERAGE IT AND DIGITAL

Outcome Target:

- Digitalize 85% of GAC's operations to achieve efficiency through technology.

Performance Review Indicator	Achievements	Challenges	Score	Recommendations
IT governance	IT Steering Committee established; policies aligned and COBIT/ITIL	Committee inactive in 2024. Frameworks to be adopted and tailored to the organization	60% - Partially Achieved	Enforce quarterly meetings; track compliance via dashboard
Digital Tools	Document Management Systems (DMS), e-learning, and intranet are deployed	Performance tracking system. Capacity for digitalization	55% - Partially Achieved	Accelerate tool rollout; ensure interoperability
Service Delivery	Help desk & asset management deployed; IT staff trained	Limited understanding and a need for increased capacity within the IT framework	76% - Achieved	Recruit/outsourcing to close gap; train in cybersecurity
Infrastructure	Servers upgraded; solar partially installed; network in 70% offices	Solar incomplete; 30% offices are offline	50% Partially Achieved	Complete rollout of solar and network upgrades
IT Strategy	IT plan endorsed	Implementation delayed	55% - Partially Achieved	Link rollout with the corporate monitoring framework

Goal 4 Score:

- 59% Partially Achieved

Way Forward:

Strengthen IT governance, complete infrastructure rollout, and expand cybersecurity awareness.

5.3.5. GOAL 5: HR TRANSFORMATION AND PHYSICAL INFRASTRUCTURE DEVELOPMENT

Outcome

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

Performance Review Indicator	Achievements	Challenges	Score	Recommendations
Leadership development	Competency framework in place; executive training cohort completed	Limited cultural change programs	65% - Partially Achieved	Conduct annual cultural surveys; launch change initiatives
Employee Engagement	Town halls, retreats, welfare, and medical insurance were introduced	No outreach programs; staff morale uneven	76% - Achieved	Institutionalize outreach and staff recognition programs
Performance Management	Tool rolled out to 90% staff; linked to promotions	Retention issues due to pay	70% - Partially Achieved	Align HR policies with AFROSA-E benchmarks
Training and Talent	Internship with 4 universities, training strategy approved	Limited delivery due to budget	50% - Partially Achieved	Scale up continuous professional development
Infrastructure	Land acquired, design completed	Office construction has not started	20% - Delayed	Secure funding via government, donors, PPPs

Goal 5 Score:

- 56% Partially Achieved

Way Forward:

Accelerate construction of office complex, strengthen retention, and institutionalize HR transformation.

5.4. Performance Analysis of Strategic Goals

The Performance Review assesses the strategic goals in relation to the Monitoring and Evaluation (M&E) Key Performance Indicators (KPIs) outlined in the Strategic Plan (SP). This comprehensive review assesses the overall progress, focusing on the implementation and outcomes of the strategic goals, objectives, and initiatives.

The performance review of each strategic goal is measured against established performance review indicators (PRIs) to determine whether targets have been achieved, or partially achieved, or are on track, or delayed/unmet. This analysis incorporates both quantitative and qualitative data, factoring in internal capacities and external influences that affect goal attainment.

The primary objective of this assessment is to generate actionable insights for improving operational efficiency. These insights support informed decision-making, effective resource allocation, and strategic adjustments for future planning.

Additionally, the analysis provides a detailed account of accomplishments achieved during the implementation of the Strategic Plan's lifespan. It highlights the achievements of each strategic goal, linking them to the initiatives and indicators that contributed to their success.

5.4.1. Performance Review Results

Despite facing various challenges, the General Auditing Commission (GAC) of Liberia implemented its 2021-2025 Strategic Plan across five strategic goals aimed at strengthening audit capacity, financial sustainability, stakeholder engagement, information technology and digital transformation, and human resource development. Overall, the performance review offers a comprehensive assessment of the progress made, the challenges encountered, and recommendations for future improvement. The overall performance is summarized below.

5.4.1.1. Performance Summary

Key Achievements

1) Audit Transformation: Audit coverage increased from 48% in 2019 to 65% in 2024; specialized audit teams (Performance and IT Audit) were strengthened; 18 auditors obtained professional certifications.
2) Operationalize Financial Independence: Audit fees from SOEs increased, with some ongoing donor support for training and logistics.
3) Enhance Communication and Stakeholder Engagement: GAC improved its digital visibility with a redesigned website, social media growth, newsletters, and staff training. AFROSAI-E ICBF rating rose from 3.2 to 3.4.
4) Leverage IT and Digital: IT governance strengthened; a Document Management System deployed; infrastructure upgraded; IT service delivery improved with incident resolution.
5) HR Transformation and Physical Infrastructure Development: Leadership and performance management frameworks introduced; staff welfare enhanced with reintroduction of medical insurance; new office complex design finalized.

Key Challenges:

1) Audit outsourcing framework delayed; limited stakeholder surveys conducted
2) Delayed donor funding and reliance on statutory sources.
3) Incomplete rollout of citizen engagement apps and digital tools.
4) Infrastructure project not yet commenced due to financial constraints.
5) Retention issues due to compensation gaps.
6) Strengthening legal reforms

Way forward:

Recommendations include accelerating legal reforms, strengthening outsourcing frameworks, diversifying funding, enhancing stakeholder engagement, scaling up digital solutions, and fast-tracking the construction of GAC's office.

Overall Performance:

Progress is moderate to strong across most goals. Internal systems (training, IT, QA, leadership, digital tools) have been significantly strengthened, but external collaboration, funding sources, predictability, stakeholder perception, and infrastructure development remain pressing gaps.

5.4.1.2. Summary of Performance Data (Tables and Charts)

There is significant progress in implementing the strategic goals, as goal 1, representing 55%, goal 2, representing 38%, goal 3, representing 49, goal 4, representing 59%, and goal 5, representing 56%. All five goals got an overall aggregated score of 51%, meaning partially achieved as an overall achievement. The breakdown of these results is presented in the table and chart below.

1. **Performance Snapshot**

The Strategic Goals 2021-2025 – Level of Achievements		
Strategic Goal	Score	Rating
Goal 1: Audit Transformation	55%	Partially Achieved
Goal 2: Operationalize Financial Independence	38%	On Track
Goal 3: Enhance Communication and Stakeholder Engagement	49%	On Track
Goal 4: Leverage IT & Digital	59%	Partially Achieved
Goal 5: HR Transformation and Physical Infrastructure Development	56%	Partially Achieved

Aggregate Score	•51% - Partially Achieved

Institutional Capacity Building Framework (ICBF) – Level of Achievements:

The GAC Strategic Plan for 2021-2025 is driven by a bold vision: achieving an ICBF score of 3.5 within the next five years. This ambitious target is not just a number; it represents our commitment to excellence and accountability. The progress we've made thus far demonstrates our dedication to the strategic goals set for this period, as reflected in the following ratings:

1) Independence and Legal Framework: We've made significant strides, with our rating climbing from 3.0 in 2019 to 3.3 in 2024. This shows our enhanced capability in ensuring autonomy and reinforcing legal standards.

2) Organization and Management: Our rating has also increased from 2.9 in 2019 to 3.0 in 2024, underscoring our commitment to effective governance and streamlined operations.

3) Human Resources: A remarkable growth from 2.6 in 2019 to 3.3 in 2024 highlights our relentless focus on attracting, developing, and retaining top talent, ensuring a thriving workforce.

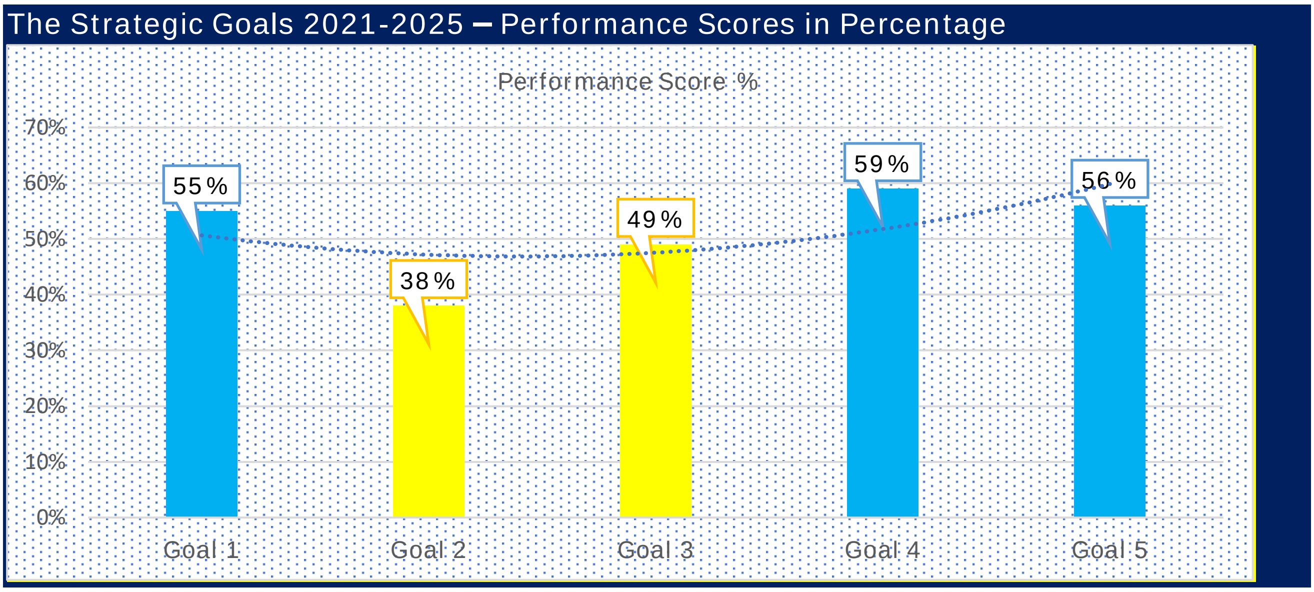
4) Audit Standards and Methodology: We've elevated our rating from 2.7 in 2019 to 3.2 in 2024, reflecting our commitment to rigorous standards and innovative methodologies that enhance transparency and trust.

5) Communication and Stakeholder Management: Our success in this area is evident as our rating improved from 3.0 in 2019 to 3.2 in 2024, showcasing our dedication to fostering strong relationships and effectively engaging stakeholders.

Overall, this General Auditing Commission rating increased from 2.8 in 2019 to 3.2 in 2024.

These ratings are more than just statistics; they are a testament to our progress and resilience. Together, we are on a transformative journey, and with continued effort, we will not only meet but exceed our strategic vision, setting a new standard for excellence.

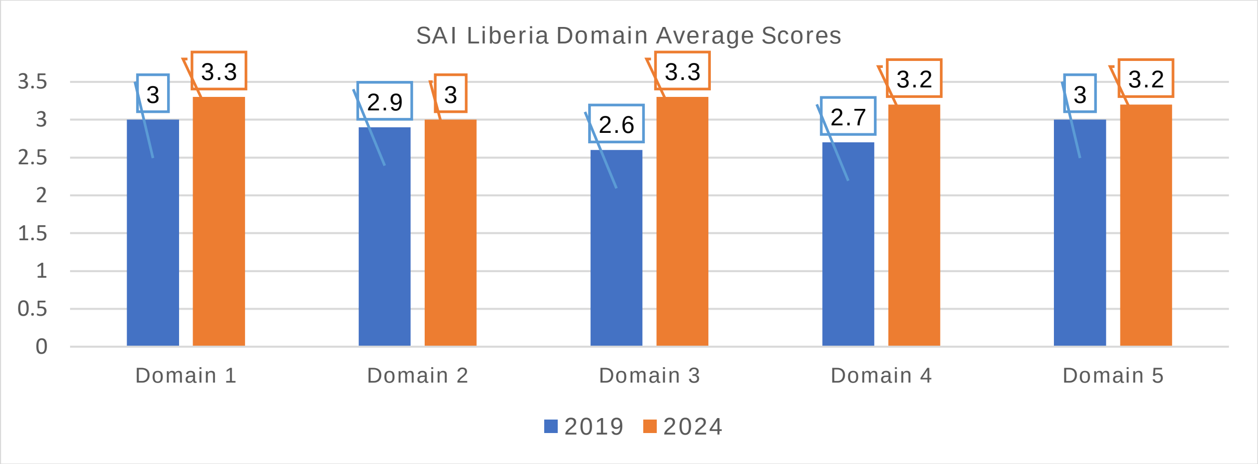
2. Performance Dashboard



*Performance Dashboard for the GAC 2021-2025 Strategic Plan Progress **– Each Goal's Score is Color**-Coded:*

- Goal Achieved (76-100%): Goal Achieved or Completed – Green Color
- Goal Partially Achieved (51-75%): Substantial progress, but target not fully met – Blue Color.
- Goal On Track (26-50%): Limited progress with significant gaps – Yellow Color.
- Delayed (0-25%): Little progress achieved – Red Color.

Institutional Capacity Building Framework (ICBF) – Average Scores by Domain



DONE IN AUGUST 2025 BY THE OFFICE OF THE AUDITOR GENERAL'S STRATEGIC AND OPERATIONAL PLANNING UNIT

5.5. Key Challenges

Despite notable achievements, the GAC continues to encounter several challenges that limit its ability to operate at full potential:

Internal Challenges

1. Resource Constraints: Insufficient budgetary support, limited logistics, and a shortage of manpower are hindering audit coverage and affecting the timely execution of fieldwork and overall operational efficiency. This issue is particularly evident when attempting to audit the entire portfolio of public entities, which includes all public institutions, public funds, and local government authorities.

2. Physical Infrastructure: Engagement with the government for land acquisition remains ongoing, delaying progress toward the GAC Future Home Project. While the design for the new GAC Office Complex is complete, construction has not commenced, affecting long-term institutional stability and independence.

3. Delays in Operationalizing Financial Independence: While several engagements continue, full operationalization of financial independence remains pending due to statutory delays and administrative bottlenecks.

4. Incomplete Citizen Engagement Platforms: The Citizen Eye and GAC Mobile Application initiatives were conceptualized but not launched, limiting direct citizen reporting and participatory accountability.

5. Declining and Unpredictable Donor Funding: Decline in donor funding have affecting training expansion, digitalization projects, technical assistance and other planned programs.

6. ICT Skills Gap and Digital Risks: Although infrastructure improved, gaps remain in specialized ICT skills (cybersecurity, advanced analytics, system architecture), Increasing cyber threats and power instability pose operational risks.

External Challenges

1. Low Implementation Rate of Audit Recommendations by MACs: While follow-up efforts improved, a significant percentage of recommendations remain unimplemented. A majority of audited entities implement less than half of their recommendations, indicating weak enforcement mechanisms and slow corrective action processes, which undermined audit impact.
2. Delayed in receipt of information for audit purposes and Inadequate audit documentation: Ministries, Agencies, and Commissions (MACs) must comply with Public Financial Management (PFM) and Public Procurement and Concession Commission (PPCC) requirements by producing timely financial statements and maintaining an effective document management system. Delays in the submission of financial statements by MACs and State-Owned Enterprises (SOEs) are slowing down the audit process.
3. Non – attainment of financial independence of the GAC: Untimely provision of the funding to undertake audits and planned programs.

5.6. Strategic Priorities and Focus for 2026

To effectively address challenges and build upon its achievements, the General Auditing Commission (GAC) has outlined the following strategic operational focus areas for 2026:

1) Launch of the 2026 – 2030 Strategic Plan: Develop and validate a new five-year Strategic Plan. Also, align strategic objectives with AFROSAI-E, ISSAI standards, and global SAI best practices.
2) Pursue Financial Independence: Engage in implementing the financial independence provisions to ensure that the GAC funding as required by the GAC Act of 2024.
3) Enhancing Audit Quality and Professional Standards: Fully operationalize the Audit Management System aligned with ISSAI 140, increase internal quality reviews across all audit streams, provide specialized training in IT audits, forensic audits, and performance audits, and strengthen risk-based audit planning methodologies.
4) Expand Coverage: Enhance coverage, especially in ARREST sectors, and broaden coverage in high-risk areas, including infrastructure, revenue, and state-owned enterprises.
5) Strengthening Audit Follow-Up and Enforcement: Expand audit follow-up coverage across additional audited entities, institutionalize an automated audit Recommendation tracking and Management system, enhance monitoring of corrective action plans (CAAPs), advocate for stronger legislative enforcement mechanisms, and increase collaboration with the Public Accounts Committee (PAC).
6) Digital Transformation and Automation: Full digitalization of the audit cycle using modern software and data analytics tools, implement audit management software across audit streams, deploy automated follow-up modules, strengthen data analytics capacity, and promote digital recordkeeping within audited entities. Also, enhance cybersecurity frameworks and incident response systems. Expand data analytics capability for audit evidence gathering, and integrate HR, Procurement, asset, and audit systems into unified platforms.

7) Institutional Capacity Development: Continuous professional development for auditors, enhance specialized skills (IT audit, actuarial, data analytics), strengthen internal audit collaboration frameworks, and develop structured training programs for audited entities on compliance and financial reporting. Also, develop a capacity building strategy, expand API, PESA, and ACCA participation, enforce performance management compliance and institutionalize continuous learning through blended training platforms. Also, deepen international partnerships and increase professional certifications for auditors.
8) Infrastructure Development: Accelerate land acquisition and planning for the GAC Future Home Project, continue modernization of facilities and fire safety systems, and improve asset lifecycle management.
9) Deepening Stakeholder Engagement and Collaboration: Promote citizen awareness on audit findings and public accountability, enhance public communication and publication of audit reports, strengthen partnership with development partners, expand collaboration with INTOSAI, AFROSAI-E, and regional SAIs. Also, develop a stakeholder engagement strategy plan and communication plan.
10) Expanding Performance and IT Audits: Increase the number of performance audits in priority sectors (such as health, education, infrastructure, and many more), expand IT systems audits of high-risk financial management systems, and strengthen value-for-money audit capacities.
11) Establish a Forensic Audit Unit: Organize the Forensic Audit Unit with the long-term goal of publishing at least one Forensic Audit annually.
12) Proposed GAC Audit Software: Complete the programming and launch of the "Proposed GAC Audit Software," including the automation of the Follow-up on the Implementation of Audit Recommendation Processes
13) Publish Outstanding 2025 Audit Reports: Complete review and exit conference, and publish outstanding 2025 audit reports between January to April 2026

6. PART 6: FINANCIAL STATEMENTS

In accordance with Part 2 Section 2.1.9 b4, the GAC shall present an audited financial statement as part of its annual report. To provide a clearer picture of its financial situation for the review period, the financial statements that follow are for the period from January 1, 2025, to December 31, 2025. Note that, as also emphasized in Part 3 Section 3.6, GAC shall submit an unaudited account; therefore, these attached financial statements are unaudited and will be available to supplement this report. A copy will also be posted 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, 2025

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

Table of Contents

STATEMENT OF RESPONSIBILITIES OF THE AUDITOR GENERAL, RL

The Financial Statements as set out on pages 8 to 10 have been prepared in accordance with the provisions of the Amendment and Restatement of the Public Financial Management (PFM) Act of 2009 and its attendant Regulations, and in compliance with Cash Basis International Public Accounting Standards (Cash-IPSAS of 2017) adopted by the Government of Liberia.

In accordance with the provisions of the Amendment and Restatement of the PFM Act of 2009, I am responsible for the control of and accounting for public funds received, held, and expended for and on behalf of the General Auditing Commission (GAC).

Under the provisions of the same Act, I am required to prepare unaudited Final Account of the General Auditing Commission (GAC) to be submitted to the Minister of Finance and Development Planning, two months after the end of the financial year to which it relates. However, I have delegated the preparation of the unaudited Final Account to the Comptroller for my transmittal to the Minister, as provided in the attendant Regulations of the Public Financial Management Act of 2009. Accordingly, I am pleased to submit the required annual Public Account of the General Auditing Commission (GAC) in compliance with the PFM Act and its attendant Regulations. I have provided, and will continue to provide, all the information and explanations as may be required in connection with the financial statements presented therein.

In preparing these Financial Statements, the most appropriate accounting policies have been consistently applied and supported by reasonable and prudent judgment and estimates. 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 provisions of the Amendment and Restatement of the Public Financial Management (PFM) Act of 2009

....

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

MARCH 10, 2026
....
Date

MANAGEMENT DISCUSSION AND ANALYSIS ON THE FINANCIAL STATEMENTS

1 Introduction

This Report provides commentary and analysis of the cash receipts and payments (as well as financial performance) of the General Auditing Commission (GAC) for the financial year ended 31st December 2025 and of its financial position as at that date.

2 The FY2025 Approved Budget

The National Budget for Fiscal Year (FY) 2025 was approved by the National Legislature in December 2024. However, the GAC's final approved national budget is **US$5,955,053.**

3 Summary.

From the total inflow of cash of **US$6,796,791** for the reporting year, the General Auditing Commission (GAC) disbursed **US$4,305,065** for Wages, Salaries, and Benefits and **US$2,635,002** for Goods and Services and capital expenditure.

4 Authorized Appropriation/Allocations

The total amount of Authorized Allocations received for the year ended December 31, 2025 is **Six Million Fifty-One Thousand Three Hundred One United States Dollars (US$6,051,301),**

5 Other Receipts

The total amount of Other Receipts for the year ended December 31, 2025 is **Seven Hundred Forty-Five Thousand Four Hundred Ninety United States Dollars (US$745,490).**

6 Expenditure – Operational Fund

a. Employee benefits- During the year under review, the General Auditing Commission (GAC) disbursed **Four Million Three Hundred Five Thousand Sixty-Five United States Dollars (US$4,305,065)** as employees' compensation.

b. **Goods and Services-** During the year under review, the General Auditing Commission (GAC) disbursed **Two Million, Two Hundred Eighty-Five Thousand Two Hundred Twenty-Eight United States Dollars (US$2,285,228**) on goods and services.

c. **Purchase of Capital Items-** During the year under review, the General Auditing Commission (GAC) disbursed **Three Hundred Forty-Nine Thousand Seven Hundred Seventy-Four United States Dollars (US$349,774**) on capital expenditure**.**

7 Project Flows- There was no project inflow during the financial year.

8 Cash Balances - At the end of December 31, 2025, the General Auditing Commission (GAC) cash balance was **Three Hundred Forty Eight Thousand One Hundred Ninety Two** United States Dollars (**US$348,192**)

9 Outstanding Liabilities and Commitments

Outstanding liabilities and commitments at the end of the financial year totaling **Four Hundred Thirty-Four Thousand Seven Hundred Thirty-Nine United States Dollars (US$434,739)**

Of this amount, **Two Hundred Eighty-Seven Thousand Four Hundred Nine United States Dollars (US$287,409)** constitutes liabilities while Commitments for the period amounted to **One Hundred Forty-Seven Thousand Three Hundred Thirty United States Dollars (US$147,330).**

Concerns and Strategic Focus

10. For the year under review, the GAC completed Fifty Three (53) 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 hopes 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$10,007,869 but only US$5,955,053 was approved.

11. 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.

During the year under review, the General Auditing Commission conducted some internal and external training. For the fiscal year ended, the GAC held Twenty-One (21) internal trainings and Twenty Nine (29) external trainings (Appendix-4).

12.Conclusion

The Financial Statements for the financial year ended 31st December 2025 should be read in conjunction with the underlying notes and supplementary disclosures for better understanding and interpretation.

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

MARCH 10, 2026
....
Date

GENERAL AUDITING COMMISSION (GAC)
STATEMENT OF CASH RECEIPTS AND PAYMENTS
FOR THE FISCAL YEAR ENDED DECEMBER 31, 2025

	Note	FY 2025 Receipts/ (Payments) Controlled by Entity US$	FY 2024 Receipts/ (Payments) Controlled by Entity US$
RECEIPTS			
Authorized Allocation/Appropriation	3	6,051,301	5,827,856
Other Receipts	5	745,490	763,997
Total Receipts		**6,796,791**	**6,591,853**
PAYMENTS			
Wages, Salaries and Employee Benefits	6	4,305,065	4,547,130
Use of Goods and Services	7	2,285,228	1,624,020
Purchase of Plant & Equipment	9	349,774	305,679
Total Payments		**6,940,067**	**6,476,829**
Increase/(Decrease) in Cash		**(143,276)**	**115,024**
Cash at the beginning of the FY		**490,655**	**324,922**
Foreign currency translation difference		**813**	**50,709**
Cash at the End of the FY	2	**348,192**	**490,655**

The accompanying notes are an integral part of the financial statements. The financial statements on page 1 to 11 were approved and signed by Management.

Auditor General,
General Auditing Commission, Liberia
MARCH 10, 2026
Date

Comptroller,
General Auditing Commission, Liberia
March 10, 2026
Date

GENERAL AUDITING COMMISSION
STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNT
FOR THE YEAR ENDED 31st
Dec-25
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	6,051,301	6,024,221	5,955,053	(27,080)	0.4%
Grants	-	-	-	-	
Other receipts	745,490	745,490	1,374,145	-	
Total Receipts	**6,796,791**	**6,769,711**	**7,329,198**	**(27,080)**	**-**
CASH OUTFLOWS					
Wages, Salaries and Employee Benefits	4,305,065	4,335,309	4,339,983	30,244	0.70%
Goods and Services Consumed (See Note 11)	2,285,228	2,434,402	2,411,360	149,174	6%
Purchase/Construction of Property, Plant , & Equipment	349,774		577,855	(349,774)	-
Other Payments	-	-		-	-
Total Payments	**6,940,067**	**6,769,711**	**7,329,198**	**(170,356)**	
NET CASH FLOWS	**(143,276)**	**-**	**-**	**143,276**	

GENERAL AUDITING COMMISSION STATEMENT OF CASH POSITION (ALL PUBLIC FUNDS) AS AT DECEMBER 31, 2025					
	Currency Held In	**Notes**	**As At December 31 , 2025**	**As At December 31 , 2024**	**Change in Cash Balances**
Cash/Bank Account Details					
Bank Accounts					
Guaranty Trust Bank (206600000210) –Operation A/C	USD		204,551	17,658.00	(186,893.00)
Guaranty Trust Bank (206600000211) –Payroll A/C	USD		100.00	31,348.00	31,248.00
Guaranty Trust Bank (206600000111) –Payroll A/C	LRD		27.00	11,763.00	11,736.00
Guaranty Trust Bank (206600000212) –Project A/C	USD		3,643.00	16,824.00	13,181.00
Central Bank Of Liberia(1502017569) Operation A/C	USD		303.00	302.00	(1.00)
Central Bank Of Liberia(1501011852) Operation A/C	LD		207.00	197.00	(10.00)
Guaranty Trust Bank (206600000110) –Operation A/C	LRD		1,176.00	369,140.00	367,964.00
UBA Prepaid Card #5	USD		4,731.00	756.00	(3,975.00)
Ecobank Prepaid Card	USD		887.00		(887.00)
Ecobank Project Account(6102186622)	USD		2,302.00		(2,302.00)
Ecobank Operation Account(6103301181)	LRD		3,139.00		(3,139.00)
Ecobank Operation Account(6102186552)	USD		11,060.00		(11,060.00)
Ecobank Payroll Account(6102186562)	USD		59,721.00		(59,721.00)
Ecobank Payroll Account(6103301181)	LRD		8,219.00		(8,219.00)
Total Cash in Banks			**300,066.00**	**447,988.00**	**147,922.00**
Cash held in Salary Advance			48,126.00	42,667.00	(5,459.00)
Cash held in Salary Advance			**48,126.00**	**42,667.00**	**(5,459.00)**
					-
Total Cash And Bank Balances			**348,192.00**	**490,655.00**	**142,463.00**

** 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 Amendment and Restatement 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 are disclosed in the Payments by External Third Parties column in the Statement of Cash Receipts and Payments and in other 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 rate for the reporting period is

1USD to 182.46 LRD. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at the year-end are disclosed on the face of the financial statements for reconciliation purpose.

2. Cash at the End of the year

This amount comprises cash available in banks and cash held in advances.

	FY 2025 US$	FY 2024 US$
Cash Available in Banks	300,066	447,98
Cash Held in Advances	48,126	42,667
Total	**348,192**	**490,655**

3. Authorized Allocations

The total amount of Authorized Allocations received for FY2025 is presented below comparatively:

	FY 2025 US$	FY 2024 US$
Compensation of Employees	4,335,388	4,325,790
Goods and Services	1,715,913	1,502,066
Total	**6,051,301**	**5,827,856**

4. External Assistance

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

5. Other Receipts

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

	FY 2025 US$	FY 2024 US$
Audit Fees/Cost	733,721	757,101
Miscellaneous Receipts/Refunds	11,769	6,896
Total	**745,490**	**763,997**

6. Wages, Salaries and Employee Benefits

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

	FY 2025	FY 2024
	US$	US$
January	360,737	606,003
February	360,854	360,405

	FY 2025	FY 2024
	US$	**US$**
March	359,372	356,140
April	357,738	356,970
May	357,060	358,574
June	357,012	359,908
July	356,442	359,933
August		359,201
September	719,525	353,157
October	360,140	357,786
November	356,503	359,019
December	359,682	360,034
Total	**4,305,065**	**4,547,130**

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 amount 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 2025	FY 2024
Comparative Analysis By Economic Classification		
Supplies and Consumables		
Uniform and Specialized Clothing	3,220	-
Small tools/Equipment & Household Material	14,674	-
Telephone Internet & Postage	420	-
R&M- Maintenance-ICT Equipment	2,290	-
Refuse Collection	2,500	-
Repairs & Maintenance-Generator	4,236	-
Bank Charges & Other Related Cost	6,115	-
Other Fixed Asset	62,180	-
Internet Provider Services	18,806	-
Retirement Benefit	68,090	-
ICT Inf, Hardware & Network	51,363	41,446
Computer Supplies, & ICT Service	5,796	24,213

	FY 2025	FY 2024
Comparative Analysis By Economic Classification		
Supplies and Consumables		
Workshops, Conferences, Symposium	18,825	20,686
Capacity Building	26,242	-
Foreign Travel -Incidental Allowance	16,024	7,420
Consultancy	48,250	
Furniture & Fixture	33,605	24,955
R&M- Machinery & Equipment	6,996	15,565
Foreign Travel-DSA	128,635	75,967
Foreign Travel -Means of Travel	105,211	65,479
Transport Equipment	239,500	199,500
Personnel Insurance	176,666	212,461
Advertising and Public Relation	27,466	12,824
Cleaning Materials & Services	4,008	919
Repair & Maintenance-Civil	176,192	43,221
Domestic Travel-Incidental	8,009	6,547
Domestic Travel-DSA	375,133	242,460
Scratch Card	81,717	86,716
Water & Sewage	11,371	14,680
Subscription	43,333	54,435
ICT & Professional Services	552	
Fuel & Lubricants-Vehicle	357,726	301,421
Fuel & Lubricants-Generator	23,437	
Repair & Maintenance-Vehicles	153,863	133,520
Stationery	49,457	53,753
Printing, Binding & Publication	4,640	9,848

	FY 2025	FY 2024
Comparative Analysis By Economic Classification		
Supplies and Consumables		
Newspaper, books & Periodicals	900	1,850
Other Office Materials & Consumables	13,626	18,164
Audit	18,788	15,231
Ent. Representation & Gifts	83,873	46,784
Operational Expenses	132,143	156,180
Legal Dues & Compensation	3,760	657
Vehicle Insurance	25,365	42,797
Total	**2,635,003.00**	**1,929,699.00**

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

Capital Expenditure	**FY 2025 US$**	**FY 2024 US$**
	-	
GOL	349,774	305,679
Total	**349,774**	**305,679**

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 2025.

12. Liabilities and Commitments

At the close of the fiscal year, the GAC's total liability position was **US$4,758,224**. Of this amount, US$4,323,485 represents the Commission's accrued total contribution to the National Social Security and Welfare Corporation (NASSCORP) from 2007 to December 2025, while US$434,739 represents liabilities and commitments to vendors for goods and services.

APPENDICES

APPENDIX 1 : Liabilities and Outstanding Commitments for Fiscal Year December 31 2025

APPENDIX 1 - Liabilities and Outstanding Commitments for Fiscal Year December 31 2025			
No.	**Economic Classification**	**Currency**	
1	Commitment	US$	147,330
2	Liabilities	US$	287,409
3	NASSCORP Liability	US$	4,323,485
GRAND TOTAL			**4,758,224**

APPENDIX 2 - Detailed of Fixed Asset Payment during the Year ended December 31, 2025

APPENDIX 2 - Details Of Fixed Asset Payment During the Year ended December 31, 2025			
Fixed Asset Type	**QTY**	**Description**	**Amount US $**
Transport Equipment	4	Vehicle	239,500
Equipment	1	AC	335
Equipment	1	Generator	62,180
Furniture	20	Desk	4,930
Furniture	156	Chairs	16,123
Furniture	8	Flower Pot	770
Furniture	30	Picture Frame	4,990
Equipment	5	Laptop	10,712
Equipment	2	Printer	2,189
Equipment	3	Television	4,260
Equipment	1	Shredded	950
Furniture	1	Desktop	2,460
Furniture	2	Desk Phone	375
GRAND TOTAL			**$349,774**

APPENDIX 3 - DETAILS OF OTHER RECEIPTS FOR THE FISCAL PERIOD ENDED DECEMBER 31, 2025

APPENDIX 2 - DETAILS OF OTHER RECEIPTS FOR THE FISCAL PERIOD ENDED DECEMBER 31, 2025		
Project/Audit Name	**Agency**	**Amount**
Liberia Maritime Authority(LMA)	Liberia Maritime Authority(LMA)	30,000.00
Liberia Urban Resilient Project(MPW)	Ministry of Public Works(MPW):	4,800.00
Global Alliance for Vaccine Immunization	Ministry of Health(MOH)	28,000.00
Liberia Road Asset Management Project(LIBRAMP)	Ministry of Public Works	19,000.00
South Eastern Corridor Road Asset Management Project(SECRAMP)	Ministry of Public Works(MPW):	17,300.00
Institutional Foundation to Improve Services for Health Project(IFISH)	Ministry of Health(MOH)	25,000.00
Liberia Water & Sewer Corporation(LWSC)	Liberia Water & Sewer Corporation(LWSC)	7,500.00
Liberia Urban Water Supply Project (LUWSP)	Liberia Water & Sewer Corporation(LWSC)	13,600.00
Statements of Smallholders Agriculture Transformation (STAR-P)	Ministry Of Agriculture(MOA)	22,115.00

APPENDIX 2 - DETAILS OF OTHER RECEIPTS FOR THE FISCAL PERIOD ENDED DECEMBER 31, 2025		
Project/Audit Name	**Agency**	**Amount**
Liberia Learning Foundation Project(LLFP)	Ministry of Education(MOE)	3,250.00
Tree Crop Extension Project(TCEP-II)	Ministry Of Agriculture(MOA)	18,750.00
Tree Crop Extension Project(TCEP-I)	Ministry Of Agriculture(MOA)	18,750.00
Smallholders Agriculture Development for Food and Nutrition Project(SADFON)	Ministry Of Agriculture(MOA)	12,000.00
National Port Authority(NPA)	National Port Authority(NPA)	54,000.00
COVID-19 Emergency Response Project	Ministry of Health(MOH)	16,000.00
Liberia Informal Sector Employment Project(REALISE-P)	Ministry of Youth & Sports(MYS)	10,876.00
Special Agro-Industrial Processing Zone Project (SAPZ-P)	Ministry of Commerce(MOC)	1,800.00
Ministry Of Education:IRISE jan. 1, 2024-Dec. 31, 2024	Ministry of Education(MOE)	19,800.00
Cote D'Ivoire, Liberia, Sierra Leone, Guinea(CLSG-P)	Liberia Electricity Corporation(LEC)	7,876.00
Regional Emergency Solar Power Intervention Project (RESPITE)	Liberia Electricity Corporation(LEC)	2,880.00
Liberia Food Production Program Project(LFPP)	Ministry Of Agriculture(MOA)	7,500.00
Liberia Electricity Sector Strengthening Access Project(LESSAP)	Liberia Electricity Corporation(LEC)	8,500.00
Liberia Petroleum Refining Company(LPRC)	Liberia Petroleum Refining Company(LPRC)	64,805.00
Liberia Investment, Finance and Trade Project(LIFT-P)	Ministry of Commerce(MOC)	3,500.00
Liberia Sustainable Management of Fisheries Project (LSMFP)	National Fishery & Acquiculture Authority(NAFAA)	8,100.00
Liberia Telecommunication Corporation(LTC)	Liberia Telecommunication Corporation(LTA)	10,000.00
Harmonizing and Improving Statistics in West Africa(HISWA)	Liberia Institute of Statistic and Geo-Information Services(LISGIS)	16,000.00
Renewable Energy for Electrification(REEL)	Rural Renewable Energy Agency(RREA)	3,138.00
Liberia Energy Efficiency and Access Project(LEEAP)	Liberia Electricity Corporation(LEC)	10,000.00
Liberia Women Empowerment Project(LWEP)	Ministry of Gender, Children Protection(MGCP)	4,350.00
Liberia Telecommunication Authority(LTA)	Liberia Telecommunication Authority(LTA)	18,000.00
the National Public Health Institute(NHPIL)	National Public Health Institute(NPHIL)	4,200.00
Global Alliance for Vaccine Immunization (GAVI)	Ministry of Health(MOH)	35,000.00
Cheesemanburg Landfill Urban Sanitation project(CLUS)	Monrovia City Corporation(MCC)	3,000.00
Mano River Union Road Development Project(MRU-III	Ministry of Public Works(MPW)	3,110.00
Mano River Union Road Development Project II	Ministry of Public Works(MPW)	7,120.00
Mano River Union Road Development I(MRU-I)	Ministry of Public Works(MPW)	10,030.00
Fish Town Harper Road Project(FTHRP)	Ministry of Public Works(MPW)	1,290.00
Robert International Airport (RIA) Road Project	Ministry of Public Works(MPW)	10,500.00

APPENDIX 2 - DETAILS OF OTHER RECEIPTS FOR THE FISCAL PERIOD ENDED DECEMBER 31, 2025		
Project/Audit Name	**Agency**	**Amount**
Liberia Civl Aviation Authority(Jul. 1, 2024-Dec. 31, 2024)	Liberia Civl Aviation Authority(LCAA)	9,900.00
Public Financial Management Unit(PFMU)	Ministry of Finance & Development Planning(MFDP)	2,749.00
Rural Economic Transformation Project (RETRAP)	Ministry Of Agriculture(MOA)	12,000.00
Ministry Of Education:IRISE-PBR 1.5	Ministry of Education(MOE)	12,526.00
Liberia Renewable Energy Access Project (LIRENAP)	Rural Renewable Energy Agency(RREA)	5,756.00
Building Climate Resilience Project(BCRP)	Ministry Of Agriculture(MOA)	17,850.00
Liberia United Nations Security Council Fund LUNSCF)	Ministry of Foreign Affairs(MOFA)	3,000.00
National Fishery & Aquaculture Authority(NAFAA)	National Fishery & Aquaculture Authority(NAFAA)	6,000.00
Liberia Airport Authority(LAA)	Liberia Airport Authority(LAA)	18,000.00
National Social Security & Welfare Corp(NASSCORP)	National Social Security & Welfare Corporation(NASSCORP)	34,000.00
Liberia Electricity Corporation(LEC	Liberia Electricity Corporation(LEC)	22,500.00
National Oil Company of Liberia(NOCAL)	National Oil Company of Liberia(NOCAL)	9,000.00
National Road Fund(NRF)	National Road Fund(NRF)	14,000.00
Liberia Emergency Rice Production Offensive Project (ERPO-P)	Ministry Of Agriculture(MOA)	5,000.00
Subtotal-Audit Fees/Cost		**733,721.00**
Miscellaneous	**Refund (Miscellaneous refunds)**	**11,769.00**
Grand-Total		**745,490.00**

APPENDIX 4 - Detailed of Trainings Conducted During The Year Ended December 31 2025

APPENDIX 4 - Details List of Trainings Conducted During The Year Ended December 31 2025				
No.	**Training Description/Name**	**Training Date**	**Location**	**Participants**
Catgory 1. Internal Training				
1	Budget Execution Workshop for all spending Entities	January 9-10, 2025	Ministerial complex	1
2	FAM & CAMCOTABD Refresher Workshop	January 27-February 7, 2025	GAC's 2nd Floor Conference Rm.	150
3	Security Advance Training in Radio Communication	May 21-23, 2025	GAC's Conference Rm.	17
4	One Day Security Retractable baton Usage Training	8/23/2025	GAC's Conference Rm.	17
5	7-week E-GP System Users Training	Oct 7 to November 19, 2025.	PPCC Office	4
6	ICT Training	October 14-15, 2025	GAC's Conference Rm.	8
7	E-Government 7-week Procurement heads and IT heads Training	October 7, 2025 to November 19, 2025	PPCC Head Office, Executive	6

APPENDIX 4 - Details List of Trainings Conducted During The Year Ended December 31 2025				
No.	**Training Description/Name**	**Training Date**	**Location**	**Participants**
Catgory 1. Internal Training				
			Mansion grounds, Monrovia.	
8	INTERSECTORAL Coordination Training	September 30-October 1,2025	Kakata, Margibi County	2
9	Performance Audit refresher Training Course for SAI Liberia	Oct. 13-17, 2025	GAC's Conference Rm., Liberia	16
10	ICT Training	October 14-15, 2025	GAC's Conference Rm.	8
11	GAC, LACC and World Bank on Great Project Training	10/14/2025	3rd Floor Conference Room,Nanka's Office	11
12	INTERSECTORAL Coordination Training	September 30-October 1,2025	Kakata, Margibi County	2
13	SNAO Performance Working group	November 26-28, 2025	Cape Hotel, Monrovia, Liberia	10
14	SNAO Regularity Audit Training	November 27-December 1, 2025	GAC's Conference	25
15	AFROSAI-E Digitalization Project Training	Nov 17-20, 2025	GAC's Conference Rm	58
16	SNAO Performance Audit Training	11/21/2025	GAC's 3rd Floor Conference Rm	10
17	SNAO-HR Terms of Reference for HR Leadership Activity	11/24/2025	GAC's 2nd floor Conference Room	12
18	SNAO Performance Auditing Training	February 24-March 4, 2025	GAC's 2nd Floor Conference Room	11
19	Knowledge Sharing and Team Training	April 14-16, 2025	GAC's Conf. Room	2
20	SNAO Audit Coaching Training	April 24-28, 2025	GAC Conf. Room	15
21	GOL Chart Account Validation Workshop	December 3-5, 2025	Kakata, Margibi County	2
Catgory 2. External Training				
22	A -SEAT Administrator & project Management workshop	February 3-7, 2025	Pretoria, South Africa	1
23	International Auditor Fellowship Program	April 2-July 2, 2025	USA	1
24	Workshop on extractive industries	May 5-9, 2025	Kampala, Uganda	2
25	SAIs & ACA seminar	May 6-8, 2025	Durban, South Africa	2
26	WAIFEM Project Management course in Result based monitoring & Evaluation frame work	June 16-20, 2025	Sierra Leone, Freetown	1

APPENDIX 4 - Details List of Trainings Conducted During The Year Ended December 31 2025				
No .	**Training Description/Name**	**Training Date**	**Location**	**Participants**
Catgory 1. Internal Training				
27	IFMIS Supervision and Review Workshop	June 23,27, 2025	KAGALI Convention Centre	1
28	WAIFEM Course on enhancing public sector financial management & effective implementation	June 16-20, 2025	Lagos, Nigeria	1
29	W/shop on AFDB Group spotlight on public Debt management	June 30-July 4, 2025	Accra, Ghana	1
30	AFROSAI-E Global Fund W/shop	August 17, 23, 2023	Addis Ababa, Ethiopia	4
31	AFROSAI-E Information systems in Financial Audits	Aug. 25 to 29, 2025	Das Es Salaam	2
32	SAI Digitalization planning w/shop	September 22-26, 2025	Pretoria, South Africa	2
33	AFROSAI-E A-SEAT W/shop	September 28-Oct. 5, 2025	Pretoria, South Africa	1
34	AFROSAI-E Technical conference	October 7-9, 2025	Pretoria, south Africa	2
35	AFROSAI-E Women Leadership Workshop	Oct. 13-17, 2025	Pretoria, South Africa	1
36	Local Government Audit Considerations Training	November 24-28, 2025	Visual, Liberia, Pretorial, South Africa	2
37	Strategic Executive Support and AI-Driven productivity for Secretaries, Ext, Assistants and Personnel Assistants	November 24-28, 2025	Abuja, Nigeria	2
38	AFROSAI-E A-SEAT W/shop	September 15-19, 2025	Freetown, Sierra Leone	1
39	Audit of Digital Public Infrastructure w/shop	Nov. 10-29, 2025	Delhi, India	1
40	Hands on Training in Blue Economy	August 4-8, 2025	Bali, Indonesia	2
41	Hands on Audit Training in cross cutting issues and food security	August 10-14, 2025	Bali, Indonesia	2
42	Regional meeting	Dec 2-4, 2025	Pretoria, South Africa	1
43	Participated in the meeting of the Global Project on SAI Independence organized by the OECD and the IDI	January 27-29, 202 2025	Paris, France	2
44	Attended the 5th General Meeting and Conference of AFROPAC	March 17-21st, 2025	Kampala, Uganda	2
45	Attended the 3rd General Meeting of the ECOWAS Supreme Audit Institutions (ECOSAI)	October 7-11 2025	Accra, Ghana	4
46	Attended the 21st AFROSAI-E Governing Board Meeting and 2025 strategic Review	May 19-23, 2025	Savoy, Seychelles Resort	4
47	Attended the Deloitte Financial Crime Symposium on the theme: Uniting forces against Fraud: Data sharing and	November 15-18, 2025	Lagos, Nigeria	3

APPENDIX 4 - Details List of Trainings Conducted During The Year Ended December 31 2025				
No.	**Training Description/Name**	**Training Date**	**Location**	**Participants**
Catgory 1. Internal Training				
	collaborative Regulatory Oversight for a more secure ecosystem			
48	Attended the 25th International Congress of Supreme Audit Institutions-(XXVINCOSAI)	October 27-31, 2025	Sharm El Sheikh, Arab Republic of Egypt	4
49	Attended series of engagement with Deloitte Ghana and KPMG Ghana in relations to MFDP-CBL -LRA Reconciliation Audit documentation and automation project as well as the GAC Strategic plan	April 9-11, 2025	Accra, Ghana	2
50	Attended the 62nd session/ Meeting of the African Organization of Supreme Audit Institutions	July 7-11, 2025	Rabat, Morocco	2

APPENDIX 5 - Detailed List of Audits Completed During The Year Ended December 31 2024

APPENDIX 5 - Details List of Audits Completed During The Year Ended December 31 2025		
No.	**Entity**	**Status**
1	Consolidated Funds Account Audit (MFDP)	Completed
2	Liberia Electricity Corporation (LEC)	Completed
3	Liberia Immigration Service (LIS)	Completed
4	Ministry of Foreign Affairs (MoFA)	Completed
5	National Social Security Corporation (NASSCORP)	Completed
6	Universal Access Fund (UAF)	Completed
7	Follow-up on Audit Recommendations - 2025	Completed
8	Domestic Debt Audit (GoL)	Completed
9	Liberia Water and Sewer Corporation (LWSC)	Completed
10	MedTech Audit (LRA)	Completed
11	Ministry of States - (Supplementary Payroll Audit-MoS)	Completed
12	Payroll Audit (NPA)	Completed
13	GTMS-(NPA)	Completed
14	National Disarmament & Demobilization Commission(NDDC)	Completed
15	Ministry of Finance & Development Planning (MFDP)	Completed
16	Cote D'ivoire, Liberia, Sierra Leone, Guinea Interconnection Project (CLSG-RE)	Completed
17	Liberia Energy Efficiency Access Project (LEEAP)	Completed
18	Liberia Electricity Expansion Accelerated(LESSAP)	Completed
19	Regional Emergency Solar Power Intervention Project (RESPITE)	Completed
20	Liberia Renewable Energy Access Project (LIRENAP)	Completed
21	Rural Energy Electrification in Liberia (REEL)	Completed
22	Liberia Urban Water Supply Project (LUWSP)	Completed

APPENDIX 5 - Details List of Audits Completed During The Year Ended December 31 2025		
No.	**Entity**	**Status**
23	Liberia Road Asset Management Project (LIBRAMP)	Completed
24	South Eastern Corridor Road Asset Management(SECRAMP)	Completed
25	Mano River Union Road Development & Transportation Facility Programmed (MRU/RDTFP I)	Completed
26	Mano River Union Road Development & Transportation Facility Programmed (MRU/RDTFP II)	Completed
27	Mano River Union Road Development & Transportation Facility Programmed (MRU/RDTFP III)	Completed
28	Fish Town Harper Road Project(FTHRP)	Completed
29	Liberia Urban Resilience Project(LURP)	Completed
30	Liberia COVID-19 Emergency Response Project (COVID-19)	Completed
31	Institutional Foundations to Improve Services for Health (IFISH)	Completed
32	Global Alliance for Vaccine Immunization (GAVI)	Completed
33	Liberia Emergency Food Production Program (LEFPP)	Completed
34	Monitoring and Evaluation Result Based Project (NPHIL)	Completed
35	Tree Crop Extension Project (MOA)	Completed
36	Tree Crop Extension Project II (MOA)	Completed
37	Building Climate Resilence Project (BCRP)	Completed
38	Smallholder Agriculture Transformation and Agribusiness Revitalization Project (STAR-P)	Completed
39	Rural Economic Transformation Project(RETRAP)	Completed
40	Small holder Agriculture Development for Food and Nutrition (SADFONS)	Completed
41	Small holder Agriculture Development for Food and Nutrition (SADFONS) (MOA)	Completed
42	Liberia Sustainable Management of Fishery Project (LSMFP)	Completed
43	Improving Results in Secondary Education (IRISE)	Completed
44	Liberia Learning Foundation Project (LLFP)	Completed
45	Special Agro-Industrial Processing Zone(SAPZ)	Completed
46	Liberia Investment Financial Trade Project(LIFT)	Completed
47	Cheeseman burg Landfill Urban Sanitation Project (CLUS)	Completed
48	Recovery of Economic Activities Liberia Informal Sector Employment (REALISE)	Completed
49	Liberia Women Empowerment Project (LWEP)	Completed
50	Governance Reform and Accountability Transformation (GREAT))	Completed
51	Harmonizing and Improving Statistics in West Africa (HISWA) (LISGIS)	Completed
52	Public Financial Management Reforms for Instructional Strengthening (PFMRISP)	Completed
53	Public Financial Management Unit(PFMU)	Completed

APPENDIX 6 – Outstanding Receivables as at December 31 2025

APPENDIX 6 - Receivable as at December 31 2025			
No.	**Economic Classification**	**Currency**	
1	World Bank Project Audits	US$	32,720
2	African Development Bank Project Audits	US$	17,182
3	USAID-FARA Project Audit	US$	18,000
4	State Owned Enterprise Audit (SOE's)	US$	275,048
GRAND TOTAL			**$342,950**