ANNUAL PERFORMANCE REPORT 2019

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Auditor-General of Sierra Leone
MBA, FCCA (UK), FCA (SL), GOOR

Table of Contents

ABBREVIATIONS AND ACRONYMS

ACC – Anti-Corruption Commission

ACCA - Association of Chartered Certified Accountants

AFROSAI-E – African Organisation of Supreme Audit Institutions - English Speaking Countries

AAG- Assistant Auditor-General

AG - Auditor-General

ASB - Audit Service Board

ASSL- Audit Service Sierra Leone

IS-Information Systems

DAG- Deputy Auditor-General

FAM - Financial Audit Manual

FCASL - Fellow of Certified Accountants in Sierra Leone

FCCA - Fellow of Chartered Certified Accountants

GCP - Global Call for Proposals

ICT - Information and Communication Technology

IDI - INTOSAI Development Initiative

IEC - Information, Education and Communications

INTOSAI - International Organisation of Supreme Audit Institutions

ISSAI - International Standards of Supreme Audit Institutions

MDA- Ministries, Department and Agencies

M&LA- Ministries and Local Authorities

MoF - Ministry of Finance

NSA - Non-State Actors

PAC- Public Accounts Committee

PAM- Performance Audit Manual

PFM - Public Financial Management

CAM - Compliance Audit Manual

SAI - Supreme Audit Institution

QA - Quality Assurance

QAR- Quality Assurance Review

I. Message from the Auditor-General

My dear readers, it is with great joy that I share with you the progress report of the Audit Service Sierra Leone (ASSL) for 2019.

As the guardian of the economic prosperity of Sierra Leone, I implore everyone to see Public Financial Accountability as an act of patriotism, which we must all demonstrate in the interest of posterity. This year (2019) gave me hope that the era for financial prudence in the public sector is drawing close. The call for judicious management of government resources has been a long cry echoed by the ASSL with recommendations proffered to MDAs to pay heed to financial principles and fiscal discipline.

We continue to see changes in the Public Financial Management (PFM) operations and hope to see a continuation of this trend.

Parliament conducted less public hearings in 2019 on the Auditor-General's report for 2018. A plausible reason could be the current Covid-19 pandemic ravaging the world.

Our staff continue to provide a holistic, integrated view of auditees' performance by using both the financial, compliance and performance audit manuals.

The use of our audit tools has helped to provide improved evidence collection, greater depth of data analysis and interrogation and ultimately, the improved quality of our audits. The use of specialised audit skills derived from series of trainings received by our staff both locally and internationally has further enhanced our vast knowledge of the public sector. This makes it easier for us to identify the misuse or diversion of resources meant to support the country's economic growth and improve the lives of Sierra Leoneans.

As part of our dream to automate our work process, we secured the services of an Information Systems (IS) Audit consultant from SAI Kenya with the support of our donor partners who helped lay out the basic infrastructure for an IS Audit Division to thrive. Currently, we now have a functioning IS Unit with a clear vision of where it wants to be in the next 3 years.

In 2019, the ASSL continued its capacity building drive by formalising its relationship with the second Tier of the Global Call for Proposals (GCP) in order to help mobilise resources and support for the ASSL. The GCP is a mechanism seeking to match SAI capacity development proposals with donors and providers of support. This arrangement has been beneficial to the ASSL. With a formal agreement in place and work plan, we have jointly achieved key milestones such as reviewing the ASSL's Strategic Plan 2016-2020 as well as working on a new Strategic Plan for the period 2021-2025.

Timely and adequate financial support continues to be a challenge for the ASSL and that has limited the extent of our operations in successive years. In 2019, our requested operational budget was reduced by Le1,160,888,714 (Le8, 994,155,380 - Le7,833,266,666) which represents a 13% cut in funds requested to carry out operations.

Our staff turnover is not getting any better as the ASSL continues to lose valuable staff having invested hugely to bring them to the level they are. Unfortunately, we foresee this trend to continue and it saddens me to report that there is very little we can do about this without the support of the Government of Sierra Leone in augmenting the salaries of staff comparatively with others in the accounting profession.

We continue to maintain strong affiliations with our regional partners, as we were actively involved with INTOSAI, AFROSAI, AFROSAI-E and other affiliated working groups within these bodies. At this point, we wish to appreciate your efforts and continue to solicit your support and cooperation so that we all can jointly build a better Sierra Leone.

On this note, we hereby present to you our Annual Performance Report for 2019.

Lara Taylor-Pearce (Mrs) MBA, FCCA (UK), FCA (SL), B.Sc. Econ., GOOR
Auditor-General

II. Highlights of Performance Across the Strategic Goals

Goal 1 – Independence

The ASSL's commitment to maintaining and improving its independence has always been a strong pillar to its success. In achieving this strategic goal, it ensured that the broader goal of independence be broken down into objectives with metrics to measure its attainment. For the period under review, highlights of objectives attained were as follows:

- ensuring that the citizenry is aware of the ASSL's role in the public financial management framework which was achieved through increased sensitisation via radio jingles and discussion programmes, ensuring key information is held on our website, organising school outreach programmes, and simplifying and reproducing a graphic summary of the Auditor-General's Report;

- we also engaged our stakeholders (the public, donor partners and Parliament) regarding key deliverables and the conduct of our work; and

- we have enjoyed administrative independence to some reasonable extent even though we could neither recruit nor replace staff in 2019 due to the absence of a constituted Board, which is responsible for staff recruitment. There continued to be significant delays (75 days) in payments from the Ministry of Finance in 2019, and our long-awaited headquarters is still not completed, so our personnel remain spread across multiple locations.

Goal 2 – Profile

The ASSL's key goal is to raise its profile and to ensure that we create awareness about the office in the country, the African region and the globe at large, regarding the work we do. For the period under review, we ensured that:

- a total of 29 staff participated in various activities organised by AFROSAI, AFROSAI-E, EITI, GLOBAL FUND, INTOSAI and other training service providers;

- we monitored and collected data such as daily, monthly and yearly hits on the ASSL website, and for the period under review, we recorded a total of 1,875 hits; and

- it is also worth noting that the ASSL has an operational media strategy regarding creating awareness on the work we do and the purpose for its establishment.

Goal 3 – Quality

The ASSL ensures that it puts quality at the forefront of its work. For the period under review, we ensured that:

- we selected audits based on our risk model which ensured that we identify and audit clients based on the outcome of a risk assessment exercise;

- we ensured that audit reports produced continue to be relevant by ensuring that they contain recommendations which will help improve the financial management systems of MDAs;

- for 2019, we completed 141 audits, of which 86 were Financial Statements audits;

- we produced and tabled in Parliament, four Performance Audit reports in 2019;

- we reviewed our Financial and Compliance Audit manuals to ensure that we deliver quality; and

- we conducted thorough quality control reviews on all of our audits, including those we outsourced, and submitted a consolidated report to the Auditor-General on our findings to help strengthen our audit processes going forward.

Goal 4 – Impact

The aim of the ASSL is to ensure that its work serves as a catalyst for prudent financial management by MDAs. Therefore, we have consistently ensured that:

- we maintained a dedicated pool of staff stationed in Parliament to provide technical support for the Public Accounts Committee to aid their understanding of the Auditor-General's reports;

- we maintained strong relationships with other organisations with similar or overlapping objectives to ensure that actions are taken on our reports, such as the Anti-Corruption Commission; and

- we distributed our reports to a wide variety of stakeholders beyond the PAC and MDAs, including CSOs and the media.

Goal 5 – Human Resources

The ASSL as an institution places great importance on our most valued asset - our staff. For the period under review, we embarked on activities aimed at promoting the wellbeing of our staff as summarised below.

- We developed the ASSL Human Resources Strategy in 2019, which gained recognition as the second best HR Strategy at the AFROSAI-E 2019 Technical Updates in Cape Town, South Africa.

- We strived to maintain a well-motivated and diverse workforce. A staff survey conducted during the period indicated that 92% of respondents of the survey said they were satisfied working for the ASSL; and

- We developed a reward and recognition policy which was fed from staff appraisal inputs

Goal 6 – Information Technology (IT)

Information Technology has increasingly become a key part of modern day operations. Most of our clients are tending towards digitalisation and automation of their processes. As a SAI with the drive to improve the accountability landscape of government finances, we have to ensure that our processes are fine-tuned to meet the challenges we face.

Therefore, for the period under review, we ensured the following.

- We created an Information Systems Audit Division at the ASSL with the necessary infrastructure to allow it to flourish.

- Our electronic copies of audit files are maintained for all audits conducted, and we have volunteered to pilot the A-SEAT audit management information systems software developed by AFROSAI-E.

- All our internal communications are done through our webmail with each staff having an active user account. Communications with external parties are partly electronic and partly paper based, depending on the situation at hand.

- Our shared drives/folders are kept up to date by encouraging staff to make use of the facility. There are also onsite and offsite backup systems in place that we continue to maintain.

Goal 7 – Working Environment

This is one area the ASSL has struggled with throughout the lifespan of the 2016-2020Strategic Plan. We have ensured that we make use of the resources at hand to make our staff comfortable within the means of the ASSL; for the period under review, we ensured that:

- we worked with the Government to secure a contractor in order to commence construction work on our headquarter building;

- we also built perimeter fences around the plots of land that had been acquired in the provinces where we hope to construct our provincial offices whenever the necessary funding is available; and

- we were able to secure two vehicles for the office as the vehicle constraint had become serious, making it difficult for our staff to carry out their work especially for our provincial offices.

Goal 8 – Lead by Example

The ASSL like any other MDA has the responsibility of complying with the Government's financial rules. A key requirement of such rules is to produce and publish a combined financial (IPSAS) and performance report within the legislative timeframe. The ASSL has ensured that it complies with this requirement and 2019 was no exemption. Therefore, we ensured that:

- the ASSL's Financial Statements for 2019were submitted to Parliament as required by law;

- the auditor's opinion for the 2019 was unqualified, with very little management issues to report on;

- the ASSL's Annual Performance Report 2018 was published;

- a review of the ASSL's activities was done in 2018 by the International Development Initiative (IDI) using the Performance Management Framework for Supreme Audit Institutions (SAI PMF) in 2018. This report was finalised in 2019 and a copy of the final report extended to our office. Good lessons were learnt from this review and will ensure that recommendations made are implemented; and

- we continue to make good progress on the PFMICP with audit reports submitted on time and positive reviews made.

III. Major Challenges and Mitigations

The ASSL like any other organisation is faced with challenges, some of which have been summarised below and how best we have managed to work around them.

No	CHALLENGES	MITIGATION
1	**Staff Turnover:** The *staff turnover in 2019 like in 2018 was no different as we continued losing some of our key middle management level staff to other organisations within the government sector. In 2019, 6 staff at the mid-management level resigned. The main reason for leaving was the issue of inequitable*	*It is true that the level of experience of the staff who had left will take time to build. Notwithstanding, we have made a case to the board and the Ministry of Finance regarding the need for the ASSL to replace lost staff. Once the vacancies are filled, we will embark on extensive training and mentoring.* *Another way the ASSL responded to staff turnover was to downsize audits, focusing on high risk audits*

6

No	CHALLENGES	MITIGATION
	remuneration of accounting professionals with the same qualification across MDAs.	*and outsourcing some audits to private auditing firms, whilst at the same time engaging at the highest level to ensure that the ASSL staff are equitably remunerated.*
2	**Accommodation:** *Getting our own building to house all of our staff in Freetown has been a big challenge as they are scattered all over the city and most importantly occupying offices owned by clients we audit.*	*In order to ensure that our independence remains intact, we have made it a priority to meet our financial obligations relating to any accommodation occupied by the ASSL belonging to our clients. We have also engaged government which has made a big commitment in supporting the ASSL to get its own building.*
3	**Public Expectation:** *A major challenge we face is regarding managing the public's expectation of the ASSL. It has become glaringly clear that a vast majority of people expect much more from the ASSL even beyond our mandate. Also, in terms of its reporting period, people are either confused about when the Auditor-General's report is due or they misconstrue the ASSL's position when it comes to accountability.*	*To combat misinformation, we have ensured that whenever controversial issues emerge in public, the first thing we do is to issue a press release that is aired on all major traditional news networks putting the records straight and educating the public on the job we do.*
4	**Budget Constraint:** *The ISSAIs require that a SAI budget should be prepared and presented to Parliament for approval by the SAI with no interference from the Executive. The application of this ISSAI has not been seen throughout the existence of the ASSL as it has been required like all MDAs to submit its budget to the Ministry of Finance which is a client of the Audit Service Sierra Leone. Apart from the fact that this is a threat to independence, the ASSL's submitted budget is subjected to cuts by the Ministry. These cuts have affected the ASSL as it is unable to*	*The ASSL's approach to resolving this issue has been to constantly remind the legislature of the requirements for the establishment of SAIs, key of which is financial independence which on a regular basis has been breached.* *It has also engaged the legislature extensively of the need not to subject the ASSL to widely applied policies for MDAs as it may have far-reaching implications.* *Since this is a situation that is not within our control, whenever such appeals are made and are rebuffed, the ASSL ensures that it readjusts its plan to reflect the resources that is allocated.*

No	CHALLENGES	MITIGATION
	execute its yearly plan which is based on the budget.	
5	**Automation of its Audit Process:** *One of our biggest challenges is that of automating our processes and to conduct our audits fully paperless. The ASSL is aware of government's strides to automate its operations. Over the period under review, we made efforts through our donor partners to procure an Audit Management Information System (AMIS) which failed due to the fact that the procuring agencies failed to perform due diligence before initiating purchase. This ultimately wasted staff's time and led to frustration, thus leading to low staff morale and apprehension to future AMIS.*	*The ASSL's approach to addressing this problem is in two folds:* 1. *The ASSL has communicated to donor partners wanting to help in securing an AMIS to allow the ASSL identify the audit software they believe can work well for its office.* 2. *The ASSL has engaged officials at the Ministry of Finance to provide additional funds as the amount set out by donors are insufficient to acquire a good AMIS, whilst seeking the necessary approvals from other supporting agencies to allow it to sole-source within the ambit of the law.*
6	**Poor Internet Connectivity for Provincial Offices:** *The IT infrastructure outside of Freetown is challenging. The internet connectivity is a big problem in the provinces especially when out of the headquarter towns, making it difficult to work effectively and to connect with Headquarters (HQ).*	*The ASSL has done all it can within its means to provide connectivity between provincial offices and HQ. It also provided dongles for working out of station, but these have proven ineffective.*

IV. Background on the Office

The Audit Service Sierra Leone (ASSL) is the Supreme Audit Institution of Sierra Leone. It was originally established as the Audit Department, by the Audit Act of 1962. It became the first audit institution to exist in the country. The nomenclature "Audit Department" was later changed to "The Auditor-General's Department".

In 1996, Sierra Leone began its transformation to a democratic state by establishing fully functional institutions to aid good governance and the rule of law. The ASSL then considered that, as it serves its purpose and helps these institutions achieve full potentials; whilst at the same time responding to changes in its external environment; it should perform a "position audit" to identify what needs to be changed. The outcome of this exercise led to the setting up of the ASSL as a legal entity through an Act of Parliament in 1998 which led to the birth of what is today known as the "Audit Service Sierra Leone".

This establishment was followed by the rebranding of the ASSL to become a modern day Supreme Audit Institution (SAI). It must be noted that, the Audit Service Act of 1998 has been repealed and replaced by the Audit Service Act of 2014.

Section 119 subsection 2, of the 1991 Constitution of Sierra Leone which serves as the basis for the enactment of the ASSL Act and hence the Office of the Auditor-General, states that: "The public accounts of Sierra Leone and all public offices, including the courts, the accounts of the central and local government administrations, of the universities and public institutions of like nature, any statutory corporation, company or other body or organisation established by an Act of Parliament or statutory instrument or otherwise set up partly or wholly out of Public Funds, shall be audited and reported on by or on behalf of the Auditor-General, and for that purpose the Auditor-General shall have access to all books, records, returns and other documents relating or relevant to those accounts".

The ASSL is headed by the Auditor-General (AG) and assisted by four deputies. The headquarters is situated on the 2nd Floor of Lotto Building, OAU Drive, Tower Hill, Freetown. In addition to its various departments and offices in Freetown, the ASSL has three regional offices in the three provincial headquarter towns of Bo, Kenema and Makeni.

Considering the fact that the mandate of the AG as prescribed by the 1991 Constitution of Sierra Leone is broad, and covers all aspects of government, it should be noted that, the ASSL is unable to audit all institutions within a year as required. As a result, some audits are outsourced to private audit firms; with ASSL taking overall responsibility for their outcomes and reports to Parliament.

Our Mission

We seek to be a role model by proactively ensuring value for money from public funds through a highly competent and satisfied workforce of integrity.

Our Vision

Our vision is to be a leading audit organisation promoting excellence and accountability in public institutions.

Our Core Values

The following ethical standards underpin the work of all staff members of the ASSL at all times.

1. *Professionalism* – We carry out our work with respect, competently and in the interest of the public;

2. *Integrity* – We are straightforward and honest in all professional and business relationships and deal fairly with those with whom we work;

3. *Impartiality* – We are unbiased and politically neutral;

4. *Objectivity* – We always ensure that we avoid any actual or perceived conflict of interest in the work we do;

5. *Independence* – As an organisation, we work independently from the Government.

Who We Report to

There are several laws, which guide the Audit Service Sierra Leone when it comes to who the ASSL is accountable to. Paragraph 119(1) of the 1991 Constitution of Sierra Leone states that: "There shall be an Auditor-General for Sierra Leone whose office shall be a public office, and who shall be appointed by the President after consultation with the Public Service Commission, and subject to the approval of Parliament". Being a public office means that the Auditor-General (AG) is answerable to the people of Sierra Leone through their elected representatives in Parliament. This does not limit the AG in engaging the public to provide first-hand information and address concerns raised. The ASSL adopts several approaches in addressing information needs.

With this in mind, the ASSL ensures that it identifies its stakeholders and address their information needs.

The AG provides information to Parliament on the state of affairs of the nation in line with paragraph 119(4) of the 1991 Constitution of Sierra Leone which states that: "The Auditor-General shall, within twelve months of the end of the immediately preceding financial year, submit his report to Parliament and shall in that report draw attention to any irregularities in the accounts audited and to any other matter which in his opinion ought to be brought to the notice of Parliament".

The AG or her representatives also engages other stakeholders like school going children, the general public, MDAs, Civil Society etc. This is done in line with the ASSL Strategic Plan 2016-2020 with specific objectives in mind for each engagement.

The engagement with schools/school going children aims at achieving the objective of ensuring that children are aware of what we do, the state of the current PFM system and to instil a sense of integrity and patriotism in them. This move aims at improving the future integrity situation in the country as a whole.

Stakeholders' meeting with MDAs and donor organisations has not been held for some time now for several reasons; one of which is the Covid-19 pandemic ravaging the world.

Audit Process

The ASSL is the Supreme Audit Institution of Sierra Leone which is mandated in section 119 of the 1991 Constitution of Sierra Leone to audit all government accounts. Being a SAI, the ASSL is obliged to belong to a global body of SAIs referred to as INTOSAI. This body regulates the work of its members and provides guidelines and standards which SAIs are mandated to follow in the conduct of their SAI specific mandates.

The ASSL conducts various forms of audits with separate standards available to abide by when conducting these audits. Generally, the auditing process is the same irrespective of the type of audit being undertaken. The guidelines applied by SAIs range from:

- ISSAI 1000-2999 for Financial Audits;
- ISSAI 3000-3100 for Performance Audits; and
- ISSAI 4000-4200 for Compliance Audits.

The generic audit process consists of the following stages:

1. the pre-engagement phase;
2. the detailed planning phase;
3. the audit execution phase;
4. the audit completion and reporting phase; and
5. follow-up phase.

A synopsis of these stages is explained below for the understanding of our readers;

The Pre-engagement Phase

The essence of the pre-engagement phase of any audit is to help the Deputy Auditor-General ascertain that ethical requirements for audits are duly considered whilst at the same time, assessing the adequacy of resources needed to undertake audit exercises and to agree on the terms of engagement.

The Detailed Planning Phase

During the detailed planning phase of the audit, it is incumbent on auditors to first try to understand the clients' operations. This is done through extensive risk assessment and determining those risks that may likely lead to misstatement; whether due to fraud or error in the financial statements. Once this has been done, it then becomes the responsibility of the auditors to design a strategy for the audit which addresses these risks or minimises their impact if they occur. These procedures should be properly documented so that they enable an independent reviewer to assess the sufficiency of the procedures in addressing the risks identified.

The Audit Execution Phase

At this stage of the audit, the auditor determines what would be examined based on the importance (materiality)of the item or transaction. This is what is referred to as sampling. Followed by a thorough examination of selected items based on agreed procedures in the strategy, the auditor is required to document work performed whilst at the same time, ensuring that sufficient and appropriate evidence is obtained in relation to the work done. The procedures followed should be properly documented so that it enables an independent auditor to follow these procedures and be able to reach the same logical conclusions reached unaided. Since audit is not a witch-hunt, the auditor has a responsibility to communicate with the client all material omissions or deviations and any significant matters relating to the audit throughout the exercise, giving the client the opportunity to clarify and address matters before the completion of this phase of the audit.

The Audit Completion and Reporting Stage

This involves:

- the issuance of a Draft Management Report to the client, with a 15 day deadline to respond to the findings and recommendations in the report;

- carrying out a verification exercise upon receipt of client's response to the Draft Management Letter to determine whether the responses proffered by the client's management are acceptable or not;

- issuance of a Final Management Report detailing outstanding issues to be included in the AG's annual report; and

- the signing of the audited Financial Statement by client and auditor, where Financial Statement audits are done.

The Follow-up Stage

This involves the summoning of auditees to the Parliamentary Public Account Committee (PAC) public hearings to respond to significant issues raised in the AG's annual report. The ASSL doing

follow-ups during subsequent audits to determine the professionalism of the exercise and compliance with the recommendations made; and the making of recommendations by the PAC to the Executive on issues raised in the AG's annual report.

Our Value Creation Process

SELECT AUDIT FOCUS AREAS
- Yearly operational planning meetings are held wherein extensive risk assessments are done and focus areas are identified.

ADOPT APPROPRIATE AUDIT STANDARDS
- We update our Financial & Compliance Audit manuals and other manuals to ensure that they are compliant with the appropriat audit standards.

DESIGN AUDIT METHODOLOGY
- Once a plan has been established, we conduct our audits using approved methodologies.

EXECUTE AUDITS
- Selected audits are conducted in line with our manuals

ENGAGE WITH AUDITEES
- We ensure that our auditees are engaged throughout each step in the audit process.

REPORT ON AUDIT OUTCOMES
- We issue individual reports to the auditees and a consolidated report to Parliament.

MAKE AUDIT OUTCOME PUBLIC
- We ensure that all our reports are within public reach. Copies of our reports are issued to media houses, non-state actors and published on our website.

ENGAGE OVERSIGHT BODIES AND PUBLIC
- We provide support to the Public Accounts Committee and engage the public through media outreach programmes

FOLLOW-UP ON IMPROVEMENTS
- We design procedures to test the level of audit recommendations implemented.

V. Resource Envelope

The ASSL for the period under review prepared and submitted their operational budget to the Ministry of Finance. Below is a detailed analysis of the original budget we submitted to the Ministry of Finance-what we received and spent to execute our activities.

Statement of detailed comparison of budget and actual, revenue and expenditure amounts for the year ended 31 December 2019

Amounts in Leones	2019			2018		
	Final budget	actual	Variance	Final budget	actual	Variance
Revenue						
Non-Tax						
GOSL-Salaries	31,800,000,000	27,256,356,572	(4,543,643,428)	31,554,308,457	29,114,903,642	(2,439,404,815)
GOSL- Other Charges	8,994,155,380	7,833,266,666	(1,160,888,714)	7,834,885,341	8,053,300,000	218,414,659
Audit Fees(Income)	2,295,418,750	1,628,410,000	(667,008,750)	1,855,875,000	1,376,682,500	(479,192,500)
Sale of Bid Document	-	-	-	-	4,250,000	4,250,000
Technical Audit	-	-	-	-	469,262,500	469,262,500
Setting up of IT Division	-	530,139,020	530,139,020	-	-	-
Proceeds from grant and loan:						
GOSL-PFMICP	2,545,481,156	-	(2,545,481,156)	4,484,519,760		(4,484,519,760)
GOSL-SAI Capacity Building Project	512,047,813	-	(512,047,813)	1,688,138,575	418,969,500	(1,269,169,075)
Total Income	46,147,103,098	37,248,172,258	(8,898,930,840)	47,417,727,133	39,437,368,142	(7,980,358,990)
Compensation of employees	(31,689,000,000)	(27,595,470,047)	4,093,529,952.85	(31,382,353,458)	(25,465,870,471)	5,916,482,987
Total expense	(31,689,000,000)	(27,595,470,047)	4,093,529,952.85	(31,382,353,458)	(25,465,870,471)	5,916,482,987
Programme1	(14,953,680,004)	(11,010,585,262)	3,943,094,742.37	(16,780,833,205)	(10,909,149,298)	5,871,683,907
Total expenditure	(46,642,680,004)	(38,606,055,309)	8,036,624,695	(48,163,186,663)	(36,375,019,769)	11,788,166,895

Report on Achievements Made on the Strategic Plan 2019

The following table details progress against the objectives set in the Strategic Plan 2016-2020, including some revised objectives, indicators and targets as set out in the addendum finalised in 2019.

Objective	Indicator	Target	Progress in 2019
Goal 1 - Independence - To Maintain and Enhance the Independence of Our Office			
Revised 1.1 – Raise stakeholders' awareness of the role and independence of the ASSL in line with the communication strategy	Qualitative assessment of public awareness of the ASSL's role and independence, including evidence of increased awareness and alignment with the communication strategy	All key stakeholders (including all districts) have benefitted from sensitisation programmes.	Radio programmes were done in Freetown and the regional headquarter towns to raise awareness on the independence and role of the ASSL's. School outreach programmes were also done in various schools in Freetown and the regional headquarter towns. Radio stations in Freetown and regional headquarter towns aired the ASSL jingle that raises awareness on the work we do. Trainings were also conducted for CSOs in Freetown and the regional headquarter towns.

Objective	Indicator	Target	Progress in 2019
Goal 1 - Independence - To Maintain and Enhance the Independence of Our Office			
1.2 - Reduce the financial and operational constraints on our independence by working with the Government and others	Average delay (number of days) in payment of other charges subvention from the MoF	15 days	**Not achieved** Other Charges payments and subventions were on average late by 75 days as they were not received on time.
1.3 - Based on the majority of staff in buildings owned by the ASSL	Qualitative assessment of progress made towards building the new headquarters	Work on the new headquarters has begun and land secured in the provinces for provincial offices.	**Not achieved** Our staff are currently being housed in several locations in Freetown and the provinces, some of which are rented or are buildings owned by our clients.
Goal 2 - Profile -To Raise Our Profile and Increase Understanding of the Work We Do			
2.1 - Continue active participation in the activities of regional and international bodies	Qualitative assessment of the organisation and staff's participation in the activities of regional and international bodies	The ASSL staff continue to actively participate in the activities of AFROSAI-E and other international bodies.	**Achieved** Our staff actively engaged in international organisations by participating in working groups for AFROSAI-E's Extractive Industries audit and resource persons for Communications workshops.

16

Objective	Indicator	Target	Progress in 2019
Goal 2 - Profile -To Raise Our Profile and Increase Understanding of the Work We Do			
2.3 - Increase hits on the ASSL website	Number of average daily hits on the website	20% increase on the 2019 hits.	**Achieved** (20% increase). This year's hits on the ASSL website increased by 20% from last year, indicating an interest from the public in what we do.
Goal 3 - Quality -To Produce More Timely and Relevant Audit Reports of High Quality			
3.1 - Increase the relevance of audit reports by publishing them earlier/in time	Submission date of AG's Annual Report to Parliament	30th November, 2019	**Achieved** The Constitution requires the Auditor-General's report to be tabled in Parliament no later than 31st December each year. The ASSL strives to improve its efficiency by slating dates, which are earlier than that provided in the Constitutional. For the period under review, we ensured that our target of 30th November was achieved.

Objective	Indicator	Target	Progress in 2019
Goal 3 - Quality -To Produce More Timely and Relevant Audit Reports of High Quality			
3.2 - Continually improve our reports by implementing quality control and quality assurance processes	Qualitative assessment of the implementation of quality control and quality assurance procedures as indicated by the quality assurance reviews	QA reviews indicate fewer quality control issues	**Achieved** For the period 2019, we carried out QA reviews on sampled files of all technical divisions. The outcome of such reviews was encouraging as there was high compliance with our FAM and CAM.
3.3 - Increase compliance with professional standards and organisational effectiveness by delivering relevant training to all staff	Number of trainings for staff in compliance and professional standards	12 per year	**Achieved** For the period under review, several of our staff benefitted from a range of trainings both locally and internationally such as I.S Audit, Extractive Industry Audit, Financial and Compliance Audits etc.
3.4 - Increase the efficiency of our audits through increased focus on risk and better monitoring of audit inputs	Qualitative assessment of the implementation of the risk-based approach as indicated by the quality assurance reviews	QA reviews indicate increased focus on risks	**Achieved** First off, all engagements selected for audit were based on the outcome of a detailed overall risk assessment tool developed by the ASSL.

Objective	Indicator	Target	Progress in 2019
Goal 3 - Quality -To Produce More Timely and Relevant Audit Reports of High Quality			
			The selected assignments formed the basis of the Annual Operational Plan. The QA reviews of these engagements revealed that detailed audit work was risk-based.
3.5 - Publish more performance audit reports of high quality	Number of performance audits published	4 per year	The ASSL for the period under review was able to table in Parliament 3 reports.
3.7 - Increase the number of qualified audit staff	Number of qualified audit staff	30	**Not Achieved** In 2019, it was the expectation that the ASSL would have been able to achieve its target of 30 certified accountants. We currently have 25 certified accountants. A contributing factor for not meeting this target can be largely attributed to resignations from staff.

Objective	Indicator	Target	Progress in 2019
Goal 3 - Quality -To Produce More Timely and Relevant Audit Reports of High Quality			
3.8 - Ensure all audit work is properly reviewed and that managers are responsible for work assigned.	Qualitative assessment of adherence to audit guidelines as indicated on the control forms.	to audit guidelines overtime.	**Achieved** In the ASSL's Operational Plan, the responsibility cadre is Increased adherence clearly stated in terms of who is responsible for what. For the period under review, we observed that all audits were performed in line with our audit tools, indicating adherence.
3.9 - Increase audit coverage of money received and spent by public institutions	Percentage of CF revenue and expenditure audited	80%	**Achieved**(80%)
3.10 - Conduct more audit work in "special" audit areas such as Procurement Audit, IT Audit and Environmental Audit	Number of "special" audits	2	Procurement Audit component formed part of all the 17-audits completed in 2019.
New 3.11 – Establish a functioning IT Audit Unit	Qualitative assessment in progress in achieving the IT Unit	Establishing IT Unit and conducting at least one pilot audit	The Unit has been established and staffed. No IS audit was conducted, as the focus was more on training our staff with the skills to conduct IS audits.

Objective	Indicator	Target	Progress in 2019
Goal 4 - Impact -To Increase the Impact of the Reports We Issue			
4.1 - Work with PAC to continue to develop and enhance our working relationship	Qualitative assessment of the relationship with the PAC, including recent successes and challenges	Empower all PAC members on audit-related issues	It has always been a tradition for the ASSL to conduct yearly refresher training for members of the Public Accounts Committee (PAC) to aid their understanding of the Auditor-General's report. In 2019, no training was held but we ensured that we provided support during public hearings.
Revised 4.2 - Publicly Report on progress made against recommendations from the previous period	A public report on progress against audit recommendations (using an indicative sample)	A section on progress made on recommendations is included in the AG's 2019 Report and all subsequent reports.	**Partly Achieved** We did not see a comprehensive report indicating the current status of recommendations implemented. However, divisions like Public Enterprises provided update on previous years' recommendations implemented.

Objective	Indicator	Target	Progress in 2019
4.3 Improve the recommendations we make so that they are prioritised, clear and achievable	Percentage of audit recommendations that have been implemented by auditees (using an indicative sample)	37%	A sample of 17 MDAs (30%)including local councils was selected from the AG's Annual Report for 2018. We reviewed 704 recommendations derived from analysis of the database for 17 audit entities.
4.4 Develop strong relationships with other organisations with similar or overlapping objectives	Qualitative assessment of relationships with the ACC, other government institutions and CSOs working on public sector accountability	Continued strong relationships	We have a memorandum of understanding with the Anti-Corruption Commission which is renewed every two years. We also conduct trainings for CSOs on yearly basis on the Auditor-General's Report.
4.5 Collaborate with donors to ensure that audit reports are factored into aid decisions	Qualitative assessment of collaboration with donors	Strong relationship with donors where audit reports are understood and influential in programming.	**Achieved**
4.6 Increase the visibility of our	Qualitative assessment of report distribution, with	Audit reports are disseminated to all stakeholders.	Audit reports were distributed to the

Objective	Indicator	Target	Progress in 2019
reports to all stakeholders	reference to press coverage, PAC discussion and other feedback.		press, PAC, CSOs, MDAs etc. The reports were also uploaded on the ASSL website to increase visibility.
Goal 5 - Human Resources -To Develop and Manage our Human Resources More Effectively			
5.1 - Conduct full organisational review and identify optimum structure and establishment considering emerging audit areas	Qualitative assessment of the way the organisational structure feature in the strategic planning needs assessment.	The organisational structure is reviewed	**Not Achieved** A new IT Audit Division has been established. The organisational structure will be reviewed in 2020 when developing our Strategic Plan 2021-2025.
5.2 - Have a well-motivated and diverse workforce	Percentage of staff survey respondents who are satisfied to be working for the ASSL	92%	**Achieved** Survey results indicated that staff are satisfied working for the Audit Service Sierra Leone.
	Increase in the percentage of female employees	Up to 44%	In 2018, 23.31% of our workforce consisted of women. In 2019, this figure rose by approximately 7%. This is below our target of 44%. It should be observed that ASSL is an equal

Objective	Indicator	Target	Progress in 2019
			opportunity employer.
	Increase in the number of specialised skills available in our team.	18	(NIL) No new specialised skill was reported by any staff.
5.3 - Improve staff succession plan	Qualitative assessment of progress in implementing the staff succession plan	The succession plan is being implemented effectively.	There is a succession plan in place and is being implemented. It is still retained as a priority.
5.4 – Improve the staff reward structure and welfare programme so as to maximise efficiency and remain competitive	Qualitative assessment of effort to advocate and improve the reward structure.	There has been advocacy to improve the reward structure.	Work is in progress to be reviewed by August 2020.
5.6 - Evaluate the staff appraisal system and ensure links with staff reward, promotion and annual training plans	Qualitative assessment of the implementation of the staff appraisal system	Evaluation completed and findings implemented as much as possible	We have developed a Reward and Recognition Policy which is linked to all the areas of concern by staff.
Goal 6 - IT -To Make Better Use of IT in the Work We Do			
6.1 Provide staff with a fast, reliable internet connection in all offices	Average annual internet speed (MBPS)	25 MBPS in the Western area and 10 in the provinces	Headquarters has an average speed of 35mbps whilst other Freetown offices are 5mbps.
6.2 Increase use of IT in internal and	Percentage of staff with	100%	100% complete. All technical staff are

Objective	Indicator	Target	Progress in 2019
external communications	laptops/desktops computers in use		fully equip with official laptops
6.3 Establish an effective IT network to store, share and backup information	Percentage of staff included in the ASSL domain where they require username and password to access audit service resources hosted on the servers	100%	**Achieved** The ASSL is equipped with a client server ICT system. Staff are required to access resources hosted on servers by logging in with their user name and password.
6.4 Implement an electronic management information system	Percentage of audits documented on a full-time electronic basis	40%	The implementation of this project failed because the providers of the AMIS software did not perform due diligence in procuring the system and as such, it did not support our business process.
Goal 7 - Working Environment -To Enhance Our Working Environment to Maximise the Efficiency of Our Work			
7.2 - Ensure an open and friendly office atmosphere	The percentage of respondents from the staff survey who feel their working environment is satisfactory or better	92%	59%
7.3 Conduct an annual assessment of IT equipment needs and factor the	Qualitative assessment of the implementation and	IT equipment meets the needs of the ASSL as far as financial resources are allowed.	This was successfully completed in 2019. All ICT equipment

Objective	Indicator	Target	Progress in 2019
results into future procurement plans	follow up actions of the annual assessment		procured meet the ASSL basic needs.
Goal 8 - Lead by Example -To Improve Our Governance and Control Structures so as to Set an Example for Others to Follow			
8.1 - Implement an ASSL Fraud Control Policy	Qualitative assessment of the development, rollout and implementation of the policy	Develop a fraud policy for ASSL	The IA Division conducted the HRM Audit 2019 in which the ASSL policies were reviewed. It was highlighted that there is no Fraud Control Policy. As this falls on the management team to develop, it was discussed during the 1st quarter Audit Committee meeting. The IA Division has duly informed the management team of its importance.
8.2 - Publish, as far as possible, all ASSL documents based on laws and international professional standards	Unqualified audit opinion on the ASSL Financial Statements	Unqualified audit opinion	Unqualified audit opinion for 2019 and in the previous years.
8.3 Publish a combined financial and performance (IPSAS & ISSAIs compliant) report within the legislative timeframe	Submission date of the annual performance report including IPSAS compliant financial information	31st July, 2020	Staff constrained led to the deadline not met as staff who were supposed to prepare the report were reassigned to the Covid-19 audit.

Objective	Indicator	Target	Progress in 2019
8.5 Establish a risk management system based on international good practice	Qualitative assessment of the degree to which the risk register and practices are aligned with the risk management policy	Updated risk register in line with the policy	The IA Division has recommended that the current 'silo' based risk management system in ASSL needs to be updated to the Enterprise-wide Risk Management system. The Draft Risk Management Policy 2016 seems to suggest such a change. In addition, the IA Division has asked the management team to adopt and implement the draft Risk Management Policy. This policy articulates the role of the IA Division regarding the risk register.

Performance by Division

The following sections include a summary of each division, their major achievements in 2019, and the degree to which they delivered planned audits and other activities. For those divisions with unique challenges and mitigations which were not captured in the summary of challenges in Section **III** above, these have now been captured in this section.

Bo

The Bo Division is responsible for the audit of all MDAs in the southern region of Sierra Leone (Bo, Bonthe, Moyamba and Pujehun Districts). This includes local councils, ministries, department and agencies, university, schools, and projects. It is staffed with 16 personnel as follows: one Assistant Auditor General; two Senior Auditors; eight Auditors; one Admin. Assistant; one Driver; one Messenger; and two Night Watchmen.

Bo Division During an ISSAI Training

Major Achievements
We audited (financial & compliance) the six local councils in 2019. We audited the Njala University for 2016, 2017 & 2018, which had been a backlog audit, but now current. We further audited additional 20 MDAs, which brought our total audits performed for the year to 27. All of these audits were included in the AG's Annual Report for 2019.
We had monthly presentations on the ISSAIs and IPSAS to keep our staff updated with the standards and the ASSL FAM & CAM.
We engaged in training such as EI Audit, and we supported the Technical Audit assignments in Freetown.

Planned Activity Implementation	
Audits Planned	**Audits Delivered as Planned**
30	27

Editorial

The Editorial Division is responsible for editing and reviewing all ASSL documents before they are published. We take the lead in the training of staff in editing, report writing and executive summary writing. We also develop the report writing and writing style manuals and participate in writing the AG's Annual Report. The Division is staffed with three fulltime editors.
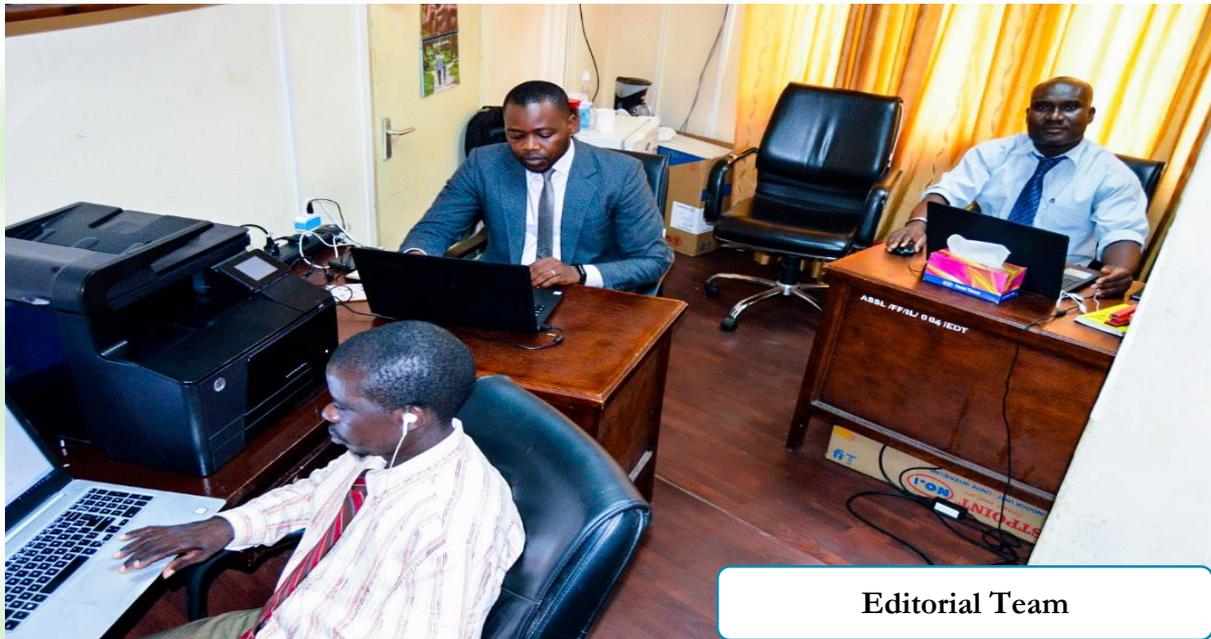
Editorial Team

Major Achievements
We conducted report and executive summary writing training for staff in Freetown and the regions.
We participated in the writing, and edited of the AG's Annual Report for 2018
We completed the review of the ASSL's Writing Style Manual

Planned Activity Implementation	
Activities Planned	**Activities Delivered as Planned**
5	5

Examinations Branch

The Examinations Branch Division is responsible for auditing of the general-purpose financial statements (Public Account). The Division is supervised by a DAG, with the day-to-day operations in the hands of 2 Principal Auditors, 1 Senior Auditor who serves as Team Lead and 4 auditors, one assistant auditor and two support staff.

Major Achievements
In 2019, we conducted the Revenue Audit for the Financial Year 2018.
The Division conducted the General Purpose Financial Statement audit for the year ended 31st December, 2018. This audit was concluded on time and the report issued in line with our mandate and our annual work plan.

Planned Activity Implementation	
Audits Planned	Audits Delivered as Planned
4	5

Finance

The Finance Division is supervised by the DAGF&CS who manages a total staff strength of 8, and it is responsible for undertaking financial and procurement transactions including the preparation of budget and financial statements, management of donor-funded projects, funds request and reporting internally and externally on behalf of the ASSL on financial related activities.

Finance Division at Work

Major Achievements
For the period under review, we ensured the successful closure of SAI Capacity Building Project-World Bank Grant with satisfactory reviews.
We prepared our 2017 and 2018 IPSAS cash financial statements, which were presented to the Sierra Leone Parliament for audit as prescribed by law.
Successful management of Performance Audit Consultancy contract

Major Achievements	
Planned Activity Implementation	
Activities Planned	Activities Delivered as Planned
22	21

Human Resources

The Human Resources Division is responsible for managing all the personnel matters below Executive Grade. It also handles both strategic and operational human resource affairs including but not limited to recruitment, discipline, grievance, performance management, exits and manpower planning. It is staffed with a Manager, an officer and an administrative assistant.

Major Achievements	
In 2019, we developed our Human Resources Strategy that was recognised as the second best strategy at the AFROSAI-E 2019 Technical Update in Cape Town, South African. This strategy was also institutionalised in the same year.	
A Staff Perception Survey, which provided informative feedback on the perception of employees for HR and other management practice was done with the entire staff participating.	
Planned Activity Implementation	
Activities Planned	Activities Delivered
7	5

Information and Communication Technology

**Osman Mansaray
ICT Manager**

The Information and Communication Technology (ICT) Division is responsible for leading the organisation's ICT platform to provide system-wide assurance, enable integrated digital service delivery, and deliver sustainable infrastructure. The Division comprises a manager and two technicians.

Major Achievements
In 2019, we were able to overhaul the Audit Service Sierra Leone's website. We also upgraded our IT infrastructure to ensure that it can comfortably host information systems like the AMIS and HRIS.

Major Achievements
In order to enhance our operations, we increased our bandwidth from 10mb to over 30mb
Planned Activity Implementation

Activities Planned	Activities Delivered as Planned
9	6

Information, Education and Communications

The Information, Education and Communication (IEC) Division is responsible for publicising the activities of the ASSL, and for improving its visibility and public image. The IEC Officer is alone in the Division.

Major Achievements
Organising radio discussion programmes in Freetown and the regional headquarter towns
Revamping the ASSL website
Organising training for CSOs on the roles and independent of the ASSL
The ASSL received an award from the AFROSAI-E secretariat for Excellence in Communication and Stakeholder Relations for 2019
Planned Activity Implementation

Activities Planned	Activities Delivered as Planned
13	12

Internal Audit

Marcus Jabbie
Principal Internal Auditor

The Internal Audit Division is responsible for providing independent assurance that the ASSL's risk management, governance and internal controls are operating effectively. This Division is managed by one staff who is the Principal Internal Auditor.

Major Achievements
In 2018, after the general elections results were announced, and a new administration ushered in, one of its first action was to redundant all boards. This action meant the ASSL's governance structure was inconsistent with the IPPF as the Internal Audit activity's direct reporting line (the board), became none functional. This led to piles of un-submitted reports. Therefore, a new board was reconstituted, all reports were submitted and actions were taken thereafter.

Major Achievements	
Planned Activity Implementation	
Activities Planned	**Activities Delivered as Planned**
7	7

Kenema

The Kenema Division is responsible for audit of the following in the Eastern Region: MDAs; local councils; government schools and government-assisted schools; public enterprises; and chiefdom councils.It is staffed by one Assistant Auditor-General, one Principal Auditor, three Senior Auditors, four Auditors, two Assistant Auditors and four support staff.

Major Achievements		
We audited (financial & compliance) 5 local councils in 2019 and audited 2 parastatals despite planning to conduct 1. We further audited additional 13 MDAs, which brought our total audits performed for the year to 20. All of these audits were included in the AG's Annual Report for 2019.		

Planned Activity Implementation		
	Audits Planned	**Audits Delivered**
TOTAL	**18**	**20**

Makeni

The Makeni Division is responsible for the audit of all ministries, department and local authorities in the Northern Region, and supports headquarters in undertaking audits as per the ASSL's annual operational plan. The Division is headed by an Assistant Auditor-General (AAG), who acts as the Auditor-General's representative in the Region. The AAG is assisted by 10 technical staff (one Senior Auditor and nine Auditors) and three support staff.

A Cross Section of the Makeni Division Team Planning an Audit

Achievements
We engaged the civil society organisations to provide guidance and enhance their understanding of the audit process. We also explained the Auditor-General's mandate and her report, explaining and simplifying the report, which we hope, would enhance their monitoring role.
A staff of the Division completed his Chartered Certified Accountancy examinations. This helped enhanced the profile of the Division.

Planned Activity Implementation	
Audits Planned	**Audits Delivered as Planned**
45	31

Ministries and Local Authorities

The Ministries and Local Authorities Division is responsible for theaudit of ministries and local authorities. A Deputy Auditor-General supervises the Division. It is staffed with one Principal Auditor, two Senior Auditors, 18 Auditors and three support staff.

Major Achievements
The Audit Service Sierra Leone is branching out into new audit areas; one of such is the Extractive Industries (EI) audit. The M&LA Division has been very pivotal in this drive, as staff of the Division have had extensive trainings locally and internationally, and have also engaged in an EI audit. We have a representative of the Division also serving as a member of the Working Group on Extractive Industries Audit (WGEIA). The WGEIA is responsible to provide guidance materials for SAIs, with this level of representation, the ASSL will benefit immensely from the knowledge gained.

Planned Activity Implementation	
Audits Planned	**Audits Delivered as Planned**
17	8

Performance Audit

The Performance Audit Division is responsible for undertaking value for money audits. The Division is headed by an Assistant Auditor-General, supported by two Principal Auditors, two Senior Auditors, seven Auditors and one Audit Assistant.

Major Achievements
Many years ago, the AFROSAI-E created a performance enhancement mechanism wherein SAIs could compete for the best performance audit report. This has become a yearly event with SAIs sending in at least a report meeting the competition rules. The ASSL had not participated in this completion since 2009 when it came third. Therefore, after 10 years we were able to participate in this competition by submitting a report titled "The Assessment and Issuance of Building Permits".

Planned Activity Implementation	
Audits Planned	**Audits Delivered as Planned**
9	3

Public Accounts Committee

The Public Accounts Committee (PAC) Division stationed in Parliament serves as a liaison between the House of Parliament and the ASSL. It exists mainly to provide technical support for the PAC in taking actions on the Auditor-General's Annual Report. Our team is led by a Principal Auditor and supported by two auditors and two administrative assistants.

Major Achievements
The team at Parliament was able to successfully provide technical support to the PAC on the AG's Report for 2017 prior to and during parliamentary deliberations.
We successfully facilitated the compilation, production and tabling of the Auditor-General's Annual Report for 2018.
In 2019, we finalised the ASSL's Database of audit recommendations, which serves as a one-stop-shop in providing information on audit recommendations made by the Audit Service Sierra Leone and its status of implementation.

Challenges	Mitigations
Our biggest challenge faced in 2019 as a Division was the lack of support from the PAC towards the ASSL. It had been a norm for both parties, after tabling the Auditor-General's report in Parliament to convey a stakeholders' meeting wherein both parties make frank assessments regarding the relationship between the ASSL and the PAC, with commitments made to improve on lessons learned. We would also conduct yearly refresher training in the audit process and on the Auditor-General's report to aid their understanding of the findings and recommendations therein. In 2019, both events did not take place, which we believe largely impacted the manner in which hearings were done.	Our approach to addressing this challenge was in two folds: 1. We conducted on-the-spot briefing for the PAC team prior to public hearings, as this ensured that we agree on the issues raised and our expectations on what is required in addressing the issues. This was a quick-fix but not a permanent one. 2. We also continue to engage them regarding the need for the ASSL and the PAC to work together, as that is the only way we will be able to strengthen accountability in Sierra Leone.

Planned Activity Implementation	
Activities Planned	**Activities Delivered as Planned**
4	4

Public Enterprises

The Public Enterprises Division is responsible for auditing parastatals, agencies and commissions established by government. It consists of three Principal Auditors, one Senior Auditor, eight Auditors and one Admin Assistant.

Major Achievements
The implementation of the FAM & CAM when introduced in 2018 was a major problem and compliance with the new methodology. Management in its wisdom in salvaging this problem sent two of our staff to benefit from the AFROSAI-E training for West African SAIs in Ghana who returned and cascaded this training to their colleagues and became a change agent in the Division. Because of this, we saw an uptake in compliance with the methodology with fewer quality control issues reported compared to previous year's Quality Assurance review.

Challenges	Mitigations
Our biggest challenge is to get clients submit their Financial Statements for audit as stipulated by law. Clients not presenting their Financial Statements on time hinders our operations in so many ways. Key among them are listed below: 1. We are constrained when creating risk profiles as key variables; they cannot be determined when doing our overall risk assessment of clients. 2. We are unable to present a detailed annual operational plan as our plan keeps changing by the day due to these late submissions, thus making it difficult to measure our performance.	The ASSL's approaches to addressing this situation of none or late submission of Financial Statements include: 1. to send reminder letters to clients explaining the ramification for defaulting; 2. to publish names of defaulters in tabloids; and 3. to draw the attention of Parliament, by featuring it in the Auditor-General's Report. We have also gotten around this situation by planning around what we have.

Planned Activity Implementation		
	Activities Planned	Activities Delivered as Planned
Total	73	57

Registry

The Registry Division performs routine administrative activities that are undertaken by the Office Manager assisted by the Facilities Officer of the organisation to enable staff carry out their assigned tasks.

Major Achievements
The Division's major achievement in 2019 was to ensure that it created a healthy and safe work environment for staff. It also ensured that it alleviated the depleting fleet problem, which constrained movement of personnel and hampered their work in the process by procuring two vehicles leveraging staff movement.

Challenges	Mitigations
Our biggest challenge in 2019 bordered around the fact that our fleet had depleted; this affected the way we carried out our work and put so much pressure on the Division in terms of addressing vehicle requests.	Management became aware of the ASSL's dire vehicle situation and strenuously endeavoured to procure 2new vehicles from its budget allocation.
Planned Activity Implementation	
Activities Planned	**Activities Delivered as Planned**
11	11

Specialised Audits

The Specialised Audits Division is responsible for the audit of all departments and verification of pension and gratuity payments. It comprises of one Principal Auditor, three Senior Auditors, four Auditors and six Audit Assistants.

Major Achievements	
We undertook and completed17 out the 21 planned audits. All completed audits made it into the Auditor General's Annual Report for 2018.	
Planned Activity Implementation	
Audits Planned	**Audits Delivered as Planned**
22	17

Training Division

The Training, Research and Development Division is responsible for improving staff efficiency and effectiveness, providing and coordinating training activities, developing and reviewing policies, conducting quality assurance reviews, monitoring annual operational plans, producing annual performance reports and engaging in special audits as needed. It is comprised of three staff.

Major Achievements
Introducing the AFROSAI-E Audit Methodology Manuals (FAM & CAM)

Challenges	Mitigations
The Division is faced with numerous challenges. Key amongst them are the following: 1. Overall, the ASSL lacks adequate staffing, as a result of this, staff within the training Division are most times requested by other divisions to provide support whenever they are overwhelmed with work or when special assignments come up. This has mostly led to project overruns; 2. We introduced the Audit Management Information Systems (Audit360) which was procured by the PFMICP. We observed that during the training of staff in the use of the audit software and the piloting of the software, it was fraught by several bugs which the software developers were unable to resolve, which demoralised staff and has created doubts in staff regarding the introduction of a new ERP;	In order for the Division to surmount the highlighted challenges, we have done the following: 1. Encouraged Divisions to manage their portfolio within the available staff compliments they have. 2. We have made a case to the DAGF&CS regarding the need for the Division to be provided with one more staff. 3. ASSL is ensuring that any Audit Management Information Systems to be procured will be one that it will subject to due diligence.

Planned Activity Implementation	
Activities Planned	**Activities Delivered as Planned**
26	26

VI. Key Highlights

Auditor-General Hosts Two of Her Counterparts in Freetown

Mrs Lara Taylor-Pearce the Auditor-General of the Republic of Sierra Leone played host to two of her counterparts from Ghana and Kenya in the persons of Mr Daniel Yao Domelovu and Mr Edward Ouku. Both distinguished guests of the Audit Service Sierra Leone (ASSL) were in the country to support their staff that were assisting the ASSL in the technical audit of the energy, social security, civil works and telecoms sectors.

In July 2018, His Excellency the President, Dr. Julius Maada Bio through the Minister of Finance sent a request to the Auditor-General to conduct a technical audit of four sectors. In response to this request, the Auditor-General sought the assistance of the African Organisation of English-Speaking Supreme Audit Institutions (AFROSAI-E) to complement the ASSL in its facilitation of the Government's mandate. Accordingly, the Auditors-General from Ghana, Kenya and Tanzania accepted to support Sierra Leone by sending their staff to help in the audit. In conjunction with their Sierra Leonean counterparts, the auditors from the three countries were in Sierra Leone conducting the said audit of the social security, energy, telecoms and civil works sectors.

Sierra Leone's Auditor-General and Counterpart from Ghana with Auditors

Auditor-General Addresses AFROSAI-E Governing Board

Mrs Lara Taylor-Pearce the Auditor-General of the Republic of Sierra Leone who also doubles as Chairperson of the African Organisation of English-Speaking Supreme Audit Institutions (AFROSAI-E) on 6th May 2019 addressed the governing board members during the 16th AFROSAI-E Governing Board meeting in Maputo, Mozambique.

During the address, she encouraged her counterparts from 26 African countries to work towards influencing their governments for greater accountability. Mrs Taylor-Pearce made this statement during the opening session of the 2019 Strategic Review meeting, where she stated that the new wave of expectations from citizens has ultimately resulted in increased public demand for greater

transparency and accountability from their governments, and this has driven their collective goal of being relevant, high performing SAIs in order for them to effectively play their parts in meeting these growing expectations.

Auditor-General Addresses the AFROSAI-E Governing Board

Establishment of the IS Audit Division

The ASSL established an IS Audit Division under the supervision of the DAG Specialised Audits. The purpose of this Division is to acquire the required capacity to conduct IS audits and to use those skills to support audits conducted by the ASSL.

AFROSAI-E Awards ASSL for Communication and Stakeholder Relations

AFROSAI-E honoured the ASSL with the Excellence in Communications and Stakeholder Relations 2019 award. The award was given to the ASSL during the Technical update in Cape Town South Africa.

Appointment of New Board Members

His Excellency President Dr. Julius Maada Bio appointed new board members for the Audit Service Sierra Leone. Dr. Charles Rogers was appointed Board Chairman whilst Ms Fatmata Denton and Mr Kalilu O. Bah were appointed members.

Reports Submitted by the Auditor-General in 2019

NO.	REPORT	DATE
1	Report on the Technical Audit of the Social Security, Telecommunications, Civil Works and Energy Sectors	March 2019
2	Forensic Audit Report on the Review of the Bank of Sierra Leone and a Sample of Ministries, Department and Agencies	June 2019
3	Performance Audit Report on the Institutional Framework for Fighting Corruption by The ACC – 2019	April 2019
4	Performance Audit Report on the Preparedness for Implementation of the Sustainable Development Goals By the Ministry of Planning and Economic Development	April 2019
5	Performance Audit Report on the Assessment and Issuance of Building Permits by the Ministry of Lands, Housing and Environment(MLHE)	October 2019
6	Auditor-General's Annual Report, 2018	December 2019

Annex 1. 2019 Audited Financial Statements

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2019

AUDIT SERVICE SIERRA LEONE

2nd Floor, Lotto Building, Tower Hill, Freetown, Sierra Leone, West Africa

Statement of Management Responsibilities

The Vote Controller confirms that the Financial Statements have been prepared in accordance with the provisions of the Public Financial Management Act of 2016 and in compliance with the International Public Sector Accounting Standard: Financial Reporting under the Cash Basis of Accounting (Cash Basis IPSAS), adopted by the Government of Sierra Leone.

Sections 33 of the Audit Service Act 2014 and Section 119 (12) of the 1991 Constitution of Sierra Leone requires that "the accounts of the office of the Auditor-General shall be audited and reported upon by an Auditor appointed by Parliament".

The Vote Controller is responsible for the preparation and presentation of the Audit Service Sierra Leone's (ASSL) financial statements, which give a true and fair view of the state of affairs of the entity for and as at the end of each financial year. This responsibility is stipulated in Sections 13 and 15 of the Public Financial Management Act, 2016, includes: (i) maintaining efficient and effective systems of financial management and internal controls; (ii) safeguard and manage assets and public money of the entity in the best interest of the entity with the due care and diligence; (iii) keep full and proper records of the financial affairs of the entity; and (iv) submit in a timely manner financial reports, accounts and statements of the entity.

The Vote Controller is of the opinion that the ASSL's financial statements give a true and fair view of the state of the ASSL's transactions during the financial year-end. The Vote Controller confirms that the ASSL has complied fully with applicable Government Regulations, and that the funds received during the year under review were used for the eligible purposes for which they were intended and were properly accounted for. The Vote Controller also confirms the adequacy of the system of internal controls. Further, the Vote Controller confirms that in preparing the Financial Statements, the most appropriate accounting policies have been consistently applied and supported by reasonable and prudent judgment and estimates. The Vote Controller further confirms to the best of her knowledge and belief the completeness of the accounting records maintained and that the Financial Statements agree with the books of accounts, which have been properly kept.

The Vote Controller accepts responsibility for the integrity of the financial statements, the financial information they contain and their compliance with the provisions of Section 15 (4) of the Public Financial Management (PFM) Act of 2016.

Approval of the financial statements

The financial statements were approved and signed by the undersigned on ..2+th. July 2020.

L. Taylor-Pearce
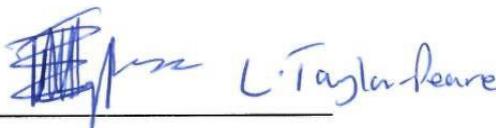
Vote Controller

Date 24th July 2020

Independent Auditors' Report to Parliament Continued

Management's Responsibilities for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the provision of the Sierra Leone Public Financial Management Act 2016.
This responsibility includes:

(a) devising and maintaining a system of internal accounting control sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair statement of receipts and payments and cash position and to maintain accountability of assets;

(b) Selecting and applying appropriate accounting policies; and

(c) making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibilities for the Audit of the Financial Statements

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those Standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance as to whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

The maintenance and integrity of any web site where Audit Service Sierra Leone may choose to publish this report is the responsibility of the Management; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the financial statements since their publication on a web site.

PAJ & Associates

Signed
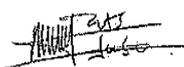
87A Smart Farm
Off Wilkinson Road
Freetown
Date 28th July 2020

AUDIT SERVICE SIERRA LEONE AUDITED FINANCIAL STATEMENTS | 2019

Statement of cash receipts and payments for the year ended 31 December 2019

| Amounts in Leones	Note	2019		2018	
		Receipts/ Payments by ASSL	Receipts/ Payments by Move/third party	Receipts/ Payments by ASSL	Receipts/ Payments by Move/third party
RECEIPTS					
Authorised Allocation/ Move transfers	3.1	35,619,762,258	-	37,637,466,142	-
Proceeds from domestic and foreign grants	3.2	-	-	418,969,500	-
Other receipts		-	-	-	-
Proceeds from borrowings:					
Foreign		-	-	-	-
Trading activities:					
Audit fees	Pgs. 14-15	1,628,410,000	-	1,376,682,500	-
Other receipts-Sales of bid	3.3	-	-	4,250,000	-
Total receipts		37,248,172,258	-	39,437,368,142	-
PAYMENTS					
Compensation of employees	4.1	26,077,745,699	-	24,122,995,364	-
Use of goods and services	4.2	10,965,150,479	-	10,834,949,298	-
Social benefits	4.3	1,517,724,349	-	1,342,875,107	-
Other payments	4.4	45,434,783	-	74,200,000	-
Total payments		38,606,055,309	-	36,375,019,769	-
Surplus/ (Deficit)		(1,357,883,051)	-	3,062,348,373	-
Cash at the beginning of the year	6.2	11,437,403,436	-	8,375,055,062	-
		10,079,520,385	-	11,437,403,436	
Reconciliation of cash balance:					
		10,079,520,385	-	11,437,403,436	-
Less: Transfer of funds	9	(1,565,016,965)	-	-	-
		8,514,503,420	-	11,437,403,436	-
Add: exchange rate gain		823,331,348	-	-	-
Cash at the close of the year		9,337,834,767	-	11,437,403,436	-

The accounting policies and explanatory notes to these financial statements form an integral part of the financial statements.

Audit Service Sierra Leone financial statements were approved on ...24th... July 2020 and signed by:

....
Vote Controller

....
Head of Accounts

Annex 2. ASSL Organisational Chart/Organogram
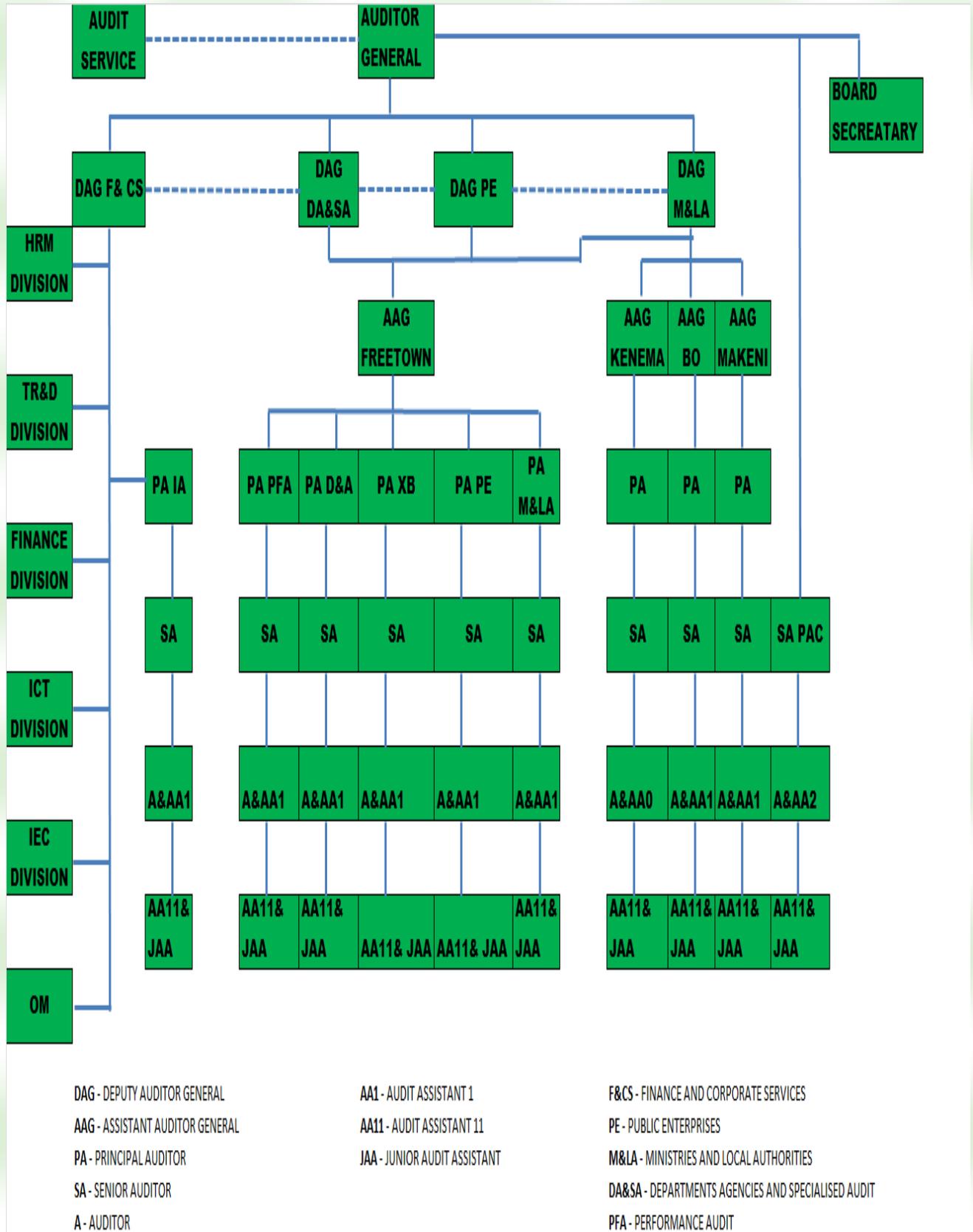
DAG - DEPUTY AUDITOR GENERAL

AAG - ASSISTANT AUDITOR GENERAL

PA - PRINCIPAL AUDITOR

SA - SENIOR AUDITOR

A - AUDITOR

AA1 - AUDIT ASSISTANT 1

AA11 - AUDIT ASSISTANT 11

JAA - JUNIOR AUDIT ASSISTANT

F&CS - FINANCE AND CORPORATE SERVICES

PE - PUBLIC ENTERPRISES

M&LA - MINISTRIES AND LOCAL AUTHORITIES

DA&SA - DEPARTMENTS AGENCIES AND SPECIALISED AUDIT

PFA - PERFORMANCE AUDIT