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Article

Infrastructural Audit of the Congregation Towards a Strategic Framework for Policy Formulation

Dr. Eric Agyenim-Boateng

Associate Treasurer and Director of Audit, Accra City Conference of Seventh-Day Adventist Church

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ABSTRACT

The study which sets out the relevance of equipping the regulatory institutions to monitor the operations of a Congregation in terms of compliance, audit development procedures and professional audit enhancement which were mostly focus on financial and did not include congregation administration, schools and hospitals infrastructures. Also, study was made on a congregation headquarters that are responsible for the strategic regulatory framework and policy formulation in the country started in December, 2020. The main objective was to find out and bring out the lessons to be learnt from setting up strategic regulatory and policy formulation institutions, in helping religious institutions audit models and examine the role of a Congregation in terms of infrastructural audit and to make recommendation to solve or overcome the problem discussed. A horizontal analysis conducted into the affairs of West Akim Municipal Assembly of Ghana, and documentary analysis of public institutions for a period of four weeks showed that Congregation and Ghana Audit Service have done a lot for the institutions but it is believed that there is more room for improvement as there are a lot more in terms of infrastructure audit in the Congregation that has been neglected over the years. Having made the necessary investigations, it is concluded that even though Ghana Audit Service as a regulatory body are doing the work but the same should be extended to the other Congregation infrastructure audit which basically have been focusing on prevention, detection and misappropriation of funds, which its entirety has been focused on financials of the church neglecting other sectors like infrastructures areas in the Congregation. In conclusion it was suggested that the Congregation and Ghana Audit Service should make frantic effort to include infrastructural audit, to set up more audit agencies especially in all the district headquarters in Ghana to promote congregational work and religious institutions in Ghana. Efforts should also be made to allow private professional firms and individuals with the requisite skills to assist for the smooth running of the congregation operations.

* Corresponding author
Email addresses: owusujeanette@gmail.com (Dr. Jeanette Owusu)

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Introduction

Infrastructural audits have been neglected in the Congregation. Studied done by past and current researchers on Congregation in terms of compliance, audit development procedures and professional audit enhancement were mostly focus on financial and did not include neglect church administration, schools and hospitals infrastructures. Also, no study had been made on a general headquarters church in the United States of America. Thus, the researcher, as a contribution to the now existing body of knowledge, he will attempt to fill this gap and consequently will offer a seminal knowledge on an infrastructural audit for the headquarters.

Although internal control procedures were put in place by the managements of the various institutions were largely satisfactory, there were noted lapses and irregularities which were mainly due to non-adherence to existing controls and disregard for good financial management practices enshrined in various enactments and ministerial instructions and guidelines. The malfeasance and other irregularities noted in all the regions occurred in the areas of cash management, procurement and stores, contract management, payroll, asset management, rent payments, advances and tax. Significant among the irregularities were cash management, procurement and stores which together accounted for about 86% of total value of infractions noted during the year under review. High percentages of infractions were recorded, and similarity of findings noted during the year as compared to previous years, which indicated lack of commitment on the part of Management of institutions to implement audit recommendations and sanction offenders to enforce compliance with regulations as well as cash management and procurement/stores irregularities continued.

Compliance with audit reports is crucial for ensuring transparency, accountability, and good financial governance in any country. In Ghana, like many other developing nations, there have been significant efforts to enhance compliance with audit reports. However, challenges persist, hindering the effectiveness of these reports and limiting their impact on financial governance. One of the primary challenges in achieving compliance to audit reports in Ghana is the lack of awareness among stakeholders. Many individuals and organizations, including government agencies, private companies, and non-profit organizations, may not fully understand the importance of adhering to audit recommendations and implementing necessary changes. This lack of awareness often leads to a disregard for audit reports, undermining their purpose and potential impact. Insufficient resources also pose a significant obstacle to compliance in Ghana. Many organizations, especially small and medium-sized enterprises (SMEs), may lack the financial capacity to implement the recommendations outlined in audit reports. Limited funding for training, technology, and infrastructure further exacerbates this problem, making it difficult for organizations to comply with the necessary changes.

4.Additionally, the lack of accountability mechanisms in Ghana contributes to non-compliance with audit reports. In some cases, there is a lack of consequences for non-compliance, leading to a culture of impunity. This undermines the credibility of audit reports and discourages organizations from taking them seriously. Despite these challenges, there are significant benefits to be gained from compliance with audit reports in Ghana. Enhanced transparency and accountability can lead to increased investor confidence, attract foreign direct investment, and promote economic growth. Compliance also fosters public trust in financial reporting, which is essential for a stable and thriving economy.

5.To address these challenges and promote compliance to audit reports in Ghana, several strategies can be implemented. Strengthening regulatory frameworks, such as the Companies Act and the Public Financial Management Act, can provide a legal basis for compliance and establish consequences for non-compliance. Capacity building initiatives, including training programs and workshops, can help organizations understand the importance of compliance and provide them with the necessary skills to implement audit recommendations. Collaboration between auditors, regulators, and stakeholders is also crucial to ensure effective communication, coordination, and support in achieving compliance.

6.The study aims to review the infrastructural audit in the Congregation towards a framework for policy formulation.

7.Specifically, the study seeks answers to the following questions:

1. To what extent has the stakeholders complied to audit reports and recommendations in management of:
   1.1 Short-term assets;
   1.2 Long-term assets; and
   1.3 Financials?
2. To what extent are the effects of compliance to audit reports and recommendations to effectiveness of managing assets?
3. Based on the findings, what policy formulation to compliance and effective management of assets can be proposed?

A thorough systematic review of documentation provided background information that helped me understand the infrastructural audit context which the independent variables are compliance to audit reports and the recommend-

-ations from the audit reports to management as a dependent variable.

Results and Discussion

Herewith were the identified deficiencies/ irregularities identified in the Audit Report. Correspondingly, the appropriate actions to address the irregularities are presented and the recommended actions to be taken in the management of short-term assets, long-term assets and financials (Financial Management). Likewise, a strategic framework for policy formulation was proposed for a continuous improvement in the management of short-term, long-term assets and financial management. First, the corrective actions made by the CFO of Congregation in compliance with the findings of the Audit Report are presented as follows.

Table 3.1
Identified Irregularities Based on Audit Report
And Corresponding Corrective Actions Taken

Identified Irregularities	Corrective Actions
1. Performance Audit Report of the Auditor-General on Selected Road Works in Ghana on Tetteh Quarshie to Madina, Ayamfuri to New Obuase and Bolgatanga to Bawku to Polimakom Road.	Public financial management regulations 2019 were complied with.
2. Analysis Report of the Auditor General on performance audits on 50 district assemblies under Ghana's Strengthening accountability mechanism II (Keta Municipal Assembly awarded a contract for the supply of furniture without specification thereby leaving it the discretion of the supplier and hence made it difficult to determine if contract quality was met totaling GHS 133,702 and audit.)	Ghana Audit Service Act 2000 was a reference for compliance.
3. Performance audit report of the Auditor-General on selected road works in the Greater Kumasi Metropolis (Keta Municipal Assembly awarded a contract for the supply of furniture without specification thereby leaving it the discretion of the supplier and hence made it difficult to determine if contract quality was met totaling GHS 133,702 and audit).	Public financial management Act 2019 on inventory of land, buildings, vehicles and high value fixed assets was revisited and for compliance.
4. Performance audit report of the Auditor-General on the construction of 30, 1000MT warehouses (The ministry of food and agriculture did not put in place mechanism to enable them track the progress of work, performance of contractors and audit).	Internal Audit Agency Act 2003 was references for compliance.
Unjustified review of contract processes, excessive payment of mobilization fees, and management to exercise due diligence in the award of contracts for project work done totaling GHS 3,067,775.76 and audit. (Unjustified review of contract processes, excessive payment of mobilization fees, and management to exercise due diligence in the award of contracts for project work done totaling GHS 3,067,775.76 and audit.	Ghana Audit Service Act 2000 was used as a reference for compliance.
6. Consolidated performance audit report of the Auditor-General on Capital projects of 30 selected MMDAs funded through the DACF-RFG. (Keta Municipal Assembly awarded a contract for the supply of furniture without specification thereby leaving it the discretion of the supplier and hence made it difficult to determine if contract quality was met totaling GHS 133,702 and audit.	Data on Financial Administration Decree 1979 on compliance audit. The result were considered for adjustments as reflected in the financial statements.
7.Consolidated performance audit report of the Auditor-General on Capital projects of 30 selected MMDAs funded through the DACF-RFG	Public financial management of assets on compliance audit. The review provided reference to compliance.
8.Consolidated performance audit report of the Auditor-General Capital projects of 30 selected MMDAs funded through the DACF-RFG	Public financial management Act 2016 on management of assets.
9. Consolidated performance audit report of the Auditor-General Capital projects of 30 selected MMDAs funded through the DACF-RFG	Public Financial Management Act 2016 on by Ministry of finance Act 921. This Act was referenced to comply on 30 selected MMDAs projects.
Kintampo South paid GHC 57,925 for no work done to construct a school block and provide boreholes, whilst Sene West District Assembly was short-changed by GHC 98, 013.69 for a reduction in the size of a CHPS compound.	The appropriate work to construct a school block was completed.
Sampled reviews showed for instance that Dormaa Central, Bawku, and Sunyani were out of the 30 that made payment of GHC 1, 764, 520.62 to contractors without recourse to internal audit pre-audit requirements.	The specified unfinished work was complied with through the construction of said project.
Sampled reviews showed for instance, that Mfantsiman and Hohoe Municipal Assemblies, a total of GHS 1,067,188 was paid to contractors without supporting documents.	The documents required were prepared and submitted.
Keta Municipal Assembly awarded a contract for the supply of furniture without specification thereby leaving it the discretion of the supplier and hence made it difficult to determine if contract quality was met totaling GHS 133,702 and audit.	The contract was awarded through a bidding process but the document to support it was misplaced. It is now duly accounted for.
Keta Municipal Assembly awarded a contract for the supply of furniture without specification thereby leaving it the discretion of the supplier and hence made it difficult to determine if contract quality was met totaling GHS 133,702 and audit.	The document award was retrieved and complied with the total amount as required.
Ten institutions recorded contract irregularities of GHC 14,019,349.53 representing 75.95 percent of the total irregularities of GHC 18,457,644.29. This comprised abandoned projects (GHC 9,847,455.45) delayed projects (GHC 1,937,807.07) and completed projects and assets not in use (GHC 2,234,087.01).	The documentation was not properly done; however, the projects were completed with the specified capital expense.
Report of Auditor General as of December 31, 2021: *All identified irregularities/deficiencies for the period 2018-2022 have been appropriately addressed and complied with as per contract agreement.*	

As an action not to repeat the same errors, the Audit Report also recommended to look closely into the management of short-term assets, long-term assets and financials, aligned with the various contracts that the Congregation is actively involved in its operations. To understand the benefits of Asset Management we must first be clear on its definitions. The International Infrastructure Management Manual (IIMM) defines Asset Management as:

"The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost-effective manner."

One might state that providing cost-effective services is exactly what Adventist communities are trying to do all along. So what is different about asset management as promoted here compared to management practices already in place? To answer this question, the IIMM provides two more definitions:

Core Asset Management Definition. "Asset Management that relies on the asset register, maintenance management systems, job/resource management, inventory control, condition assessment, simple risk assessment, and defined levels of service, in order to establish alternative treatment options and long term cashflow predictions. Priorities are usually established on the basis of financial return gained by carrying out the work…"

Advanced Asset Management Definition. "Asset management which employs predictive modelling, risk management and optimized decision-making techniques to establish life-cycle treatment options and related long term cashflow predictions."

Perhaps these last two definitions provide some insight on how older practices differ from the asset management practices promoted here. These definitions suggest that there exists a set of best management practices that must be in place in order to assure that communities truly are delivering "the required level of service in the most cost-effective manner."

The collection of best practices and tools are conceived in an asset management policy, specified and utilized in asset management plans, and form the backbone of the asset management system. The EPA Fundamentals of Asset Management captures the best practices as a ten-step process.

. The best practices identified in an asset management policy framework are what form the discipline of Asset Management as we know it today. However, many communities are still set in practices with no framework or have few resources to initiate asset management policy. In the meantime, the problems that communities must address are becoming more acute.

Much of our infrastructure is at or past life expectancy, increasing the risk of failure.

Congregation funding has been decreasing for decades, putting more pressure on local and state funding sources while agencies struggle to keep rates low. Regulatory issues, such as SSOs, receive top priority while other issues within the network are often deferred due to limited funding.

Staffing has been affected by cuts and attrition leaving behind voids in organizational knowledge

Problems are amplified in agencies that experienced a period of poor record keeping, making it difficult to address situations when basic asset attributes are not known.

For many Congregation communities these problems have developed over a long period of time because old practices generally did not develop "…long term cash flow predictions" (as stated in both the Core and Advanced definitions). These communities are now finding that the old management practices have resulted in under-investment and unacceptable degradation of their infrastructure. The researcher believes that the concerns expressed in the Audit Report Card are best addressed by first investing in asset management policies that will allow communities to manage investment needs in the most cost-effective manner. In other words, by implementing asset management best practices, communities will be better positioned to afford the investments required. Perhaps the most important benefit of asset management is that it provides a structured framework for investment planning that delivers the most cost-effective solutions for delivering acceptable levels of service over the entire asset life-cycle at minimal risk.

With a structure asset management framework in place, organizations will realize these and other benefits:

- **Good Business Practice**. Asset management results in better decisions. Aligning management of infrastructure with strategic policies and direction will support the long-term success of the utility's mission, goals and objectives.
- **Improved Regulatory Compliance**. For wastewater utilities in particular, the proposed CMOM regulations will require improved asset management. Part of asset management involves the implementation of better O&M practices, which can significantly improve compliance.
- **Improved Reliability**. More structured day-to-day attention to system assets and their condition means that unexpected failures are less likely, thus minimizing emergency repairs, costly lawsuits and customer relations problems. Assessing the risk implications of asset failure helps focus resources on critical priorities and reduces overall risk to the utility.
- **Long Term System Integrity**. The concept of "sustainable infrastructure" is gaining increased visibility, probably due to the problems in many American cities and towns where sufficient reinvestment in infrastructure has not been made. By relating costs to asset condition and conducting long term planning for each asset, policy makers get the facts they need to help sustain the infrastructure.
- **Cost Savings**. There is evidence that asset management systems that maintain infrastructure in a sound and reliable condition and are based on minimizing life cycle costs, can significantly reduce operating

and maintenance cost, as well as long-term capital expenses. A life cycle approach means that the utility always gets the most assets for its money.

- **Eligibility for Congregation Funding**. The apparent need for increased infrastructure spending coupled with concerns over the quality of infrastructure management prevalent in the industry have led to a range of provisions in proposed funding legislation that include requirements for "asset management plans."

- **Develop Asset Registry**. Based on the study, an asset registry development being the process of creating and maintaining a centralized database or system that records and tracks information about various assets owned by an individual, organization, or government entity must be created by organizations. The purpose of an asset registry is to provide a comprehensive and accurate record of assets, including their ownership, value, location, and other relevant details. The development of an asset registry involves designing and implementing a database structure, defining data fields and attributes, establishing data collection and entry processes, and ensuring data integrity and security. This may involve the use of technologies such as blockchain, cloud computing, and data analytics to enhance the efficiency and accuracy of the registry. The study further said asset registries could be used in various sectors, including finance, real estate, supply chain management, and government administration. They provide a transparent and reliable source of information for asset management, risk assessment, decision-making, and regulatory compliance.

- **Assess performance and failure modes**. Assessing performance and failure modes involves evaluating the effectiveness and efficiency of a system, process, or product, as well as identifying potential points of failure or weaknesses according to the study. This assessment is crucial in identifying areas for improvement, ensuring reliability, and minimizing risks. When assessing performance, various metrics and criteria are used to measure how well a system or process is meeting its intended goals or objectives. This can include factors such as speed, accuracy, productivity, customer satisfaction, and cost-effectiveness according to the study. Performance assessments may involve data analysis, benchmarking against industry standards, and feedback from stakeholders. The study further discussed failure mode analysis which became clear that, it focuses on identifying and understanding potential failure points within a system or product. This involves analyzing the ways in which a system or product can malfunction, break down, or deviate from its intended functionality. By examining failure modes, their causes, and their potential impact, organizations can take proactive measures to prevent or mitigate failures.

Common techniques used for assessing performance and failure modes include:

- **Performance testing**: Conducting tests and simulations to evaluate the performance of a system under different conditions and loads.
- **Root cause analysis**: Investigating failures to identify the underlying causes and contributing factors.
- **Failure mode and effects analysis (FMEA)**: A systematic approach to identify potential failure modes, their causes, and the effects they may have on the system or product.
- **Reliability testing**: Testing the reliability and durability of a product or system by subjecting it to various stressors and conditions.
- **Continuous monitoring**: Implementing systems and processes to continuously monitor and measure performance metrics, allowing for timely identification of issues and improvement opportunities.

By regularly assessing performance and failure modes, organizations can identify areas of improvement, implement corrective actions, and enhance the reliability and effectiveness of their systems, processes, and products. The determination of residual life according to the study refers to the process of estimating the remaining useful life or remaining service life of an asset or system. It involves assessing the condition, performance, and reliability of the asset to determine how much longer it can be used before it reaches the end of its expected lifespan. Residual life determination is commonly used in various industries, such as manufacturing, infrastructure, and maintenance, to optimize asset management strategies. By accurately estimating the residual life, organizations can make informed decisions about repair, maintenance, replacement, or retirement of assets. This according to the study helps in minimizing downtime, reducing costs, and maximizing the value derived from the assets.

Various techniques and methods can be employed to determine the residual life of assets, including visual inspections, non-destructive testing , performance monitoring, statistical analysis, and predictive modeling. These approaches consider factors such as asset age, usage patterns, maintenance history, environmental conditions, and technological advancements to predict how much longer an asset can continue to operate reliably.

Determine life cycle and replacement cost. The study suggested this variable as a cost which involves assessing the entire lifespan of an asset or system, including its expected useful life and the cost associated with replacing it. Life cycle determination involves analyzing the different stages of an asset's life, from acquisition to disposal. It includes estimating the expected duration of each stage, such as design, manufacturing, operation, and maintenance. By understanding the life cycle of an asset, organizations can plan and budget accordingly, considering factors such as maintenance and repair costs, operational efficiency, and potential obsolescence. Replacement cost determination, on the other hand, refers to estimating the cost of replacing an asset at the end of its useful life. This includes considering the purchase cost of a new asset, installation expenses, and any additional costs associated with transitioning from the old asset to the new one. Replacement cost determination is crucial for financial planning and decision-making, as it helps organizations anticipate and budget for future capital expenditures. Both life cycle and replacement cost determination are important aspects of asset management and investment planning. By accurately estimating the life cycle and replacement cost, organizations can make informed decisions about asset maintenance, repair, and replacement, ensuring the efficient use of resources and minimizing unexpected expenses.

Set target level of service: With this, the study refers to establishing specific performance objectives or standards that an organization aims to achieve in delivering a particular service or meeting certain customer expectations. When setting a target level of service, organizations define the desired quality, quantity, timeliness, and reliability of the service they provide. This involves considering factors such as customer needs and preferences, industry standards, regulatory requirements, and organizational capabilities. The target level of service serves as a benchmark or reference point against which the actual performance can be measured and evaluated. It helps organizations assess their performance, identify any gaps or areas for improvement, and make informed decisions to enhance service delivery. For example, in the transportation sector, a target level of service might include objectives such as maintaining a certain frequency of public transportation, ensuring a certain percentage of on-time arrivals, or providing a specific level of customer satisfaction. Setting a target level of service is essential for organizations to align their efforts, allocate resources effectively, and continuously strive for improvement. It helps establish clear expectations and standards for both internal teams and external stakeholders, ultimately leading to enhanced customer satisfaction and organizational success.

Determine business risk (criticality): The study suggested this which refers to the process of assessing and evaluating the level of risk associated with a particular business or operation. It involves identifying and analyzing potential risks that could impact the success or continuity of the various organizations under study, and determining their significance or criticality. This assessment typically involves considering various factors such as the potential impact of risks on financial performance, reputation, compliance with regulations, operational efficiency, and overall business objectives. The study identified that, it helps businesses prioritize their risk management efforts and allocate resources effectively to mitigate or manage the identified risks. By determining the criticality of business risks, organizations can make informed decisions about risk mitigation strategies, such as implementing controls, insurance coverage, contingency plans, or other risk management measures. This process enables businesses to proactively address potential threats and vulnerabilities, reducing the likelihood of negative impacts and enhancing their resilience.

Optimize O&M investment: According to the study, this refers to the process of maximizing the efficiency and effectiveness of investments made in the organizational structure and management practices of a business or organization. This optimization involves evaluating and analyzing the allocation of resources, such as financial capital, human capital, and technology, to ensure that they are utilized in the most optimal way to achieve organizational goals and objectives. It aims to improve the overall performance and productivity of the organization by identifying areas where investments can be optimized or reallocated to generate the highest returns.

The optimization process may involve various activities, including: assessing the current organizational structure and management practices to identify areas of inefficiency or redundancy; analyzing the allocation of resources to determine if they are aligned with the strategic objectives of the organization; identifying opportunities for automation or technology adoption to streamline processes and increase efficiency; evaluating the skills and capabilities of the management team and identifying areas for improvement or development; prioritizing investments based on their potential impact on organizational performance and return on investment; monitoring and evaluating the outcomes of investments to ensure they are delivering the expected results.

By optimizing organization and management investment, the study proposes that, businesses can enhance their competitiveness, improve operational efficiency, and achieve better financial performance. It enables organizations to make informed decisions about resource allocation, improve decision-making processes, and align investments with strategic objectives, ultimately leading to sustainable growth and success. Optimize capital investment: The study considered this point which refers to the process of maximizing the efficiency and effectiveness of investments made in capital assets by a business or organization. Capital investments typically involve significant financial resources and are made to acquire or improve long-term assets such as property, equipment, technology, or infrastructure. The optimization of capital investment aims to ensure that these investments generate the highest possible return on investment (ROI) and contribute to the overall financial health and success of the organization.

The optimization process involves various activities, including: assessing the strategic objectives and priorities of the organization to determine the most critical areas for capital investment; evaluating potential investment opportunities and analyzing their potential risks, returns, and alignment with organizational goals. Conducting cost-benefit analyses to compare different investment options and determine the most financially viable and beneficial choices. Considering the timing and sequencing of capital investments to ensure they are aligned with the organization's financial capacity and market conditions. Monitoring and evaluating the performance and outcomes of capital investments to identify areas for improvement and make adjustments if necessary. Utilizing financial and analytical tools to assess the impact of capital investments on the organization's overall financial metrics, such as return on investment, net present value, or internal rate of return.

By optimizing capital investment, organizations would allocate their financial resources effectively, mitigate risks, and maximize the potential returns from their investments. This process helps businesses make informed decisions about capital allocation, prioritize investments based on their strategic importance, and ensure that capital investments contribute to long-term growth and profitability. Determine funding strategy: The study explained this as the process of deciding how to secure the necessary financial resources to support a particular project, initiative, or organization. It involves identifying the various sources of funding available, evaluating their suitability and feasibility, and developing a plan to acquire and manage the funds effectively. The funding strategy include a combination of different funding sources, such as grants, loans, investments, donations, or revenue generation, depending on the specific needs and goals of the entity seeking funding. To build an asset management plan, The study proposed these steps by the management and stakeholders of the organization Identify and categorize assets: Begin by identifying all the assets that need to be managed. Categorize them based on their type, value, and importance to the organization.

Determine asset lifecycle: Understand the lifecycle of each asset, including acquisition, operation, maintenance, and disposal. This will help you plan for the necessary actions at each stage. Assess asset condition: Evaluate the current condition of each asset to determine if any repairs, maintenance, or upgrades are needed. This assessment will help prioritize resources and allocate funds accordingly. Set performance goals: Define performance goals for each asset based on factors such as reliability, safety, efficiency, and cost-effectiveness. These goals will guide decision-making and resource allocation. Develop maintenance strategies: Determine the most appropriate maintenance strategies for each asset, such as preventive maintenance, predictive maintenance, or corrective maintenance. Consider factors like asset criticality, cost, and available resources. Establish asset management policies: Develop policies and procedures that govern asset management activities, including asset acquisition, disposal, maintenance, and monitoring. Ensure these policies align with industry best practices and regulatory requirements.

Implement asset tracking and monitoring systems: Utilize asset tracking and monitoring systems, such as computerized maintenance management systems (CMMS) or enterprise asset management (EAM) software, to track asset performance, maintenance activities, and costs. Allocate resources: Allocate resources, including budget, staff, and equipment, to support the asset asset management plan. Ensure that resources are sufficient to meet the defined goals and objectives. Regularly review and update the plan: Continuously monitor and eva-

-luate the asset management plan's effectiveness. Regularly review and update the plan to reflect changes in asset conditions, performance goals, or organizational priorities. Foster a culture of asset management: Promote a culture of asset management within the organization by providing training and awareness programs to staff. Encourage collaboration, accountability, and continuous improvement in asset management practices.

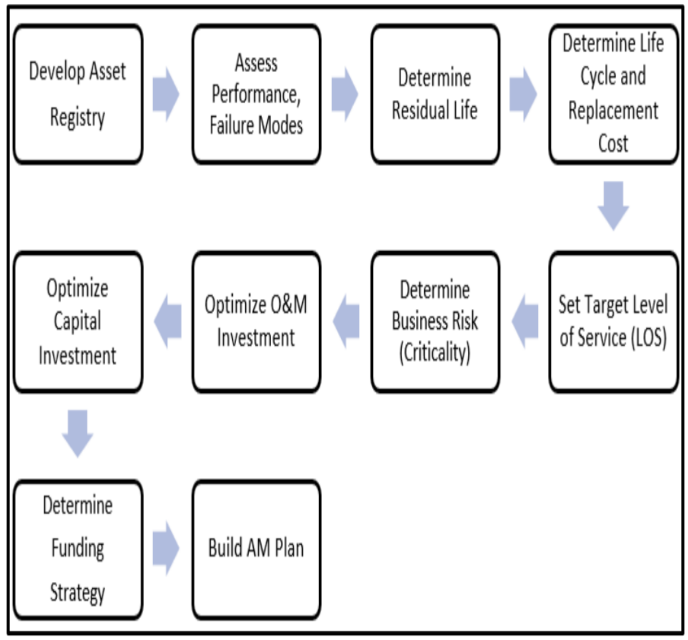
Conclusion

Compliance reduces the likelihood of fines, penalties, work stoppages, lawsuits, or the closure of business, which is the most evident benefit. For example, if one were not following safety guidelines and someone got injured, one might be subjected to a hefty fine by the authorities. One does not have to jump through endless hoops to achieve regulatory compliance. By finding an easy way to comply with the right laws, regulations, and industry standards, regulatory compliance can offer several benefits for companies. Specific compliance requirements vary by industry and country. But in general, implementing regulatory compliance is a mandatory requirement for every sector and every company in countries with a robust business and economic landscape.

Regulatory compliance is especially important in industries with strong compliance oversight, such as financial services and healthcare, as well as sectors where issues like data protection, cybersecurity, and consumer privacy are critical to business continuity and legally compliant operations. After Congregation achieved regulatory compliance, it can confidently indicate to its stakeholders that it has met specific standards and is certified by the Audit Regulatory Board. Following the laws and regulations relevant to its operations, prove its integrity, reliability, and ethics-all of which can engender stakeholder trust and strengthen its competitive position. Maintaining compliance helps mitigate risks like security breaches and contract losses, as well as avoid disciplinary action that could lead to damaged reputations, lost customers, and financial penalties and losses.

Recommendations

For a continuous improvement and compliance, the following policy framework is recommended:



Proposed Policy Framework

The strategies proposed in this study to effectively manage short-term investments, long-term investments and financials are highly recommended for immediate implementation.

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