

EXECUTIVE SUMMARY

A. Introduction

The Philippine Overseas Employment Administration (POEA) is an attached agency of the Department of Labor and Employment (DOLE). It was created in 1982 through Executive Order (EO) No. 797 to manage the overseas employment program. EO No. 247 of 1987 systematized its functions, structure and organization to make it more efficient in promoting and monitoring the overseas employment of Filipino workers and for protecting their rights to fair and equitable employment practices. In 1995, Republic Act (RA) No. 8042, known as "*The Migrant Workers and Overseas Filipino Act of 1995*", was passed instituting policies of overseas employment and establishing a higher standard of protection and promotion of the welfare of migrant workers, including their families, and overseas Filipinos in distress and for other purposes. On April 10, 2007, the passage of RA No. 9422 strengthened the regulatory functions of the POEA. The standard of protection and promotion of the welfare of migrant workers, their families and overseas Filipinos in distress was further improved under RA No. 10022 of 2010.

The core functions of the POEA are the following:

1. Industry Regulations
 - a. Monitors overseas job advertisements on print, radio, television and internet.
 - b. Conducts agency education programs
2. Employment Facilitation
 - a. Accredits/Registers foreign principals and employers hiring Filipino workers.
 - b. Approves manpower requests of foreign principals and employers.
 - c. Evaluates and processes employment contracts of overseas Filipino Workers (OFWs) and maintains a database of workers documented by the POEA.
 - d. Assists departing OFWs at the ports of exits.
 - e. Facilitates the deployment of workers hired through government to government (G2G).
 - f. Provides a system of workers' registry.
3. Workers' Protection
 - a. Implements the government's program on anti-illegal recruitment and anti-trafficking campaign including provision of legal assistance to victims of illegal recruitment.
 - b. Conducts workers education programs.
 - c. Provides repatriation and conciliation assistance.

- d. Hears and arbitrates complaints and cases filed against recruitment and manning agencies, foreign principals and employers, and overseas workers for reported violation of POEA rules and regulations, except for money claims.
- e. Provides technical assistance in drafting and forging of bilateral/regional/multilateral agreements.
- f. Develops and monitors labor markets and conducts labor market research, sets minimum employment standards.
- g. Networks with non-government organizations (NGOs), workers' organizations (WOs) which serve as feedback mechanisms of its policies, programs and services.
- h. Implements gender-sensitive programs.

The POEA, as a policy-making body, has a Governing Board composed of the following members:

- | | |
|---|--------------------|
| 1. Secretary of DOLE | - Chairperson |
| 2. POEA Administrator | - Vice Chairperson |
| 3. Private Sector | - Representative |
| 4. Overseas Filipino Workers (OFW) Sector | |
| a. Land-based (LB) Sector | - Representative |
| b. Sea-based (SB) Sector | - Representative |
| c. Women Sector | - Representative |

The incumbent Officer-in-Charge (OIC) - Administrator, Atty. Aristodes R. Ruaro heads the POEA Directorate. He is assisted by the following members and the offices under them:

- 1. Deputy Administrator (DA) for Employment and Welfare
 - LB Center
 - Balik Manggagawa (BM) Division
 - SB Center
 - Marketing Branch
 - Employment Branch
 - Government Placement Branch (GPB)
 - Conciliation Unit
- 2. DA for Management Services
 - Planning Branch
 - Finance Branch
 - Administrative Branch
 - Regional and Overseas Coordinating Office (ROCO)
 - Information and Communication Technology (ICT) Branch
- 3. DA for Licensing and Adjudication
 - Employment Regulation Branch (ERB)
 - Anti-Illegal Recruitment Branch (AIRB)
 - Licensing Branch

- Workers Education Division
- Adjudication Branch
- Recruitment Regulation Branch
- Legal Research, Docket & Enforcement Branch

The agency has its services in three Regional Centers (RCs) located in La Union for Luzon, Cebu City for Visayas and Davao for Mindanao. Aside from the three RCs are four Regional Extension Units (REUs) in Baguio, Iloilo, Cagayan de Oro and Zamboanga, Eight Satellite Offices (SOs) were also established under the jurisdiction and supervision of the RCs in Tuguegarao, Pampanga, Calamba, Legazpi, Bacolod, Tacloban, Butuan and Tawi-Tawi. The RCs, REUs and SOs have no complete set of books. Funding requirements are granted through cash advances (CAs) to RCs, to defray their field operating expenses, subject to liquidation.

Moreover, the services of POEA are extended in the thirty six Philippine Overseas Labor Offices (POLOs), which are under the jurisdiction of DOLE, posted in selected countries.

As of December 31, 2016, the personnel complement consists of 331 regular officials and employees and 192 service contractors.

B. Operational Highlights

The reported accomplishments for calendar year (CY) 2016 are as follows:

Major Final Outputs (MFOs)/Performance Indicators	Targets	Accomplishments	Percentage of Accomplishment
MFO 1: Overseas Employees Welfare Services			
1. Number of workers monitored	2,227,217	2,004,498	90.00
- Number of land-based workers deployed		1,652,308	
- Number of seafarers deployed		352,190	
2. Percentage of requests for assistance acted upon within 24 hours out of total number of requests acted upon	90%	100%	111.11
- Number of requests for assistance acted upon within 24 hours		17,754	
- Number of requests for assistance acted upon		17,754	
3. Number of OFWs provided with assistance	8,757	17,754	202.74
4. Percentage of overseas workers who rate support services as good or better	90%	90.51%	100.57
- Number of OFWs who rated support services as good or better		1,479	
- Total number of OFWs surveyed		1,634	

Major Final Outputs (MFOs)/Performance Indicators	Targets	Accomplishments	Percentage of Accomplishment
MFO 2: Overseas Employment Regulation Services			
<i>Licensing Program</i>			
1. Number of OFWs contracts reviewed	2,777,667	2,505,130	90.19
- Number of LB contracts processed		2,004,125	
- Number of SB contracts processed		501,005	
2. Number of license, registration and accreditation applications acted upon	36,722	40,554	110.44
3. Percentage of licensed, registered and accredited agencies with one or more recorded complaints or licensing/accreditation breaches over the past two years	not more than 30%	13.91% (167/1,201)	
4. Percentage of application processed within five days	100%	100% (374 licenses renewed within PTC)	100.00
<i>Monitoring</i>			
1. Number of inspections and assessments undertaken	1,561	1,611	103.20
2. Percentage of inspections that resulted in one or more detected violations	not more than 10%	2.01% (29/1,446)	15.87
3. Percentage of licensed, registered and accredited agencies subjected to two or more inspections in the last two years	90%	94.86% (1,181/1,201)	105.40
<i>Enforcement</i>			
1. Percentage of licensed, registered and accredited agencies with three or more recorded complaints or breaches over the last three years as a percentage of the total number of agencies with one or more recorded breaches or complaints	not more than 30%	11.89% (44/ 370)	
2. No. of enforcement cases undertaken	529	480	90.74
3. Percentage of enforcement cases that result in a favorable judgment	90%	100% (310/ 310)	111.11
4. Percentage of enforcement cases resolved within 90 days	90%	100% (310/310)	111.11

C. Financial Highlights

The appropriations of the POEA pursuant to RA No. 10717, known as the General Appropriations Act (GAA) for Fiscal Year (FY) 2016, the total allotment received from

the Department of Budget and Management (DBM), as well as, the obligations incurred are as follows:

Source of Funds	Appropriations	Allotments	Obligations Incurred	Unobligated Balance
Current Year				
PS	173,967,000.00	182,240,248.00	181,983,553.61	256,694.39
MOOE	169,268,000.00	160,568,000.00	147,363,054.70	13,204,945.30
CO	143,843,000.00	143,843,000.00	127,305,912.48	16,537,087.52
<i>Sub-total</i>	<i>487,078,000.00</i>	<i>486,651,248.00</i>	<i>456,652,520.79</i>	<i>29,998,727.21</i>
Retirement and Life Insurance Premiums (RLIP)	15,555,000.00	15,555,000.00	15,555,000.00	0.00
Miscellaneous Personnel Benefits Fund (MPBF)	44,514,380.00	44,514,380.00	44,383,572.02	130,807.98
- Compensation Adjustment	15,425,000.00	15,425,000.00	15,338,147.77	86,852.23
- Mid-Year (MY) Bonus	12,058,025.00	12,058,025.00	12,014,670.00	43,355.00
- Performance-Based Bonus (PBB)	3,720,800.00	3,720,800.00	3,720,800.00	0.00
- Newly-Filled Up 16 Positions	6,531,461.00	6,531,461.00	6,530,869.87	591.13
- Pension and Gratuity Funds/Terminal Leave Benefits	6,779,094.00	6,779,094.00	6,779,084.38	9.62
Grand Total	547,147,380.00	546,720,628.00	516,591,092.81	30,129,535.19

The Agency's financial position and financial performance for CY 2016, with corresponding figures for CY 2015, are as follows:

Particulars	2016	2015
Financial Position		
Assets	692,828,336.06	521,520,891.34
Liabilities	418,281,573.09	293,517,700.49
Equity	274,546,762.97	228,003,190.85
Financial Performance		
Revenue	454,249,428.29	489,593,970.03
<i>Less: Current Operating Expenses</i>		
Personal Services (PS)	241,594,698.80	236,164,564.35
Maintenance and Other Operating Expenses (MOOE)	165,488,794.00	140,446,817.13
Non-Cash Expenses	874,284.18	14,070,160.36
<i>Surplus (Deficit) from Current Operations</i>	<i>46,291,651.31</i>	<i>98,912,428.19</i>
Net Financial Assistance/Subsidy	434,718,619.03	419,463,773.04
Surplus (Deficit) for the Period	481,010,270.34	518,376,201.23

For CY 2016, the POEA reported an income of ₱454,249,428.29, which were remitted to the National Treasury (NTr), details as follows:

Particulars	Amount
Processing Fees	401,743,501.94
Rent/Lease Income	2,452,967.95
Interest Income	50,483.08
Other Service Income	319,875.32
Fines and Penalties	21,732,600.00
License Fees	27,950,000.00
Total	454,249,428.29

D. Scope of Audit

The audit covered the review of the accounts and operations of the POEA for the year ended December 31, 2016. The audit was conducted to: (a) ascertain the level of assurance that may be placed on management's assertions on the financial statements (FS); (b) determine the propriety of transactions, as well as, the extent of the compliance with applicable laws, rules and regulations; (c) recommend agency's improvement opportunities; and (d) determine the extent of implementations of prior year's (PY's) audit recommendations.

E. Auditor's Report on the Financial Statements

The Auditor rendered a qualified opinion on the fairness of the presentation of the FS of the POEA for CY 2016 for reasons stated in the attached Independent Auditor's Report and as discussed in detail in Part II of this report.

F. Significant Audit Observations and Recommendations

The following are significant audit observations and recommendations (SAOR), the details of which are discussed in Part II – Observations and Recommendations of this report:

1. The significant increase by 62.73 percent or 3,531 in Calendar Year (CY) 2016 of the Requests for Repatriation defeated the Government's policy of upholding the dignity and fundamental rights of Filipino migrant workers and that the freedoms of the Filipino citizens shall not, at any time, be compromised or violated. (Observation No. 1)

We recommended that the Management: (a) conduct an in-depth/thorough study on why abuses against Filipino workers that need repatriation are increasing yearly despite the Pre-Employment

Orientation Seminar and Pre-Departure Orientation Seminar given to the Filipino workers before deployment; and (b) immediately address the results of the study.

2. Low satisfaction rate of 18.3 percent or 73 out of 399 cases on money claims by migrant workers defeated the purpose of the escrow deposit to answer for all valid and legal claims arising from contracts of employment and violations of the conditions for the grant and use of the license, including fines imposed by the Administration. (Observation No. 2)

We recommended that the concerned POEA officials revisit the guidelines on escrow deposits to ensure that the aggrieved workers are sufficiently awarded of their valid and legal claims arising from contracts of employment and violations of the conditions for the grant and use of the license, including fines imposed by the Administration. This will also prevent the aggrieved workers from resorting to another costly and lengthy legal battles of going after the personal and real properties of the losing recruitment agencies, majority of which have already cancelled licenses.

3. Escrow funds deposited in the recruitment agency banks authorized by the Bangko Sentral ng Pilipinas to handle trust accounts limits the efficient and convenient monitoring of the sufficiency and availability of the escrow deposits at all times. (Observation No. 3)

We recommended that the Management revise/amend the Rules requiring the deposit of the escrow funds by the recruitment agencies in the account of the POEA to facilitate the efficient and effective monitoring of the same.

4. Non-disclosure of actual collections by Human Resource Development (HRD)-Korea under the Service Commitment Agreement (SCA) on Employment Permit System-Test of Proficiency in Korea (EPS-TOPIK) and Skills Test entered into by the POEA with HRD-Korea, pursuant to the Memorandum of Understanding (MOU) by and between the Ministry of Employment and Labor of Republic of Korea and the DOLE of Republic of the Philippines renders it difficult to determine the rightful share of the agency while the fair sharing by both parties of the eligible expenses that could be charged out of the collections was not clearly defined, thus propriety of charged expenses could not be established. (Observation No. 4)

We recommended that the Management: (a) demand from HRD-Korea the submission of reports showing full accounting of all collections made for each batch of EPS-TOPIK; (b) revisit the MOU and the SCA of EPS-TOPIK before it is renewed, and consider to amend the provisions which disclose the actual collections to POEA, such as the fair sharing of expenses; and (c) ensure that all terms and conditions as well as the

responsibilities and obligations of both parties, most specifically on the sharing of eligible expenses, are defined clearly in the MOU and in the SCA.

5. Rental fees amounting to ₱1,575,750.00 covering the period from May 1, 2014 to December 31, 2016 remained unpaid by HRD-Korea due to POEA's failure to strictly enforce compliance with the terms and conditions of the Memorandum of Agreement entered into with HRD-Korea. (Observation No. 6)

We recommended that the Management enforce strictly the provision in the agreement for the payment of rental fee by HRD-Korea.

6. Non-adherence to the guidelines stipulated under Memorandum Circular No. 08 series of 2001 on the fee structure for clients of the Government Placement Branch and the terms of payment thereon resulted in inconsistent processing fee rates and such fees were paid by the workers/foreign principals/employers of Republic of Korea (ROK), Taiwan, and Kingdom of Saudi Arabia (KSA). (Observation No. 7)

We recommended that the Management adhere strictly with the provisions of MC No. 08.

7. The absence of a duly approved Recruitment Agreement between the POEA and Ministry of Health (MOH)-KSA in the recruitment of workers thru Government Placement Branch under the Government to Government arrangement not only affects its enforceability but also deemed as not binding; thus, there is no assurance that the rights of the workers to fair and equitable employment practices are protected. Moreover, the provision on the contribution to the Foreign Employers Guarantee Trust Fund (FEGTF) is at stake as the agreement between the parties was not properly and legally executed, affecting the collection of US\$253,650.00 for CYs 2015 to 2016. (Observation No. 8)

We recommended that the Management: (a) ensure that the Recruitment Agreement be immediately signed by the representative of MOH-KSA to make the terms of agreement enforceable and binding; and (b) require the concerned officials to explain in writing the reasons of not billing or collecting the contributions for the FEGTF from the employers of MOH-KSA.

8. The establishment of an FEGTF for workers deployed to ROK and Taiwan was not included in the contract agreements entered into by POEA, in violation of Section 3, Part IV, Rule I of the POEA Rules and Regulations Governing the Recruitment and Employment of Land-based Overseas Workers of 2002. (Observation No. 9)

We recommended that the Management: (a) explain in writing why the provision for the contribution of employers for the establishment of FEGTF was not included in the contract agreements with ROK and Taiwan despite several renewals of the same; and (b) prepare specific guidelines on the utilization of the FEGTF in accordance with existing government accounting and auditing rules and regulations.

9. There are no guidelines issued by the POEA for the administration of the FEGTF with reported cash balance of ₱7,352,324.28 as of December 31, 2016, thus exposing funds to misuse. (Observation No. 10)

We recommended that the Management prepare guidelines, in accordance with government accounting and auditing rules and regulations, on: (a) the amount to be levied on foreign employers/principals as contribution to the FEGTF for uniformity; and (b) administration of the FEGTF indicating the eligible expenses that could be charged therein.

10. Collections of Philippine Overseas Labor Offices (POLOs) in Singapore and Rome for Overseas Employment Certificates (OECs) amounting to Sg\$263,566.22 or ₱9,054,501.21 and €1,654.01 or ₱85,744.54, respectively, were not deposited with the POEA's authorized government depository bank accounts contrary to Section 69 of Presidential Decree (PD) No. 1445 and the Revised Cash Examination Manual (RCEM), thus, exposing government funds to risks of losses and unauthorized use. (Observation No. 12)

We recommended that the Management: (a) ensure that remittances of POLO collections for OEC fees be deposited to the authorized account number of the POEA; and (b) require the Accountant to effect necessary corrections on the cash accounts and related accounts of the POEA.

11. Collections of various currencies by various POLOs were not deposited intact and regularly to the POEA's authorized banks contrary to the provisions of Section 69 (1), PD No. 1445, Section 44, Chapter 5, Book 6 of Executive Order (EO) No. 292 series of 1987 and Fiscal Year (FY) 2016 General Appropriations Act General Provision, hence, exposing the collections to risks of misuse or losses and resulting in understatement of the income amounting to ₱3,829,651.89. (Observation No. 13)

We recommended that the Management: (a) ensure reimbursement of all expenses charged to POLO collections and remit the same to the NTr; (b) request the LBP for the regular submission of Debit Memos and Credit Memos to support the Bank Statements (BSs), for efficient monitoring of all remittances and bank charges and likewise for use in the preparation of the Bank Reconciliation Statements; and (c) through representation with the DOLE Secretary, to require the POLOs: (i) with undeposited collections, to remit the same immediately to POEA's authorized banks;

and (ii) regularly deposit collections in full as prescribed by Section 69, PD No. 1445, Section 44, EO No. 292 s. 1987 and General Provision, FY 2016 GAA.

12. The correctness and completeness of OEC remittances, in various foreign currencies equivalent to ₱4,571,158.91, of collections made by the POLOs, could not be fully recognized in the books due to delayed submission and/or non-submission of CMs by the LBP, thus, casts doubts on the reliability of the recorded amounts in the cash accounts and renders it difficult to establish whether all remittances by the POLOs are reflected in the bank records. (Observation No. 15)

We recommended that the Management: (a) demand from LBP timely and complete submission of CMs; and (b) in case the LBP could not comply with the timely and complete submission of CMs due to voluminous collections it handled for the agency, both domestic and foreign, consider the services of the DBP facility, which at the moment, only handles the remittances of OEC collections by 10 out of 36 POLOs

13. Reported remittances of OEC collections from six POLOs, in various currencies with an equivalent of ₱899,508.28 were not accounted in the POEA's AGDB, thus casts doubts on the reliability of the remittances made and understates the income that will accrue to the unappropriated surplus of the General Fund of the Government. (Observation No. 16)

We recommended that the Management: (a) look into the cause/(s) of the reported remittances of the six POLO which were not credited in the LBP's Bank Statements and determine the persons accountable and responsible thereof; and (b) require the Accountant to conduct a reconciliation of the POEA's books with the LBP's Bank Statements.

14. Cash Advances granted to 12 Accountable Officers became dormant for 11 to over 20 years due to the: (a) failure of Management to require the accountable officers to settle their accounts within the periods prescribed by COA Circular No. 97-002 or before their separation from the service; and (b) delayed action to consistently send them demand letters, which resulted in a very minimal settlement, slim chances of recovery/collection of unutilized funds, if any, and non-recording in the agency books of the expenses out of the CAs during the period they were incurred. (Observation No. 19)

We recommended that the Management: (a) send demand letters to all the 11 Accountable Officers including continuous follow-ups to enforce collection; and (b) request for the write off of the accountability of the deceased Accountable Officers. In case no settlements are made by the other Accountable Officers despite exhausting all remedies to enforce the same, consider also requesting for write-off of their accounts in accordance with the guidelines of the abovementioned COA Circular.

15. Unreconciled balances of account Due from National Government Agencies (NGAs), Department of Budget and Management-Procurement Service (DBM-PS) per POEA records and per DBM-PS books amounting to ₱22,795,950.57 due to unrecorded advance payments and deliveries; and inaction by the concerned POEA officials to reconcile PYs' discrepancy, cast doubts on the reported year-end book balance of ₱24,155,275.10. (Observation No. 20)

We recommended that the Management: (a) require the Chief Accountant and Property Officer to reconcile their respective records/reports to establish the correct balance of the reported deliveries made by DBM-PS and adjust them accordingly; and (b) require the Chief Accountant to continuously reconcile the agency books with DBM-PS books to establish the correct amounts of undelivered items and ensure that the CY 2015 Schedule supporting the GL account of Due from NGAs, DBM-PS are reconciled.

We also recommended that the Management: (a) communicate with the DBM-PS regarding the CY 2016 unrecorded payments; (b) demand delivery of the items still due for delivery; and/or (c) refund the advance payments not settled over a long period, if any.

16. Deficiencies in recording of transactions in the books, contrary to the provisions of Sections 4, 6 and 7, Chapter 19, Volume I and Section 8(f), Chapter 10, Volume III both of the GAM; and Section 112 of PD No. 1445, resulted to over and understatement of various accounts amounting to ₱7,984,562.58 and ₱29,866,710.70, respectively and casts doubts on the validity of the account. (Observation No. 21)

We recommended that the Management require the Accountant to: (a) analyze the errors and deficiencies noted; and (b) effect the necessary adjustments to correct the over and under statements.

17. Incomplete inventory taking, improper recording of transactions in the books and non-maintenance of the required property card contrary to the provisions of Sections 38 and 42 of Chapter 10, Volume I of the GAM and Section 441, Volume II of the Government Accounting and Auditing Manual (GAAM), resulted in an unreconciled balance of ₱279,676,411.21 between the accounting and property records, which cast doubt on the accuracy, completeness, and existence of Property, Plant and Equipment (PPE) accounts totaling ₱511,965,366.36. (Observation No. 22)

We recommended that the Management require the: (a) Chief Accountant and Property Officer to: (i) conduct periodic reconciliation of their respective reports and records; (ii) prepare and maintain properly PCs to account for the receipt and disposition of PPE; and (b) maintain PPELC

to present the details of the PPE per category instead of in lump sum basis to arrive at more accurate and reconciled balances of respective accounting and property books and records. (c) Chief Accountant to analyze the PPE accounts and prepare adjusting entries to reflect the PPE worth ₱4,691,665.00 which were counted but not recorded in the books of accounts; and (d) Property Officer to: (i) conduct 100 percent inventory taking of all PPEs and submit to the audit team pending inventory reports; and (ii) look into missing PPE amounting to ₱9,114,521.72 which were recorded in the books but not counted.

18. Non-recording of issued inventories in the books of accounts amounting to ₱3,476,012.69, incomplete physical count of inventories and non-maintenance by the Accounting and Property Unit of forms, records and reports prescribed under Chapter 8, Volume I of the GAM, cast doubts on the accuracy, completeness, and existence of the recorded ₱10,034,516.69 inventory accounts as at year-end. (Observation No. 23)

We recommended that the Chief Accountant and Property Officer conduct periodic reconciliation of their respective reports and records and make necessary adjustments on the deficiencies noted to reflect the correct balances of the inventory accounts.

We also recommended that the Property Officer: (a) maintain reports, forms and records prescribed in Chapter 8, Section 17, Volume I of the GAM; and (b) conduct 100 percent inventory taking of all inventory accounts and prepare the RPCI.

Further, we recommended that the Accountant record all deliveries of inventories and issuances thereof in the books.

19. Non-remittance of taxes withheld by the Regional Centers (RCs) in prior years (PYs) amounting to ₱4,364,826.77 and significant amount of ₱2,281,255.36 representing unrecorded and erroneous recording of taxes withheld and remitted renders the year-end balance account Due to BIR totaling ₱9,555,648.15 of doubtful validity. (Observation No. 36)

We recommended that the Management direct the Chief Accountant to: (a) prepare the necessary BIR Tax forms (i.e. 1600, 1601-C, & 1601-C) and remit the taxes withheld in the Trust Fund for the month of February in the amount of ₱5,782.25; (b) review, analyze and reconcile the beginning balance of Due to BIR account; and (c) reconcile and prepare necessary adjusting entry to reflect the discrepancies noted amounting to ₱2,281,255.36 for the year 2016.

The foregoing audit observations and recommendations were communicated through Audit Observation Memoranda and discussed during the exit conference with concerned POEA officials and employees on March 24, 2017. Their comments were incorporated in this Annual Audit Report, where appropriate.

G. Summary of Audit Suspensions, Disallowances and Charges

As of December 31, 2016, the POEA had a total unsettled disallowances and suspensions of ₱9,880,076.74 and ₱278,924.15, respectively or a total of ₱10,159,000.89.

H. Status of Implementation of PY's Audit Recommendations

Out of the 71 prior year's audit recommendations 40 were implemented, six were partially implemented and 25 were not implemented as shown below. The details of prior year/s' recommendations are discussed in Part III of this report.

Status of Implementation	No.	Percentage
Fully Implemented	40	56.34
Partially Implemented	6	8.45
Not Implemented	25	35.21
Total	71	100.00