



**LIBERIA WATER &  
SEWER CORPORATION**

# **ANNUAL REPORT**

**FEBRUARY 2024**

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**Cover Page Photo:** Staff of Technical Services  
Division restoring Water supply in  
Soul Clinic Community in Paynesville.

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## *ACRONYMS AND ABBREVIATIONS*

AAID	ARREST Agenda for Inclusive Development
ARIC	Audit Recommendations Implementation Committee
ARREST	Agriculture, Roads, Rule of Law, Education, Sanitation & Tourism
AWP	Annual Work Plan
DMDA	Deputy Managing Director for Administration
DMDF	Deputy Managing Director for Finance
DMDSM	Deputy Managing Director for Sales & Marketing
DMDTS	Deputy Managing Director for Technical Services
GAC	General Auditing Commission
GOL	Government of Liberia
KPIs	Key Performance Indicators
LWSC	Liberia Water and Sewer Corporation
MD	Managing Director
M&E	Monitoring & Evaluation
MIC	Management Internal Control
NRW	Non-Water Revenue
PPCC	Public Procurement & Concessions Commission
PPP	Public Private Partnership
PUA	Public Utilities Authority
SOE	State-Owned Enterprise
STP	Sewer Treatment Plant
USAID	United States Agency for International Development

## MANAGING DIRECTOR'S MESSAGE



I have the honor to present the Annual Report of the Liberia Water and Sewer Corporation for the operating year 2024. The Report provides a comprehensive account of our activities, achievements, challenges, and future aspirations aimed at fulfilling the Corporation's statutory mandate of providing safe, reliable and affordable water supply and sewerage services to the people of Liberia.

It is worth mentioning that when we took over the leadership of the Corporation in late February 2024, it was evident that the entity was overwhelmed by enormous challenges. These challenges, among others, involved aging and ruined water supply networks that often-experienced leaks and bursts; illegal water connection by residents; poorly managed sewerage system; bloated payroll and overstaffed workforce; low staff morale; huge staff salary and vendors' payment arrears; poor work culture; and above all weak corporate governance system that fueled corruption, fraud and lack of accountability. However, with strong support and guidance of the Board of Directors, we adopted measures that have reformed the administrative framework of the Corporation and helped in addressing the underlying challenges to improve operational efficiency.

Accordingly, the year 2024 was a watershed moment as significant strides were made. Poor work culture and weak governance processes were improved and operational efficiency enhanced due to appropriate human resource and financial management policies that were developed and implemented. Monthly salary payments have become regular and staff morale reinvigorated. In addition, water networks and sewerage system in Monrovia were revamped resulting to increase in water transmission and distribution which has contributed to improved sanitation conditions in homes and public places.

These notable milestones would not have been possible without the unwavering support of the Government of Liberia whose commitment to improving the water and sanitation sector remains an important cornerstone to national development. We therefore wish to express our gratitude to the Government, including sectoral line ministries and agencies. We are also grateful to our development partners and stakeholders including our valued customers for their continued collaboration and support. Their technical support and patronage of our services played a crucial role in strengthening our capacity and in improving service delivery, as well as in laying the groundwork for expansion and sustainability of our services in the years ahead. We are determined to build a strong water infrastructure base to take care of the current and future demand for clean, affordable water and sanitation across Liberia. This is because water is life and an engine for economic growth.

Our Board of Directors also deserves exceptional recognition and gratitude for its visionary leadership and strategic guidance which during the year enabled us in navigating the complexities of our operational landscape.

Finally, we would like to express our appreciation to our staff for their resilience and dedication to duty which have been the driving force behind our progress despite the hurdles encountered during the year. We strongly believe that together we can improve service delivery at the LWSC to rekindle the hope that every Liberian deserves the best.

Mohammed Ali  
**Managing Director**

# BOARD OF DIRECTORS



Hon. Mohammed Ali  
Managing Director &  
Board Secretary



Hon. (Dr.) Khalipha Bility  
Chairman



Hon. (Cllr.) N. Oswald Tweh  
Minister of Justice  
Member



Hon. Augustine K. Ngafuan  
Minister of Finance &  
Development Planning  
Member



Hon. Roland L. Giddings  
Minister of Public Works  
Member



Hon. Lucinda Cole Carter  
Member



Hon. Comfort Bedell Dahn  
Member



Hon. Jonathan S. Paye-Layleh  
Member



Hon. Mohammed Barrie  
Member

# EXECUTIVE MANAGEMENT



**Hon. Mohammed Ali**  
**Managing Director**



**Hon. T. Wilson Gaye**  
**Deputy Managing Director**  
**for Administration**



**Hon. Patrick S. Sandikie**  
**Deputy Managing Director**  
**for Technical Services**



**Hon. Eddie B. Miller**  
**Deputy Managing Director**  
**for Finance**



**Hon. Janice-Love Bropleh**  
**Deputy Managing Director**  
**for Sales & Marketing**

## VISION

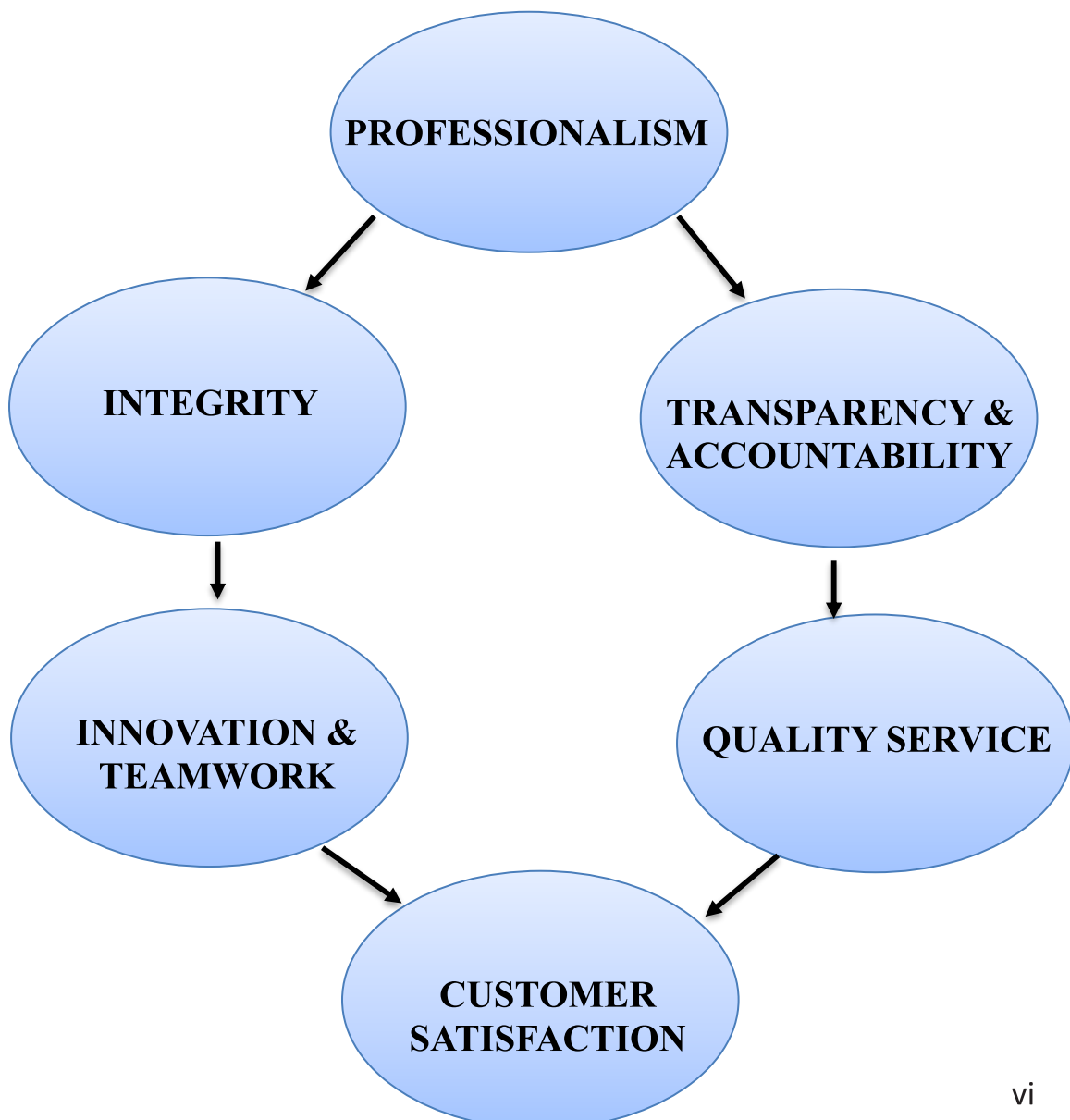
“To be a world class provider of quality and sustainable water and sewerage services.”

## MISSION STATEMENT

“To provide efficient, reliable and affordable customer driven water and sewerage services within the Republic of Liberia.”

## CORE VALUES

The Corporation’s operations are guided by the following corporate values in achieving its Vision and Mission:



## EXECUTIVE SUMMARY

The year 2024 was a significant turning point in the operations of the Liberia Water and Sewer Corporation as notable strides were made across the core operational areas of the Corporation encompassing administrative, technical, marketing & sales, and financial operations. These accomplishments have improved the Corporation's overall performance and outlook as herein espoused.

### **Governance and Reforms**

The Corporation embarked on a policy reform process that focused on institutional strengthening which resulted to fostering of good corporate governance. Key policy instruments initiated by the Management and approved by the Board of Directors included:

- Human Resource Policy and Procedures Manual
- Financial Management Policy
- Petty Cash Procedures Manual
- Fleet Management Policy

Beyond policy development, Management also acted on recommendations of the audits conducted by the General Auditing Commission (GAC) for 2019, 2020, and 2021 by setting up three key Standing Committees within the Management Structure. The committees include: (1) Audit Recommendations Implementation Committee (ARIC), (2) Procurement Committee, and (3) Budget Committee. Until 2024, the Corporation was classified by the Auditor General's findings as a high-risk entity. As part of its mandate, the Internal Audit Unit conducted a comprehensive risk assessment that identified six key risks out of which five were satisfactorily addressed during the reporting period.

During the reporting year, the Corporation initiated administrative reforms that streamlined the organizational structure of the Corporation and realigned departments and units as well as employees' roles and responsibilities. These initiatives were intended to improve efficiency and enhance productivity. The initiatives were crucial, as the Corporation previously faced inefficiencies stemming from roles duplication, misplacement of staff and oversized workforce with the workforce dramatically increasing from 375 to 664 employees between April and December 2023 without regard for payroll constraints or qualifications. Resultantly, the elimination of the abnormalities enhanced governance, improved staff morale and strengthened overall operational efficiency.

### **Infrastructure repair/upgrade**

Significant repair and upgrade works were carried out in 2024 involving the Water Treatment Plant (WTP) facility in White Plains and other facilities. Three high-lift pumps (#3, #4, and #7) and a protective iron box for backwash tank level sensor fabricated and installed while a display screen was installed to monitor water levels in real time. Filter #2's drain gate at the WTP was also fabricated and reinstalled, and the hydraulic hoses for the backwash valve were replaced with a configuration of level pressure sensors on 8 sand filters, 16-inch effluent pipes, and flow-meters successfully completed which improved overall system monitoring. The repair of these facilities has been contributing to the effective functioning of the water supply system to Monrovia and its environs.

Moreover, the 36-inch transmission and distribution main that facilitates water transmission and distribution from the WTP to Monrovia, which experienced two successive ruptures that resulted in disruption of water supply to Monrovia and causing financial loss to the Corporation,



was repaired.

### **Construction and Expansion of Water Network Facilities**

The Corporation stepped up its water network expansion plan by initiating the construction of a mini groundwater supply facility in Bopolu City, Gbarpolu which is expected to be completed in February 2025. When completed, the facility will address the water and sanitation needs of the inhabitants.

At the Voinjama Station in Lofa County, new hand-dug wells and culvert installations were constructed under the auspices of Public Private Partnership (PPP) initiative which have helped to expand water supply in the city.

### **Connections and Disconnections**

During the year, a total of 2,074 new connections were made to the water supply system while 2,221 postpaid meters were installed for both existing and new customers to improve water management and billing accuracy. This brought the total customers base of the Corporation to 26,164.

### **Water Production**

Water production in 2024 was 2.11 billion gallons, representing an increase of 173% from 768.99 million gallons in 2023. The increase in production in 2024 is attributed to improved capacity of the WTP at White Plains which was achieved due to infrastructure rehabilitation and upgrade carried out on the Plant during the year.

### **Non-Revenue Water**

The NRW in 2024 was 53.05% of the total water produced, leading to a financial loss. While the increase of 53.05% represents a slight improvement from 54.7% in 2023, the NRW rate remains greatly high, posing significant financial and operational risks to the Corporation's sustainability.

### **Water Quality**

The Corporation also fostered the delivery safe drinking water of good quality to customers. Tests of physical and chemical parameters for raw water, settled water, and finished water in the distribution system and analysis of microbiological parameters showed satisfactory results of physical and chemical quality which strictly adhered to quality standards consistent with the World Health Organization Quality Standards requirements.

### **Environmental Impact Assessment**

Overall, the Corporation avoided exposure to environmental hazards and health risks by ensuring robust monitoring of sewage spillage on streets and other areas in Monrovia.

### **Billings**

With 148.15 million gallons of water consumed in 2024 by 13,911 customers (on the average)

out of 2.11 million of gallons, billing (sales invoices) in 2024 totaled USD3.33 million, representing 33.13% increase compared to billing in 2023 which totaled USD2.50 million. This significant increase in billing in 2024 was a marked improvement over billing in 2023 which is mainly attributed to increased customer base stemming from new connections, improved water supply to customers and efficient billing system.

### **Financial Performance**

In the year 2024, the total of USD321,571 was earned as net profit for the reporting year compared to USD531,147 earned in 2023 as net profit, with a high depreciation expense in 2024 accounting for the decline in net profit in 2024.

### **Challenges**

There were major operational challenges encountered during the reporting year, which among others, included overstuffed workforce and high monthly wage bill; overaged infrastructures; and high non-revenue water.

### **Future Strategic Direction**

As espoused in its draft Strategic Plan (2025-2029), the Corporation set out 7 core objectives as strategic roadmap for implementation in 2025 and subsequent years to improve operational efficiency and ensure sustainability. The strategic objectives are: To achieve financial sustainability; To improve operational efficiency; To improve system reliability and service delivery; To expand water service coverage; To strengthen governance; To improve LWSC's public image, build trust, and foster partnership among stakeholders and; To enhance sewer services.

## **5.0 CONCLUSION**

The Corporation's achievements during the reporting year reflected the dedication and tireless efforts demonstrated by the Board of Directors, Management and Staff. Significant strides were made which entailed: Improved corporate governance system; Increased access to water supply and sewer services as a result of routine system maintenance, rehabilitation, expansion, and reconstruction of some networks that either ceased to function or were operating sub-optimally; and Improved customers' service delivery that revived customers' trust and image of the Corporation.

## 1.0 INTRODUCTION

### 1.1 Corporate Profile

The Liberia Water Sewer Corporation (LWSC) is a State-Owned Enterprise (SOE) created on January 30, 1973 as a public corporation by the Government of Liberia (GOL) through an Act of the Legislature. Until the creation of the LWSC in 1973, water supply and sewerage services were components of the Public Utilities Authority (PUA) which was earlier created by the GOL as a Holding Corporation responsible for providing services of each of the public utilities, each of which now exists as a public corporation.

The Act, amended in 1976, was further amended in 2017 after 41 years of existence of the Corporation as an autonomous entity. The amendment by the Legislature was carried out in order to reflect prevailing realities in the water and sanitation sector in Liberia. The Act, among other responsibilities, mandates the Corporation to construct, install, establish, operate, manage, and maintain water and sanitation facilities for the purpose of providing safe drinking water and sewerage services to urban parts of Liberia.

Intrinsic in the mandate of the Corporation is the responsibility for improving and expanding the water supply and sewerage services across the country. Inspired by this mandate, the Corporation envisages a Vision that seeks for the Corporation: *“To be a world class provider of quality and sustainable water and sewerage services,”* while its Mission entails: *“To provide efficient, reliable and affordable customer driven water and sewerage services within the Republic of Liberia.”*

The Corporation is managed by a nine-member Board of Directors (five non-statutory and four statutory members inclusive of the Managing Director who serves as Secretary to the Board). The Board is appointed by the President of Liberia with the consent of the Liberian Senate. Under the leadership of a chairperson, the Board is responsible to formulate policies on behalf of the GOL and provide programmatic guidance and direction to the Management of the Corporation.

On the other hand, the day-to-day operations of the LWSC are administered by the Management under the supervision and direction of the Managing Director (MD) who is assisted by four deputy managing directors namely: Deputy Managing Director for Administration (DMDA), Deputy Managing Director for Technical Services (DMDTS), Deputy Managing Director for Finance (DMDF), and Deputy Managing Director for Sales and Marketing (DMDSM). Each Deputy Managing Director heads one of the 4 divisions within the entity which comprise of the Division of Administration, Division of Technical Services, Division of Finance, and Division of Sales and Marketing. In each of the divisions are departments headed by directors who provide technical, professional and administrative support to the deputy managing directors.

Prior to the fourteen-year civil war (1989-1997 and 1999-2023), the LWSC established and operated water supply systems in Monrovia and its environs as well as in ten of the thirteen counties that existed in prewar Liberia. It also operated a sewerage system that comprised of sewerage mains, lift stations and Sewer Treatment Plant (STP) located at Fiamah in Monrovia designed to serve about 200,000 persons. Unfortunately, during the civil war all water networks across the country and the sewerage system in Monrovia including the STP in Fiamah were destroyed.

Nonetheless, following the cessation of the war in 2003 and the restoration of democratic governance in 2006, the GOL in partnership with development partners including bilateral and

multilateral donors initiated considerable efforts that led to the resuscitation of the water supply systems in Monrovia and other parts of Liberia including Buchanan, Kakata, Voinjama, Sanniquellie, Zwedru, and Robertsport. Despite these interventions, the sewerage system in Monrovia virtually became dysfunctional while the water supply systems in Monrovia, Kakata, Buchanan, and Zwedru ceased to function prior to the reporting year.

## **1.2 Structure of the Report**

This is the 2024 Annual Report of the Liberia Water and Sewer Corporation. The Report presents a description of activities undertaken and key milestones achieved by the LWSC during the year. The Report commences with a message from the Managing Director which provides insights into the governance process and operational activities of the year. The message also acknowledges the contributions of the GOL and other key stakeholders.

The next section of the Report provides a brief description of the origin of the LWSC, highlighting its statutory mandate, administrative structure, and operational context in the prewar and immediate post-war epochs. The succeeding section of the Report, captioned “Operational Performance and Key Accomplishments,” also provides a vivid description of the programmatic activities and key results achieved by the Corporation during the reporting year. The section highlights how the Corporation initiated a paradigm shift through administrative reform and strategic interventions which engendered a significant progress during the year. Also key in this section are the unaudited corporate financial statements prepared in accordance with the International Financial Reporting Standards. They include the Statement of Financial Position, Statement of Profit and Loss, Statement of Cash Flows, and Notes to the Financial Statements.

The final section of the Report lays out the strategic future direction of the Corporation which draws on its strengths and potential for growth. The section highlights the Corporation's proposed initiatives for the year 2025 which are strategically aligned with the new National Development Plan, the ARREST Agenda for Inclusive Development (AAID).

## **2.0 OPERATIONAL PERFORMANCE AND KEY ACCOMPLISHMENTS**

### **2.1 Management**

The Management Division of the Corporation operates under the Office of the Managing Director and it is supervised by the Chief of Office Staff to the Managing Director. The Division comprises of three units that perform specialized roles and responsibilities within the Corporation. The units include (1) Monitoring and Evaluation (M&E) Unit, (2) Management Internal Control (MIC) Unit, and (3) Compliance Unit.

#### **2.1.1 Key Activities and Achievements**

### **Governance and Policy**

During the reporting period, the three units provided technical guidance and support to the Managing Director in overseeing the implementation of corporate programs and activities as stipulated in the 2024 Annual Work Plan (AWP). The M&E Unit collaborated with heads of departments to develop the AWP and set Key Performance Indicators (KPIs) based on which the Unit and heads of departments conducted regular and periodic assessments of corporate activities, collecting and analyzing related information that enabled the Management in

determining progress and impact of operational activities.

The Corporation also embarked on a policy reform process that focused on institutional strengthening which resulted to fostering of good corporate governance. Key policy instruments initiated by the Management and approved by the Board of Directors included:

- Human Resource Policy and Procedures Manual
- Financial Management Policy
- Petty Cash Procedures Manual
- Fleet Management Policy

Beyond policy development, Management also acted on recommendations of the audits conducted by the General Auditing Commission (GAC) for 2019, 2020, and 2021 by setting up three key Standing Committees within the Management Structure. The committees include: (1) Audit Recommendations Implementation Committee (ARIC), (2) Procurement Committee, and (3) Budget Committee. These audits highlighted issues such as incomplete procurement processes and documentation for various expenditures which led the Auditor General to classify the LWSC as a high-risk entity.

As part of its mandate, the Internal Audit Unit led by its director, Charles Dennis, conducted a comprehensive risk assessment that identified six key risks out of which five were satisfactorily addressed during the reporting period.

Furthermore, as part of efforts to improve corporate governance, Management commissioned an audit of the Corporation for the operating periods 2022 and 2023. The GAC commenced the audit before the end of the reporting year.

These interventions have helped in minimizing financial, operational and compliance risks thereby contributing to improved transparency and accountability at the LWSC.

## **2.2 Administration**

The Administration Division is a vital arm of the Corporation which plays a key role for the overall development and growth of the Corporation. This entails planning and managing the operational support system of the Corporation in facilitating optimal service delivery. The Division is headed by the Deputy Managing Director for Administration who provides oversight responsibility for four departments, namely: Human Resource Department; Procurement Department; General Services Department, and Materials Administration Department. Each department is headed by a director who reports to the DMDA through the Administrative Director that plays an intermediary role between the DMDA and heads of departments. In addition, the Office of the DMDA is managed by the Chief of Office Staff.

There also exist five core units of the Division which include Training, Security, Public Relations, Information Technology (IT) and Gender. Each of the units is headed by a manager. While the Training and Gender Units are supervised by the Director of Human Resource, the head of Security Unit is supervised by the Director of General Services. On the other hand, the heads of IT and Public Relations are supervised by the DMDA.

## 2.2.1 Key Activities and Achievements

### 1. Administrative Reforms

During the reporting year, the Administration Division through various departments of the Division ably managed the operational support system of the Corporation by implementing and facilitating corporate related activities that improved staff welfare and morale, enhanced governance and strengthened overall operational efficiency. Coordinated by the Administration Division, the Corporation initiated administrative reforms that involved a comprehensive review of the organizational structure of the Corporation which redefined and realigned departments and units as well as employees' roles and responsibilities aimed at improving efficiency and enhancing productivity. These efforts were crucial, as the LWSC previously faced inefficiencies stemming from roles duplication and conflict, misplacement of staff and oversized workforce which dramatically increased from 375 to 664 employees between April and December 2023 without regard for payroll constraints or qualifications. These abnormalities hindered operational clarity and efficiency.

During the reporting period, the Corporation also conducted a thorough appraisal of its line managers and key staff members with the aim of improving staff productivity. The evaluation eventually identified staff strengths, weaknesses, and individual core competencies thereby providing valuable insights to Management in relation to performance improvements and workforce development.

### 2. Workforce and Capacity Development

During the reporting year, the Corporation's workforce stood at 599 (167 females and 432 males) as at December 2024, declining from 664 (173 females and 491 males) in the previous year as depicted in Table 1 below (also see Table 2 which show staff strength per division). The reduction in the number of the workforce was due to retirement based on age, dismissal, resignation and death.

**Table 1: Classification of Workforce per Sex and Year**

<b>Year</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
2020	281	110	<b>391</b>
2021	270	111	<b>381</b>
2022	263	114	<b>377</b>
2023	491	173	<b>664</b>
2024	432	167	<b>599</b>

Source: LWSC Human Resource Department, 2024

**Table 2: Staff Strength Disaggregated per Division and Sex**

<b>Division</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Management	40	24	64
Administration	157	44	201
Technical Services	132	31	163
Finance	14	25	39
Sales and Marketing	89	43	132
<b>Total number of staff</b>	<b>432</b>	<b>167</b>	<b>599</b>

Source: LWSC Human Resource Department, 2024

In addition, the Corporation pursued staff capacity development initiatives amid its weak financial outlook. In-house training activities were conducted based on a training needs assessment conducted in work-related areas. These training activities benefitted several staff and engendered a positive work performance culture among the staff. This was a mitigation strategy to remedy the existing challenge of low staff capacity experienced by the Corporation (see Figure 1 below).

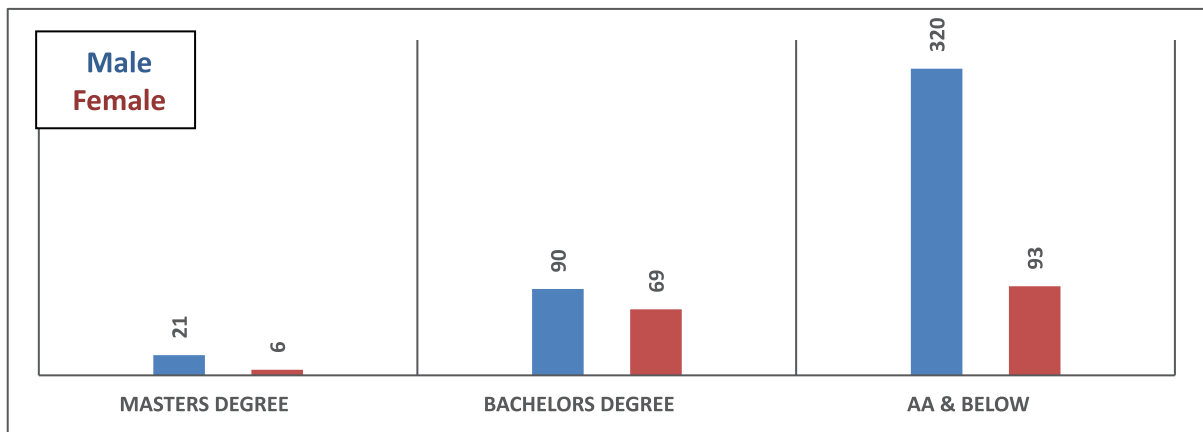


Figure 1: Desegregation of staff qualification

In partnership with the Training Unit, the Technical Services Division trained operators of the water supply stations in Monrovia. The training concentrated on maintenance, operation and troubleshooting of equipment which sought to improve operational efficiency.

Moreover, the Training Unit in support of gender mainstreaming at the LWSC facilitated two training activities for staff in gender-based issues. The training has helped in broadening the perspectives of staff in gender diversity. The initiatives have also unlocked female employees' potential for active participation in work processes.



Figure 2: LWSC Training Workshop on Workplace Gender and Social Inclusion, in July 2024

In addition, five female security personnel of the Security Unit through sponsorship of the Corporation participated in an external training organized by Criminal Justice Department of Zion University in partnership with International Professional & Body Guard Training Institute. With emphasis in surveillance, monitoring and patrol operations, the training exposed the female participants to early detection and prevention of potential security breaches at workplaces.

Two employees, a female and a male, were also granted study leave to pursue graduate studies in civil engineering in Sweden and Disaster Management in China, respectively. Upon completion of their studies and resumption of duties, the employees are expected to utilize their expertise for the benefit of the Corporation.

Meanwhile, the Gender Unit has received endorsement from Management for the development of a workplace-based gender policy aimed at awareness-raising and sensitization against gender-based discrimination, harassment, and biases at workplace.

### **3. Knowledge Transfer**

In 2024, the Corporation commenced an internship and cadet program for students from vocational, technical and tertiary institutions in the country. The aim of the program is to contribute to Government's youth empowerment agenda by means of enhancing skills and transferring knowledge to beneficiaries to enable them put to practice the knowledge acquired in the classrooms. Through the Technical Services Division and other divisions, the students were engaged in variety of tasks, including water system maintenance and construction, sewer system maintenance (such as desludging of inspection chambers and hydro jetty truck rodding activities), and other hands-on activities in accounting and human resource management. Off-field discussions on distribution systems, field assessments, and engineering designs were also held to help the interns in engineering translate theoretical knowledge into practical engineering solutions.

The program benefited 44 participants (39 interns and 5 cadets) from several institutions including the Boker T. Washington Institute, Covenant Vocational & Technical Institute, Liberia Opportunities and Industrial Center, Stella Maris Polytechnic University, United Methodist University, William V. S. Tubman University, and President Young Professionals. The program used coaching and mentorship to enhance the students' knowledge and skills in their respective fields of study.

In related development, 327 students and teachers from learning institutions in Monrovia participated in educational excursions organized by the institutions and facilitated by the Corporation. The institutions included Bright Foundation School System, Growing Seed School System, Monsignor Stephen Kyne Technical School of Stella Maris Polytechnic University, and Civil Engineering Department of the University of Liberia. Led by managers of the Technical Services Division and the Training Unit of the Corporation, the participants toured the Water Treatment Plant (WTP) at the White Plains outside of Monrovia and got abreast of the water treatment processes which impacted them through hands-on practical demonstration thereby arousing their interest in water engineering and management profession.

### **Corporate Real Property**

To ensure a conducive work environment, the Corporation began rehabilitation of its Head Office located on King Sao Boso (Front) Street in Monrovia in 2024. The work is expected to be completed in 2025.





**Figure 3: Ongoing Rehabilitation Work on the Corporation's Central Office**

Three real properties containing the water supply facilities of the LWSC and situated in the Soul Clinic Community in Monrovia and Buchanan, respectively were surveyed and title deeds probated and registered with the Center for National Documents and Records. This undertaking has ended the contentious issues of encumbrances on the two properties which hitherto existed when the facilities were erected in past years.

Relatedly, following assessments of its facilities nationwide, the Corporation is working with local authorities, communities and the Liberia Land Authority to address prevailing encroachments and encumbrances on its real properties across the country.

#### **4. Procurement**

During the year under review, the Corporation developed thirty-three tenders in its Approved Annual Procurement Plan, out of which twenty-two tenders, representing 66.7% were processed and implemented under different packages in accordance with the Public Procurement and Concessions Amended Act of 2010 and the Amended Regulations of 2014. The remaining 33.3% of the tenders were also processed but were not implemented when the fiscal period ended.

The Corporation also demonstrated transparency and accountability by ensuring compliance with the PPCC Regulations through timely submission of its quarterly and annual reports to the Commission.

#### **5. Media and Public Engagements**

In enhancing partnership, the Corporation promoted cordial relations with stakeholders (Customers, Government, Development Partners, Suppliers, Employees and the General Public) during the year. Separate high-power delegations from international development

partners paid courtesy calls on the Management of the Corporation and held meaningful discussions aimed at strengthening relations between the institutions and the Corporation. They included the Church of Jesus Christ of Latter Day Saints, World Bank, African Development Bank and the United States Agency for International Development (USAID).

In 2024, the Corporation also fostered favorable relations with stakeholders through various platforms including press briefings; staff and community-based meetings; courtesy calls on state and non-state actors; and field visits. These engagements enabled the Corporation to have an appreciation of stakeholders' concerns and expectations. On the other hand, they deepened stakeholders' insights of the achievements and challenges of the Corporation. Resultantly, the prolonged disparaging relations between the Corporation and media institutions which existed prior to 2024 was resuscitated and transformed to a cordial partnership based on mutual trust and respect. In previous years, the Corporation's huge indebtedness to media houses in the country and its inability to make settlement of the liabilities led to a prolonged media block-out on the entity.

Furthermore, to enhance visibility of corporate information and activities, the corporate website ([www.lwsc.gov.lr](http://www.lwsc.gov.lr)) and Facebook page were revived and operationalized, with the Facebook page attracting a remarkable attention from 800 viewers and posters in 2023 which rose to 16,667 followers and posters in 2024. Aside the website and the social media outlets, a quarterly news magazine, dubbed “LWSC Today,” was launched for the first time, helping to disseminate information to the public about corporate activities and programs.

## **2.3 Technical Services**

The Technical Services Division forms an integral part of the Corporation, responsible to manage and enhance water supply and sewage disposal systems involving construction, installation, operation, and maintenance of water and sewage facilities across Liberia. The Division is headed by the Deputy Managing Director for Technical Services who provides oversight responsibility for seven departments within the Division. The departments are: Operations, Electromechanical Engineering, Engineering Projects and Planning, Block-Mapping, Networking, and Outstation. The departments design, maintain, and execute technical and engineering operations and each is headed by a director who reports to the DMDTS. The Office of the DMDTS is managed by the Chief of Office Staff.

### **2.3.1 Key Activities and Achievements**

During the reporting year, the Corporation through various departments of the Technical Services Division undertook several activities and technical operations. These activities included the rehabilitation of the water supply and sewer systems in Monrovia, repair of leaks and high lift pumps, and repair of flocculators and the transmission main (36” pipe) as well as repair of sewer lines and filters. Replacement of several fire hydrants in Monrovia was also implemented thereby facilitating the National Fire Service to effectively fight fire incidents in Monrovia. The details are as follows:

#### **1. Infrastructure repair/upgrade**

Significant repair and upgrade works were carried out in 2024 involving the WTP facility in White Plains and other facilities at outstations. At the WTP, three high-lift pumps (#3, #4, and #7) were repaired and maintained. These pumps facilitated water distribution and transmission from the WTP to Monrovia. Still at the WTP, a protective iron box for backwash tank level sensor was fabricated and installed while a display screen was also installed to monitor water levels in real time.

To boost water treatment efficiency, Filter #2's drain gate at the WTP was fabricated and reinstalled, and the hydraulic hoses for the backwash valve were replaced. Furthermore, a configuration of level pressure sensors on 8 sand filters, 16-inch effluent pipes, and flow-meters was successfully completed which greatly improved overall system monitoring. Similarly, the flocculant in the flocculation basin at the WTP was completed, ensuring the smooth functioning of the water treatment process. The repair of these facilities has been contributing to the effective functioning of the water supply system to Monrovia and its environs.



**Figure 4: WTP equipment repaired by the Technical Division, 2024**

Moreover, during the reporting year, the 36-inch transmission and distribution main that facilitates water supply from the WTP to Monrovia experienced two successive ruptures in October and December 2024 and caused serious disruption to water supply to Monrovia was refurbished. The disruption resulted to reduction in water production and financial losses to the Corporation. However, the immediate repair of the transmission and distribution main restored water supply to the city of Monrovia.



**Figure 5: Repair of 36-inch transmission and distribution main**

Meanwhile, the Corporation with funding from the World Bank through GOL is constructing a 48 inch transmission line to replace the 36 inch transmission line that currently conveys processed water from WTP to Monrovia. The project at the cost of USD12.4 million covers a length of 10 kilometers from White Plains to Johnsonville.



Figure 6: A pictorial view of 48 inch transmission main.

During the year, the Corporation identified and repaired 1,125 leaks in various locations in Monrovia and its environs. These leaks often occurred mainly due to overaged pipes which increased non-revenue water and intermittent water supply to customers.

Cleaning and desludging of sewer inspection holes in the streets and in communities in Monrovia was a key activity carried out. A total of 3,891.41 cubic meters of sludge was collected and disposed in the stabilization pond at the Corporation's Sewer Compound in Fiamah, Monrovia. 120 manholes were also cleaned, 5,071.21 meters of sewer pipelines were rodded, and all manholes in Central Monrovia were refurbished with 136 concrete and steel manhole covers which were fabricated and installed thereby preventing pipe blockages and prevalence of feces overflow in the streets. These exercises have reduced the usage of manholes as garbage disposal site by residents. The exercises have also lessened the clogging of sewage lines, raided the streets of feces and reduced the spread of fecal-oral and water born diseases.

For many years, sanitation conditions in Central Monrovia were deplorable due to dysfunctional sewer lift stations characterized by clogged gravity mains and damaged manhole covers. Ultimately, the interventions made to the sewer system during the reporting year have largely contributed to improved public health and safe environment.



**Figure 7: Manhole covers for Sewer Inspection holes**

The Caldwell Booster destroyed by fire in 2021 was reconstructed during the reporting year. The rehabilitation of the booster will increase water pressure in Bushrod Island and enable the Corporation to connect more homes on the Island and connect water supply to communities across the St. Paul River.



**Figure 8: Burnt & reconstructed Caldwell Water Booster System**

Relatedly, the Corporation successfully carried out repair works at the Satellite Stations located in Monrovia and its environs which improved their operational efficiency. The City Reservoir, a satellite facility located in Central Monrovia which was idle during the past six years due to structural defects, was repaired and operationalized restoring water supply to Monrovia.



**Figure 9: City Reservoir repair works, 2024**

Boreholes #1, #2, and #3 in New Georgia Station were also repaired and have begun providing sufficient water pressure to the community. In addition, adequate fittings were installed on the Soul Clinic Reservoir to prevent seepage while pumps at the In-Line Newport Street Booster were recalibrated and the pressure gauges and flow valves on two high-lift pumps at the Booster adjusted to optimize operational performance.



**Figure 10: Repair work at Soul Clinic Reservoir**

There was also rehabilitation of 10 water kiosks in the New Georgia Community in Monrovia. The construction of these water kiosks is geared towards increasing access to clean and reliable water supply for the local population.

## **2. Construction and Expansion of Water Network Facilities**

Aligned with the ARREST Agenda which, among other development initiatives, seeks to promote improved sanitation in communities, the Corporation stepped up its water network expansion plan by constructing a mini groundwater supply facility in Bopolu City, Gbarpolu County which was completed during the reporting year and will be dedicated in early 2025. The facility will help to minimize difficulties residents in Bopolu faced in accessing safe drinking water. This will also help to reduce water borne diseases.



Figure 11: Mini ground water system in Bopolu

As seen Figure 12 below, the Corporation also constructed a chlorination facility and installed a new chlorine dosing system at the WTP. The new system at the Plant measures the quality of chlorine to water ratio which helps to avoid under or over usage of chlorine.



**Figure 12: Chlorination and chlorine dosing systems at WTP**



At the Voinjama Station in Lofa County, new hand-dug wells and culvert installations were constructed through the instrumentality of the station operator, a local entrepreneur managing the Station under the auspices of Public Private Partnership (PPP) initiative. These facilities will help to increase water supply in Voinjama.

**3. Connections and Disconnections**

A total of 2,074 new connections were made in 2024 to the water supply system while 2,221 postpaid meters were installed for both existing and new customers to improve water management and billing accuracy. This brought the total customers base of the Corporation to 26,164. In addition, 419 customers were reconnected to the water network, with 1,445 disconnections carried out for delinquency in bills payment and illegal connections. Surveys were conducted to identify and address illegal connections, unbilled customers, and damaged meters as well as to map potential water connections in Monrovia targeting households, businesses, schools, and government institutions.

**4. Water Production**

Water production in 2024 was 2.11 billion gallons, representing an increase of 173% from 768.99 million gallons in 2023. The increase in production in 2024 is attributed to improved capacity of the WTP at White Plains which was achieved due to infrastructure rehabilitation and upgrade carried out on the Plant during the year. The increased in production was also precipitated by the Corporation's robustness in responding to increase demand for safe drinking water triggered by rapid population growth and urbanization of Monrovia and its environs. The below figure shows the trend of production for the Plant from 2021 to 2024.

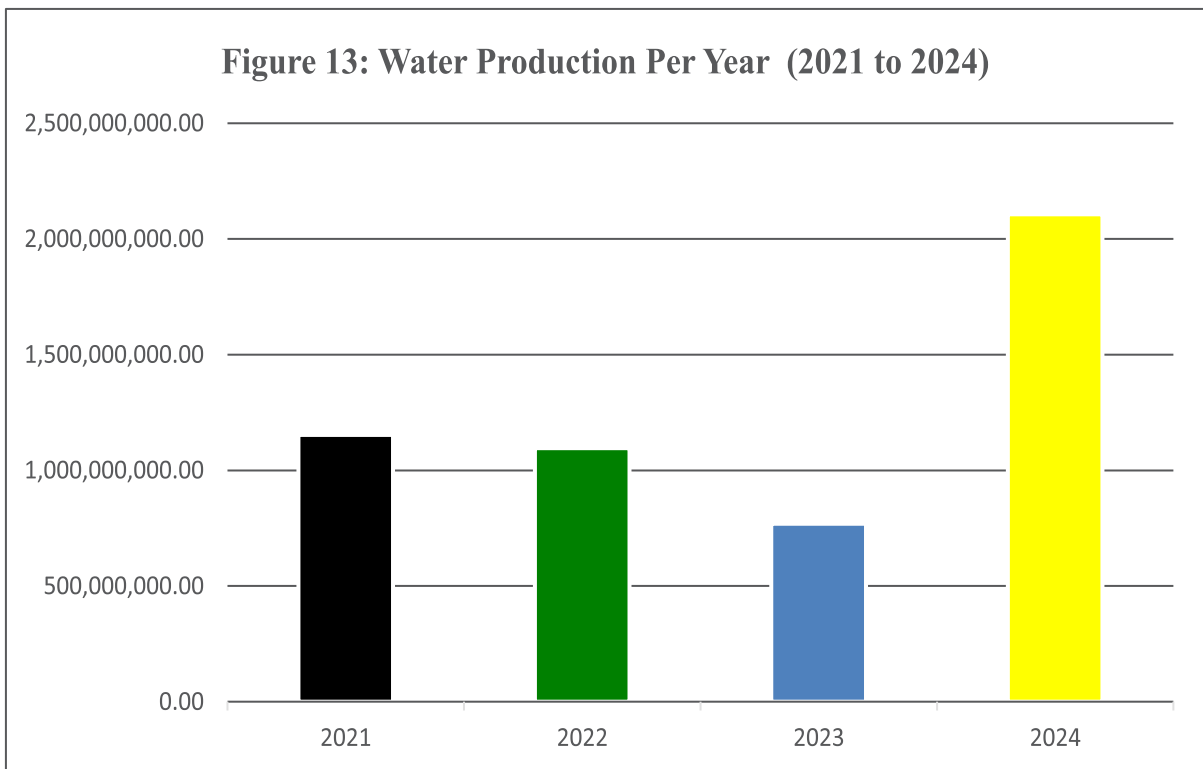
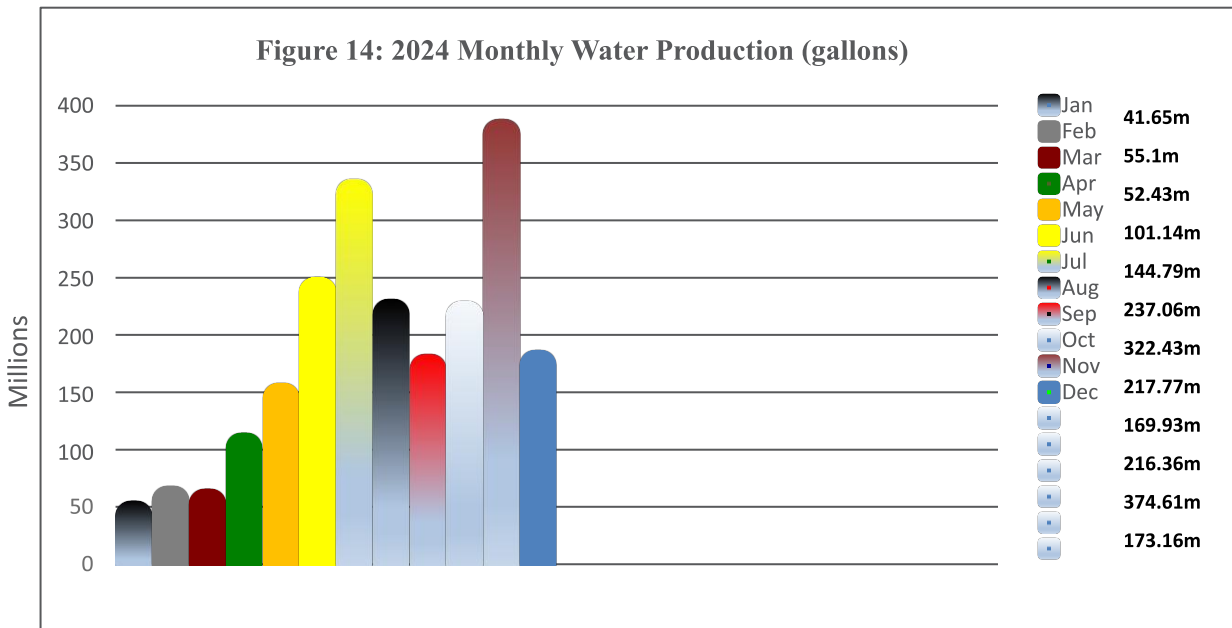


Figure 14 below shows the patterns of water production by the WTP from January to December 2024. The figure depicts the relative increases and decreases in water production during each month in 2024, with the highest production recorded in June, July and November, respectively due to increased operational hours triggered by stable electricity supply by the Liberia Electricity Corporation.



Historically, operations in water production at the level of outstations have shown mixed results. In 2022, while water production in Buchanan and Kakata Stations ceased, Robertsport, Voinjama, and Sanniquellie Stations continued in operation. As such, Robertsport Station in 2024 recorded a production of 9.58 million gallons of water compared to 7.15 million gallons in 2023. However, the production level experienced a slight increase in 2021 from 5.66 gallons to 5.76 million gallons in 2022. In Sanniquellie, the Station has continued to register progress in production. In 2021, the Station produced 1.44 million gallons of water which further increased more than twice to 3.60 million of gallons in 2022. This upward trend continued in 2023, with a production of 7.75 million gallons which slightly decreased to 6.92 million gallons in 2024.

The Voinjama Station has also shown substantial growth, recording 2.69 million gallons in 2021, further recording an increase in production of 8.84 million gallons in 2022. The production rose significantly to 20.194 million gallons in 2023 but declined to 10.96 million gallons in 2024 due to intermittent breakdown of key components of the facility.

**5. Non-Revenue Water**

Non-Revenue Water (NRW) is water that is supplied into the distribution system but is not billed. The NRW in 2024 was 53.05% of the total water produced (2.11 billion gallons) which was not monetized, leading to a financial loss. While the increase of 53.05% represents a slight improvement from 54.7% in 2023, the NRW rate remains greatly high, posing significant financial and operational risks to the Corporation's sustainability. The high NRW was mainly as a result of the frequent pipe bursts and leakages that occurred due to overaged pipelines, destruction of pipelines by road contractors and private developers, and illegal connections. The siting of buildings and temporal structures on transmission and distribution pipelines in some communities also affected prompt detection and repairs of pipe bursts contributing to high NRW.

**6. Water Quality**

During the year under review, the Corporation maintained delivery of safe drinking water of good quality to customers. Tests of physical and chemical parameters for raw water, settled water, and finished water in the distribution system and analysis of microbiological parameters showed satisfactory results of physical and chemical quality which strictly adhered to quality standards consistent with the World Health Organization Quality Standards requirements.

## 7. Environmental Impact Assessment

Overall, in the performance of its duties, the Corporation avoided exposure to environmental hazards and health risks. In this respect, the Technical Division of the Corporation during the year ensured robust monitoring of sewage spillage on streets and other areas in Monrovia, enforcing dumping of wastes at the Fiamah Wastewater Treatment Plant.

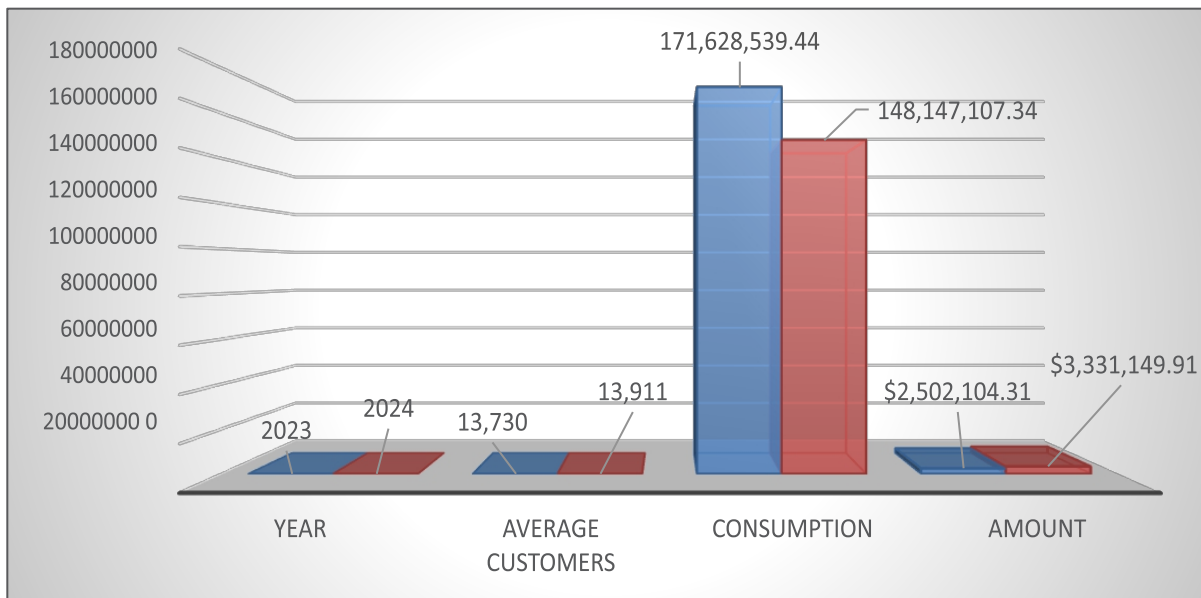
It is an obvious knowledge that exposure of wastewater poses significant environmental hazards and increases health risks for residents. As such, the Corporation ensured to conduct comprehensive environmental impact assessments that evaluated the risks associated with sewer waste and aligned the findings with its Strategic Plan which during the reporting year was being developed to guide the entity's development initiatives for the next five years (2025-2029).

### 2.4 Sales and Marketing

Sales and marketing operations are the key commercial components of the LWSC administered by the Sales and Marketing Division. The Division is headed by the Deputy Managing Director for Sales and Marketing (DMDMS) who provides oversight responsibility for three departments within the Division. The departments are: Sales, Customers Services, and Marketing, each of which is headed by a director. The Office of the DMDMS is managed by the Chief of Office Staff.

#### 2.4.1 Key Activities and Achievements

Water sales remain an essential part of a water utility, considering that it is the volume of water that reaches the customer and which is billed and based on which sales revenues are obtained. With 148.15 million gallons of water consumed in 2024 on the average by 13,911 customers out of 2.11 billion of gallons, the billing (sales invoices) in 2024 totaled USD3.33 million, representing 33.13% increase compared to billing in 2023 which amounted to USD2.50 million (see Figure 14 below). This significant increase in billing in 2024 was a marked improvement over billing in 2023 which is mainly attributed to increased customer base stemming from new connections, improved water supply to customers, and billing efficiency during the year.



**Figure 15: Annual Customers, Water Consumption and Billings (2023 – 2024)**

### **2.5.1 Financial Performance**

Financial management operations of the LWSC are managed by the Finance Division which ensures efficient allocation and management of corporate financial resources. The Division is headed by the Deputy Managing Director for Finance (DMDF) who provides oversight responsibility for three departments within the Division. The departments are: Accounts Department, Receivable Department, and Debt Recovery Department. Each department is headed by a director who reports to the DMDF through the Finance Director that plays an intermediary role between the DMDF and heads of departments. In addition, the Office of the DMDF is managed by the Chief of Office Staff.

During the reporting year, there was an improvement in financial performance of the Corporation, even though there is still a lot that needs to be done in order to improve the financial capacity of the Corporation. The financial performance of the Corporation during the reporting period is summarized as follows:

#### **Revenue and Expenditure**

In the year 2024, revenue generated by the Corporation from water sales and sewerage related services, which are the primary sources of corporate revenue, amounted to USD3.42 million compared to USD2.59 million generated in 2023. This represents an increase of 31.95% in sales revenue in 2024. The increase is attributed to relative improvement in the billing system implemented in 2024.

Moreover, the revenue from primary sources less the production costs of USD1.47 million incurred in 2024 put the Corporation's gross income at USD1.95 million in 2024 which, when compared to the gross income of USD555,858 in 2023, shows a 250% increase in 2024.

Subsidy from GOL is also another source of revenue for the Corporation which during the year 2024 was USD5.09 million compared to USD5.42 million in 2023. This shows that Government's subsidy to the Corporation in 2024 declined by 6.08%. Towards this end, the gross income generated in 2024 plus GOL subsidy disbursed in 2024 less total operating expenses (USD5.35 million) incurred in 2024 put the net profit for the year at USD321,571, which was a decline from USD531,147 net profit earned in 2023. The decline in the net profit earned in 2024 is largely attributed to high depreciation expense (USD1.36 million) recorded in 2024 compared to depreciation expense (USD598,136) recorded in 2023 (see Appendix C).

### **3.0 CHALLENGES**

The major operational challenges encountered during the reporting year are as follows:

1. Overstaffed workforce and high monthly wage bill which contributed to high operating expenses and impaired corporate growth.
2. Overaged infrastructures that significantly increased maintenance and service costs.
3. High non-revenue water resulting in financial implications.
4. Power outages due to lack of dedicated power transformers, affecting water production and sales revenue.
5. Limited funding capacity to implement infrastructure expansion to increase access to safe drinking water across the country.
6. Difficulties in collecting receivables due to inadequate logistics and lack of commitment on the part of customers to pay.

## **4.0 FUTURE STRATEGIC DIRECTION**

As espoused in its draft Strategic Plan (2025-2029), the Corporation set out the following seven core objectives as strategic roadmap to be implemented and achieved through key initiatives in 2025 and subsequent years, with the aim of improving operational efficiency and ensuring sustainability. The strategic objectives are:

### **Objective 1: To achieve financial sustainability**

To achieve financial sustainability, the Corporation, among other things, seeks in 2025 to improve billing and collection; ensure cost optimization through reduction of operating ratio; improve accounting and reporting; and improve financial modeling and forecasting. Others include to enhance revenue mobilization through implementation of customers incentive programs; diversify funding sources by means of partnership with development partners, and strengthen financial resilience.

### **Objective 2: To improve operational efficiency**

Through this strategic objective, the Corporation aims to reduce non-water revenue; improve workforce productivity; pursue digital transformation and system integration; and ensure energy efficiency through Optimized energy use in water supply systems and other operations.

### **Objective 3: To improve system reliability and service delivery**

This objective will be achieved through the following key activities: Rehabilitation and renewal of aging infrastructures; Implementation of preventive maintenance programs; Improvement in water resources management; Improvement in Monitoring and Control Systems; Enhancement of Treatment Processes; and Improvement in Customer-Centric Service.

### **Objective 4: To expand water service coverage**

Under Objective 4, the Corporation will undertake the following activities: Rehabilitate and Strengthen Outstations' Operations; Expand Water Services in Monrovia, and its environs. There will also be rehabilitation of the water system in Zwedru; construction of new water system in Pleebo and reconstruction of the water system in Greenville.

### **Objective 5: To strengthen governance**

This objective is designed to implement the following activities: (1) Strengthen institutional policy reforms to involve developing various standard operating procedures (SOPs) that will foster good governance; and (2) Enhance internal control to ensure accountability.

### **Objective 6: To improve LWSC's public image, build trust, and foster partnership among stakeholders.**

To achieve this objective, the following activities will be prioritized: Pursue partnership development; Carry out branding and public relations; Ensure community outreach and education; and Develop customers' feedback and responsive system.

### **Objective 7: To enhance sewer services**

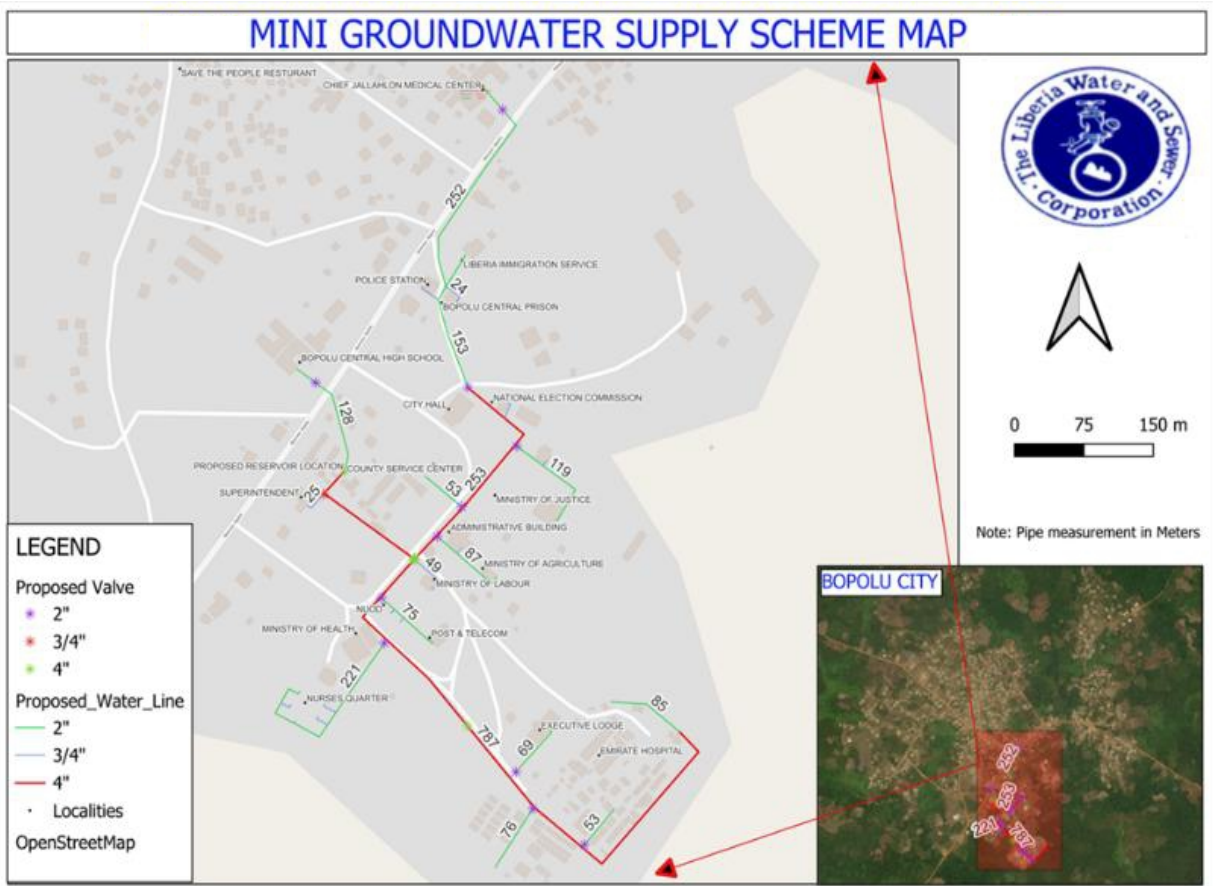
In achieving Objective 7, these activities will be implemented: Infrastructure Rehabilitation and Upgrade; and Sustainability and Environmental Compliance.

## **5.0 CONCLUSION**

The Corporation's achievements during the reporting year reflected the dedication and tireless efforts demonstrated by the Board of Directors, Management and Staff. Significant strides were made during the year which entailed: Improved corporate governance system; Increased access to water supply and sewer services as a result of routine system maintenance, rehabilitation, expansion, and reconstruction of some networks that either ceased to function or were operating sub-optimally; and Improved customers' service delivery that revived customers' trust and image of the Corporation.

It has been acknowledged that despite the significant milestones achieved during the reporting year, there still exist critical operational challenges that involved high non-revenue water, irregular power supply from the national grid, overaged infrastructures, encumbrances on corporate properties, etc. To address these challenges, the Corporation has developed a future strategic direction for the ensuing years as specified in a seven-point strategic objective designed as an overall mitigation strategy to be implemented on a year by year basis to improve operational efficiency and foster sustainability of the Corporation.

# Appendix A: Bopolu Mini Ground Water Supply System Map



## Appendix B: Unaudited Statement of Financial Position

Statement Of Financial Position  
(All amounts are in United States Dollars)

<b>United States Dollars</b>	<b>Notes</b>	<b>December -24</b>	<b>December -23</b>
<b>Non-Current Assets:</b>			
Property Plant & Equipment – Net		\$ 2,234,552.18	\$ 3,310,747.28
<b>Total Non-Current Assets</b>		\$ 2,234,552.18	\$ 3,310,747.28
<b>Current Assets</b>			
Cash and Cash Equivalent		\$ 434,372.23	21,371.20
Accounts Receivable	14	12,404,156.40	11,984,239.39
Inventory	17	901,254.53	970,969.00
<b>Total Current Assets</b>		\$ 13,739,783.16	12,976,579.59
<b>Total Assets</b>		\$ <b>15,974,335.34</b>	<b>16,287,326.87</b>
<b>Equity</b>			
Opening Balance Equity	19	874,303.33	874,303.33
Retained Earnings	19	2,440,336.19	4,877,686.35
<b>Total Equity</b>		<b>3,314,639.52</b>	<b>5,751,989.68</b>



**Non-Current Liabilities**

Long-Term Liabilities

<b>Total Non-Current Liabilities</b>			
<b>Current Liabilities</b>			
Accounts Payable	15	3,137,034.86	2,222,556.92
Other Payable	16	9,522,695.95	8,312,780.00
<b>Total Current Liabilities</b>		<b>12,659,695.82</b>	<b>10,535,337.19</b>
<b>Total Liabilities &amp; Equity</b>		<b>15,974,335.34</b>	<b>16,287,326.87</b>

**Appendix C: Unaudited Statement of Profit or Loss and Comprehensive Income**

Statement of Profit or Loss and Comprehensive Income

(All amounts are in United States Dollars)

Twelve Months Ended December 31.

	NOTE	2024	2023
<b>Continuing Operations</b>			
Revenue	6	3,415,048	2,588,118
Production Cost	13	(1,468,854)	(2,032,260)
<b>Gross Profit from operations</b>		<b>1,946,194</b>	<b>555,858</b>
Other Income (GoL Subsidy)		5,090,079	5,419,415
<b>Total Gross Income</b>	6	<b>7,036,273</b>	<b>5,975,274</b>
<b>Operating Expenses</b>			
Employees Cost	7	4,543,900	4,072,885
Transportation Cost		130,262	68,1608
Office Cost	9	178,250	88,406
Operation Cost	10	103,096	358,164
Other Administrative Cost	11	398,862	258,376
<b>Total Operating Expenses</b>		<b>5,354,370</b>	<b>4,845,991</b>
<b>Gross (EBITDA)</b>		<b>1,681,903</b>	<b>1,129,283</b>
<b>Depreciation Expense</b>	18	<b>1,360,332</b>	<b>598,136</b>
<b>Net Earnings for the Period</b>		<b>321,571</b>	<b>531,147</b>
<b>Profit/(Loss) for the Period</b>		<b>321,571</b>	<b>531,147</b>

## Appendix D: Statement of Cash Flows

### Statement of Cash Flows

(All amounts are in United States Dollars)

	Notes	DECEMBER- 2024	DECEMBER 2023
<b>Cash Flows from operating activities</b>			
<b>Net Income</b>		<b>\$321,571.00</b>	<b>531,146.80</b>
Adjustment to reconcile net income to net cash			
From Operations:			
Accounts Receivable	14	(419,917.01)	(454,696.05)
Accounts Payable	15	914,477.94	
Other Payable	15	1,209,880.69	
Depreciation	18	1,360,332.00	598,135.84
		<hr/>	<hr/>
<b>Net Cash provided by Operations</b>		<b><u>3,386,344.22</u></b>	<b><u>674,586.59</u></b>
<b>Cash Flows from investing activities</b>			
Building & Structure		(365,367.00)	
Office Furniture & fixture		(1,850.00)	(24,880.00)
Office Equipment		(11,054.00)	
Computer Equipment		(15,200.00)	
Automobiles		(134,536.00)	(200,000.00)
Land		(5,000.00)	
<b>Net cash used in investing</b>		<b><u>(533,007.00)</u></b>	<b><u>(224,880.00)</u></b>
<b>Cash Flows from financing activities</b>			
Retained Earnings	19	<u>(2,440,336.19)</u>	<u>(428,444.59)</u>
<b>Net cash used in financing</b>		<b><u>(2,440,336.19)</u></b>	<b><u>(428,444.59)</u></b>
<b>Net increase &lt;decrease&gt; in cash</b>		<b><u>413,001.03</u></b>	<b><u>21,262.20</u></b>
Cash Balance at Beg of Period	12	21,371.20	109.00
<b>Cash Balance at End of Period</b>		<b>\$434,372.23</b>	<b>21,371.00</b>