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AUDIT REPORT

ON THE ANNUAL FINANCIAL STATEMENTS OF BUS STATION J.S.C PRISHTINA FOR

THE YEAR ENDED 31 DECEMBER 2017

Prishtina, July 2018

The National Audit Office of the Republic of Kosovo is the highest institution of economic and financial control which, according to the Constitution and domestic laws, enjoys functional, financial and operational independence. The National Audit Office undertakes regularity and performance audits and is accountable to the Assembly of Kosovo.

Our Mission is through quality audits strengthen accountability in public administration for an effective, efficient and economic use of national resources.

We perform audits in line with internationally recognized public sector auditing standards and good European practices.

The reports of the National Audit Office directly promote accountability of public institutions as they provide a base for holding managers' of individual budget organisations to account. We are thus building confidence in the spending of public funds and playing an active role in securing taxpayers' and other stakeholders' interests in enhancing public accountability.

The Auditor General has decided on the audit opinion on the Annual Financial Statements of the Bus Station J.S.C Prishtina in consultation with the Assistant Auditor General, *Vlora Spanca,* who supervised the audit.

The report issued is a result of the audit carried out by Senver Morina and Ernes Beka under the management of the Head of Audit Department, Enver Boqolli.

NATIONAL AUDIT OFFICE-St. Musine Kokollari, No. 87, Prishtina 10000, Kosova
Tel: +383(0) 38 60 60 04/1011
http://zka-rks.org

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Executive Summary

Introduction

This report summarises the key issues arising from our audit of the 2017 Annual Financial Statements of Bus Station J.S.C Prishtina, which determines the Opinion given by the Auditor General. The examination of the 2017 financial statements was undertaken in accordance with the International Standards on Supreme Audit Institutions (ISSAIs). Our approach included such tests and procedures as we deemed necessary to arrive at an opinion on the financial statements. The applied audit approach is set out in our External Audit Plan dated 20/10/2017.

Our audit focus has been on:

The level of work undertaken by the National Audit Office to complete the 2017 audit is a is determined depending of the quality of internal controls implemented by the Management of the Bus Station.

The National Audit Office acknowledges the Senior Management and Staff of Bus Station for cooperation during the audit process.

Opinion of the Auditor General

<u>Qualified Opinion</u>

The Annual Financial Statements for 2017 *present a true and fair view* in all material aspects, except the effects described in the paragraph of Basis for Qualified Opinion.

For more, please refer to Section 1.2 of this report.

Annex I explains the different types of Opinions applied by the National Audit Office.

Key Conclusions and Recommendations

Weaknesses in controls related to asset revaluation and non-depositing collected funds to the cash box had an impact on the Qualification of the Opinion.	The Chairman of the Board should analyse the reasons for the Qualification of the Opinion in 2017 and identify the actions required to enable a fair and true presentation of assets and strengthen the controls in 2018 (see issues on the basis for the Opinion).
The Financial Management and Control process was followed by shortcomings. Particularly, on revenue and expenditure planning, recruitment outside the business plan, purchase without procurement procedures, lack of regulation on asset management	The Chairman of the Board should take actions to eliminate the weaknesses in the FMC area (see issues 2 to 11).
Response to previous year's recommendations is not monitored at the appropriate level, the progress on implementing the recommendations is poor. As a result, weaknesses in internal controls are still evident.	The Chairman of the Board should strengthen the internal control system to ensure that previous year's recommendations are being implemented (see issue 12).
Existing governance arrangements that relate to accountability, management reporting and risk management have shortcomings. Particularly, non-appraisal of staff, failure to prepare a report on satisfaction and failure to publish regulations on the website.	The Chairman of the Board should take the necessary actions to strengthen the controls on the Enterprise's governance (see issues 13 to 18).

Management's response to audit for 2017

The Chairman of the Board has agreed with findings and conclusions of the audit, and has shown commitment to address all recommendations given.

1 Audit Scope and Methodology

Introduction

The National Audit (NAO) is responsible for carrying out a Regularity Audit which involves the examination and evaluation of Financial Statements and other financial records and expression of opinions on:

- Whether the financial statements give a true and fair view of the accounts and financial affairs for the audit period;
- Whether the financial records, systems and transactions comply with applicable laws and regulations;
- The appropriateness of internal controls and internal audit functions; and
- All matters arising from or relating to the audit.

Audit work undertaken reflected our audit risk assessment for Bus Station J.S.C. We have analysed the Bus Station's business to the extent to which management controls can be relied upon when determining the overall testing required to provide the necessary level of evidence to support the Auditor General's (AG's) opinion.

The following sections provide a more detailed summary of our audit finding with emphasis on observations and recommendations in each area of review.

Our procedures included a review of the internal controls, accounting systems and related substantive tests and related governance arrangements to the extent considered necessary for the effective performance of the audit. Audit findings should not be regarded as representing a comprehensive statement of all the weaknesses which exist, or all improvements which could be made to the systems and procedures operated.

2 Annual Financial Statements and other External Reporting Obligations

Introduction

Our audit of the Annual Financial Statements (AFS) considers both compliance with the reporting framework and the quality and accuracy of information recorded in the AFS. AFS have been prepared and signed by the Chief Financial Officer and Treasury (CFOT) and the Chief Executive Officer (CEO) and submitted for approval to the Board of Directors (BoD).

The approval of the AFS incorporates a number of assertions relating to compliance with the reporting framework and the quality of information within the AFS. These assertions are intended to provide the Shareholder and wider public with the assurance that all relevant information has been provided to ensure that an audit process can be undertaken.

2.1 Audit Opinion

Qualified Opinion

We have audited the AFS of the Bus Station for the year ended on 31st of December 2017 which comprise of the Balance Sheet, Statement of Incomes, Cash Flow Statement, Statement of Changes in Equity and the Explanatory Notes.

In In our opinion, except for the effects of the issue described in the Basis for Qualified Opinion paragraph, the Annual Financial Statements for the year ended on 31st of December 2017 present a true and fair view in all material respects in accordance with International Accounting Standards International Financial Reporting Standards (IFRS) and Kosovo Laws. The financial statements are prepared on the basis of accrual accounting principle, Law no. 03/L-048 on Public Financial Management and Accountability (as amended and supplemented) and Law no. 04/L-087 on Publicly-Owned Enterprises (as amended and supplemented).

Basis for Qualified Opinion

- According to IAS 16, it is required that the revaluation of non-current assets is made from 3 to 5 years. The value of non-current assets (land and facilities) according to AFS was €2,549,320 for which the Bus Station had never made the revaluation. This is due to financial difficulties to cover asset revaluation costs.

Other Issues

The Annual Financial Statements of the Bus Station for the year ended on 31st of December 2016 have been audited by a private audit firm, which provided an **Unmodified Opinion with an Emphasis of the Matter**, due to the failure to revaluate assets.

Responsibility of Management and Persons Charged with Governance for AFS

The Chief Executive and the Chief Financial Officer and the Treasury are responsible for the preparation and fair presentation of financial statements in accordance with International Accounting Standards (IAS), International Financial Reporting Standards (IFRS) and Laws of Kosovo, under the accrual basis of accounting, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. This includes the application of Law no. 03/L-048 on Public Financial Management and Accountability (as amended and supplemented) and Law no.04/L-087 on Publicly Owned Enterprises (as amended and supplemented).

The Chairman of the Board is responsible to ensure oversight of Bus Station's financial reporting process.

Auditor General's Responsibility for the Audit of the AFS

Our responsibility is to express an opinion on the AFS based on our audit. We conducted our audit in accordance with ISSAIs. These standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatements.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISSAIs will detect any material misstatement that might exist. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could influence the decisions taken on the basis of these AFS.

An audit involves performing procedures to obtain evidence about the financial records and disclosures in the AFS. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement in the AFS, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial statements in order to design audit procedures that are appropriate in the entity's circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Management, as well as evaluating the presentation of the financial statements.

2.2 Compliance with AFS and other reporting requirements

POE is required to comply with a specified reporting framework and other reporting requirements. We considered:

- Requirements of Law no.03/L-048 on Public Financial Management and Accountability (as amended and supplemented);
- Requirements of the Law no.02/L-123 on Business Organisations;
- Requirements of the Law no.04/L-087 on Publicly Owned Enterprises (as amended and supplemented);
- Requirements of the Law no.04/L-104 on Accounting, Financial Reporting and Auditing;
- Requirements of the Law on Public Procurement (as amended and supplemented);
- Requirements of the Instruction no.2/2013/MF on the Structure and Content of Annual Financial Reports
- POEs are also required to prepare the following reports:
  - POE Charter;
  - Business Plan;
  - Quarterly reports;
  - Annual reports;
  - Consumer satisfaction Report; and
  - Draft plan and final procurement plan in time.

In the context of other external reporting requirements, we identified non-compliance as follows:

- Article 31 of the Law on POEs requires that within 30 days after the end of each quarter, POE officials should prepare and submit to the BoD a report for the newly completed quarter. POE officials prepared the first quarter report in time, but did not submit it to the BoD for approval. Whereas, the reports of the first and second quarters after our advice from the interim audit prepared but not within the legal deadline within 30 days. These two quarterly reports have been approved by BoD on 30.11.2017 (with a delay of six, respectively three months). Furthermore, these reports did not contain all reporting requirements, respectively did not contain the requirements: An overview of the organizational structure of the POE, including all significant changes that were made during the respective quarter; and suggestions and proposals for changes that are reasonably expected to enhance the performance of the POE.

- Further on, according to article 31.1 of the Law on POEs it is required that by 31st of October of each calendar year, the officials of each POE prepare the Business Plan for the coming calendar year". The Bus Station prepared with a delay of three months, respectively on 31.01.2018.

2.3 Recommendations related to Annual Financial Statements

Recommendation 1 The Chairman of the Board should ensure that a comprehensive analysis is undertaken to determine the causes of the qualification in the audit opinion and actions are undertaken that issues which have affected the modification of the opinion are adjusted and not repeated.

Further on, the Chairman of the Board should ensure that effective processes are in place to confirm that the 2018 AFS production plan formally addresses all compliance related issues, quarterly reports, billing service and accounting reports. This includes the Management review of the draft AFS with specific focus on high risk areas and areas where errors have been identified in previous years. The Statements should not be signed by the CEO and CFOT unless all necessary checks have been applied before the same are submitted to the BoD.

3 Financial Management and Control

Introduction

Our work related to Financial Management and Control (FMC) reflects the detailed audit activities undertaken on Revenue and Expenditure Systems within POEs. Specifically, the focus of the audit was management of management of revenues, expenses, assets, liabilities and receivables.

Financial Management and Control Conclusion

Controls over the overall management of the Bus Station need substantial improvements. Existing budget planning processes are not adequate and have not been supported by reviewing the budget over the course of the year. Budget planning for the Enterprise to spend more than generating revenues jeopardizes the sustainability and continuity of the Enterprise. Employment outside the business planned to non-compliances with the organizational structure and increased spending on wages and salaries compared to the Business Plan projections.

The lack of a regulation on asset management risks that assets are not properly handled and consequently this may affect the incorrect presentation of assets in the financial statements.

Poor process of managing receivables from tenants increases the risk of not paying utility and lease fees. This reduces the source of Enterprise funds and increases receivables and bad debts. Furthermore, the lease of assets foreseen for operating activities of the Enterprise increases the risk of misuse, asset damage, and barriers to the operation of the Enterprise.

Poor controls in handing-over and reconciliation of the cash register increase the risk of misuse of public money and loss of credibility against Publicly Owned Enterprises.

Further on, purchasing goods and services by avoiding procurement procedures risks the enterprise damages its budget and does not reach the value for money spent and limitation of competition.

These and other weaknesses presented in this report should be taken into account by BoD to improve financial management and control within the Bus Station.

3.1 Business Plan (Revenues and Expenditures)

The business plan is a summary and orientation document of the activities of the enterprise. We have reviewed the sources of revenue and expenditure planned under the business plan according to the respective categories. This is presented in the following tables:

Table 1. Table on Revenues and Expenditure according to annual plan for 2017 (in €)

Description	Initial Planning	Final Plan	Outturn 2017	Outturn 2016
Revenues from the station service	14,142	12,442	124,689	12,098
Revenues from parking	15,906	15,905	13,546	15,847
Income from commissioning	23,992	22,762	40,972	22,366
Revenues from bus lane stops	576,978	553,087	518,084	541,796
Revenues from turnstile services	155,420	138,421	111,217	138,642
Revenues from the wardrobe	1,313	1,833	2,170	1,301
Revenues from rent	157,200	157,200	160,866	152,488
Revenues for Utilities of rented premise	44,982	44,982	40,772	38,852
Other revenues	0	0	21	153
Total Revenues	**989,933**	**946,632**	**1,012,338**	**923,543**
Cost of goods sold	2,400	2,400	1,262	2,121
Salary expenditures	852,000	831,000	852,496	700,766
Administrative costs	11,520	22,200	47,162	23,424
Electricity, water and waste costs	82,050	58,800	57,798	58,570
Maintenance costs	7,200	4,800	10,370	6,619
Operating expenses	21,000	22,970	74,795	31,590
Other costs	9,600	0	0	94,780
Total Expenses	**985,770**	**942,170**	**1,043,883**	**917,870**
Depreciation expense	170,000	170,000	193,366	172,712
Total expenditures with depreciation	**1,155,770**	**1,112,170**	**1,237,249**	**1,090,582**

From the data presented above, there is a lack of planning based on sufficient and accurate analysis to identify the real needs of the Enterprise for 2017.

- The Bus Station made initial planning with a three-month delay and then revised the Business Plan 2017-2019. In both plans, BoD planned higher expenditures for the Enterprise than its revenue. In the revised business plan, expenditures were higher than revenues for €165,638, respectively about 17%. There were no explanation of how they will cover these costs;

- The Enterprise managed to exceed revenue planning from sales/services by €65,706 and 7% respectively. Compared with the previous year, revenues have increased by €88,795, respectively 10%;
- The Enterprise exceeded the planned total expenditures by €125,079 and 11% respectively. Compared with the previous year, expenditures increased by €146,667, respectively 13%; and
- Expenditures for Wages and Salaries in 2017 compared with 2016 increased by €151,730 and 22% respectively.

The Bus Station is in unfavourable economic and financial condition due to operations with loss for several years, due to poor quality management.

Issue 2 – Poor Planning of Revenues and Expenditures in Business Plan 2017-2019

Finding We have handled the content of the business plan of 2017-2019 of the Bus Station and from the presented data there is a poor planning of financial activities. The overall enterprise expenditure planned were higher than revenues by €165,638 and 17% respectively.

The content of this plan for administrative costs, maintenance costs, and operating expenses do not reflect the opportunities and real needs of the Enterprise.

This is because of inadequate internal controls when preparing the business plan.

Risk Budget planning for the Enterprise to spend more than generating revenues risks the sustainability and continuity of the enterprise.

Recommendation 2 The Chairman of the Board should make a systematic assessment of the reasons for higher level of expenditures in relation to the revenues for the concerning period. Further on, he should plan the level of expenditures within the revenue level and determine the practical options for improving the budget execution for 2018.

Issue 3 - Employment outside the Business Plan and non-implementation of basic principles in employment

Finding

In Business Plan 2017-2019, the Bus Station for the achievement of its objectives had foreseen the need for recruiting 20 employees in 12 different positions. The organizational structure and organization of the works are reflected in the Enterprise Business Plan adopted by BoD.

The Bus Station during 2017 has employed 25 employees, i.e. 5 employees beyond planning. In addition, 8 (eight) out of 25 employees were in positions other than those planned by business plan.

The positions covered with new employees that were not foreseen in the business plan were:

- Employees at the information desk - 1 position;
- Maintenance of green spaces - 1 position;
- Cashier on the counter - 1 position;
- Technical Director - 1 position;
- Administrative Assistant - 1 position;
- Cleaner- 2 positions; and
- Driver – One position.

Furthermore, the recruitment process for the position of the Technical Director except that was not foreseen in the Business Plan, the basic principles laid down in labour legislation have not been applied. During the audit (March 2018), the Chief Executive Officer decided to terminate this employment relationship.

Risk

Employment outside the business plan and failure to apply basic employment principles could risk the financial stability of the company and may result in non-compliance with the legal framework.

Recommendation 3

The Chairman of the Board should ensure that the business plan is considered and the employee's needs and additional positions are included in the revised Business Plan in regular procedures. Further on, the BoD should ensure the progress of recruitment processes to enable the implementation of the legal framework.

3.2 Balance Sheet[1] (Statement of Financial Position)

We have audited the Balance Sheet by testing the account balances as well as the transactions occurring during the year within these accounts. In addition to examining the accounting balance of accounts, we have also addressed aspects of compliance with laws and regulations and we have provided the following recommendations.

Table 2: Balance Sheet of Bus Station on 31st of December 2017

Assets	**2017**	**2016**	**Liabilities and Equity**	**2017**	**2016**
Cash in the bank	94,473	243,536	Trade payables	53,769	41,248
Stocks (Material in Warehouse)	1,310	1,441	Obligations on taxes and contributions	26,274	21,996
Trade receivables	73,395	52,165	Other payables	13,176	7,880
Receivables from employees	446	1,518	Charter Capital	25,000	25,000
Receivables from the state and institutions	52,186	37,586	Reserve Capital	5,226,141	5,226,141
Other receivables	9,364	8,436	Losses carried forward	(2,235,871)	(2,068,833)
Land	1,158,869	1,158,869	Loss/Profit	(224,910)	(167,038)
Facilities	1,390,452	1,530,824			
Tools and Equipment	103,084	52,019			
Total assets	**2,883,579**	**3,086,394**	**Total liabilities and Equity**	**2,883,579**	**3,086,394**

[1] IAS has changed the term "Balance Sheet" has been changed into "Statement of Financial Position" according to IAS, but as long as the company has named it the Balance Sheet, we have referred to this designation in order to be consistent with the designation in AFS we are auditing.

Issue 4 - Lack of regulation on non-current assets management

Finding

According to Article 8.4 of the Charter for the Bus Station, the Company should produce regulations containing provisions for the administration and operation of the company. The Enterprise did not have any asset management regulations in place which should be tailored to the needs and requirements of the Enterprise based on the standards and rules in force. This has been the result of failure to assess the importance of the asset management regulation.

Risk

Lack of asset management regulation risks that assets are not properly handled and consequently this may affect the incorrect presentation of assets in the financial statements.

Recommendation 4

The Chairman of the Board should produce an internal regulation defining the standard procedures for documenting, storing and disposing of non-current assets, depreciation rates, and the responsibilities of officials in the process of managing with non-current assets.

Issue 5 - Weaknesses in Managing Tenants' Utilities

Finding

In accordance with the Regulation on the provision of temporary business premises (lease) and land, surface for the placement of temporary buildings no. 02/101 dated 26.01.2017, the Bus Station leased to the economic operators some locations that were owned by the Enterprise. Revenues from rent for 2017 from these locations were €160,866. In addition to payments from lease, the tenants of the premises are also charged with the utility costs that the tenants create for water, electricity and waste. These utility expenditures for 2017 were in the amount of €57,798. Utility expenses are initially paid by the Bus Station and then it goes through committee that drafts a report on a monthly basis one allocation of the respective expenses by reading the water and electricity meters.

Out of the amount paid, the Bus Station for 2017 billed €40,772 from tenants who were subsequently registered as the station's revenue. This has contributed to the increase of receivables from the tenants, when we add to the billing and rent their value reaches €201,638 for 2017. However, their collection is made with delay and difficulty, where a number of them are collected through the execution process and through the court.

Further on, the Bus Station does not have clear procedures for handling receivables from Utility revenues for tenants as some of them are outdated and are at risk of becoming bad debts.

Risk Poor process of managing receivables from tenants increases the risk of not paying utility and lease fees. This reduces the source of enterprise funds and increases receivables and bad debts.

Recommendation 5 The Chairman of the Board should provide clear policies on how to handle tenants' utilities and their collection. Further on, strengthen the internal controls in the management of contracts with tenant.

Issue 6 – Failure to close the advance received in 1999

Finding Law no. 04/L-077 on Obligations Relations, Article 353, the general term of statute of limitation, states that "Requests are subject to limitation for five (5) years, unless otherwise prescribed by law.

The Bus Station within the other accounts payable in the amount of €13,176 had an advance taken by a natural person in 1999 (the Deutsche Mark converted into euros) in the amount of €5,624, as an advance on behalf of the lease yet without signing the contract. The contract was not signed at all, nor was the premises used, for more, the advance was not closed. This is due to lack of controls and accountability by the Management that prior to receiving the advance to sign the contract.

Risk Such a way of getting advances, without the possibility of performing customer service or receiving advances received for over five years increases the risk of overstating the obligations.

Recommendation 6 The Chairman of the Board should undertake all legal actions to close the advance and in the future to ensure that it has previously entered into contractual obligations to avoid getting advances without prior written agreement.

3.3 Statement of Income and Expenditures

Bus Station in Prishtina has all types of revenues it has generated during the year, expenses, and financial outcome presented in the following statement.

Table 3: Statement of Income and Expenditures as of 31st of December 2017

Revenues	**2017**	**2016**
Revenues from the station service	124,689	12,098
Revenues from parking	13,546	15,847
Income from commissioning	40,972	22,366
Revenues from bus lane stops	518,085	541,796
Revenues from turnstile services	111,217	138,642
Revenues from the wardrobe	2,170	1,301
Revenues from rent	21	0
Revenues, Check-in, Check-out cards	160,866	152,488
Revenues from rents	40,772	39,005
Other revenues[2]	(1,262)	(2,121)
Cost of goods sold/Service Costs		
Gross Profit	**1,011,076**	**921,422**
Gross Salary	(811,892)	(667,356)
Contribution for Pension Insurance by the Employer	(40,605)	(33,409)
Other administrative costs	(35,907)	(15,491)
Phone Costs	(11,255)	(7,933)
Electricity costs	(57,798)	(58,570)
Maintenance costs	(10,370)	(6,619)
Other operating costs	(74,795)	(31,590)
Commissioning and settlement of debts	-	(94,780)
Depreciation Costs of the Year	(193,366)	(172,712)
Total expenditures	**(1,235,988)**	**(1,088,460)**
Profit / Loss before taxes	**(224,910)**	**(167,038)**
Profit Tax	0	0
Clean Profit / Loss	**(224,912)**	**(167,038)**

[2] Represents the total revenue from the Tenants' Utilities

Issue 7 – Discrepancies between fiscal coupons recorded by fiscal cash register and Z-reports submitted to the administrative cash register from revenues of ticket sales

Finding

We have noticed discrepancies between the fiscal coupons recorded by the fiscal cash register and Z-reports submitted to the administrative cash register from revenues of ticket sales. This had occurred in two fiscal cash registers (GK03300556 and GK03300552). In these two fiscal cash registers were printed fiscal coupons and Z-Reports for which tickets were not sold. Reconciliation of the cash register was done only with the report of sold tickets and with the money handed over by ticket sellers, but not with the electronic declaration of Z-Reports, which had created a difference for these two fiscal cash registers in the amount of €61,295. These differences had occurred between January 2017 and August 2017. We have conducted necessary tests for the period January-August, and from tested samples we have identified that were printed fiscal coupons and Z-Reports in the amount of €5,223, out of which were printed and sold tickets by collecting money in the amount of €2,616, while they printed coupons and Z-Reports for which were not sold tickets, and had not submitted Z-Reports in the amount of €2,608. Namely, out of 32 Z-Reports of the fiscal cash register, only 15 of them are covered with tickets, while 17 Z-Reports were not submitted to the Administrative Cash Box as for them there were no ticket sales.

On the other hand the number of tickets in the Account of Tickets matches with the money handed over. This means that for non-submitted Z-reports there are no written tickets from the book and the ticket account. This had occurred due to weaknesses of internal controls over the revenue and reporting process, which had not managed to follow the serial number of Z-Reports of these two fiscal cash registers. As of October, the company has installed a new software which is automatically linked where the moment the ticket seller prints the ticket is also issued a fiscal coupon.

Risk

Failure by the ticket sellers to reconcile fiscal coupons with administrative cash register and to register fiscal cash registers, increases the risk of inaccurate declaration of fiscal coupons. In addition, printing fiscal coupons for which tickets were not sold has resulted in declaration of higher sales which has created additional tax obligations.

Recommendation 7

The Chairman of the Board should ensure strengthening of internal controls by installing a following mechanism of ordinal numbers of Z-Reports and their reconciliations with fiscal cash register, as well as daily, weekly and monthly reconciliations between tickets sold, Z-reports and the administrative cash box.

Issue 8 - Chief Executive under a decision adds two new types of revenues that were not included in the BoD regulation

Finding

The Bus Station has a Regulation on the management and organization of assignments and duties in accounting and finance and part of this regulation is also the pricelist for all utilities of the enterprise which was approved by BoD on 25.01.2016.

However, CEO issued the decision no. 02/130 on 18.03.2016 for adding two types of revenues from its activity, one for vehicles of tenant's employees in the amount of €18 per month for one vehicle, and for a group of taxis who use unlimited access to €255 per month. These two types of revenues were not included in the Regulation adopted by the BoD. These revenues should be added by the competent body in this case BoD and not by the CEO. This has happened due to the mismanagement and lack of sufficient oversight of BoD on the Executive.

Risk

Adding types of revenues by CEO on service activities by leaving out BoD, apart from being in non-compliance risks that these revenues are not assessed fairly.

Recommendation 8

The Chairman of the Board should ensure that the regulations issued by the BoD are adhered to by the Executive and, if necessary, amendments and supplements are proposed by the Executive and sent to BoD for approval.

Issue 9 - Purchase of goods and services without procurement procedures

Finding

Publicly Owned Enterprises when purchasing of goods and services are obliged to adhere to all procedures arising from Law on Public Procurement (LPP). Article 16.3 of the LPP foresees that: The value of each contract should be foreseen and the procurement procedure is determined in line with the value. The CA will not split the procurement request for a certain amount of products in order to reduce the value of the supply contract below the limit foreseen in Article 19 of this Law. "Any public contract whose estimated value is equal to or greater than or reasonably expected to be equal to or greater than one thousand euros (€1,000), but less than ten thousand (€10,000) are considered as "small value contracts as well as any public contract whose estimated value is less than or is reasonably expected to be less than one thousand euros (€ 1,000) is considered as a "Minimum Value Contract".

From the tested payments we noticed that the Enterprise made direct purchases by the economic operators avoiding the procurement procedures.

Finding

The reasons according to the enterprise were: because they were of small value. However, in our analysis of the enterprise spending base, we have noticed that there were several purchases of goods or services with the same company, most of which were made with petty cash amounted under €100. The total value of the payments exceeds the limit set by the LPP, therefore the CA should have used one of the types of contracts of the abovementioned article of the LPP. The identified cases are presented as follows:

- 14 payments for the supply of bus tickets, the total value of which was €1,280;
- 39 payments for supply with material, the total value of which was €3,297;
- 50 payments for office supplies, the total value of which was €2,524;
- 31 payments for the supply with tools, the total value of which was €1,503;
- 14 payments for supply with hygienic material, the total value of which was €795; and
- A software maintenance fee amounted to €236.

The identified shortcomings were due to insufficient internal controls.

Risk Purchasing goods and services avoiding procurement procedures risks the enterprise to damage the budget and not to reach the value for money spent and limits the competition.

Recommendation 9 The Chairman of the Board should ensure that all actions are undertaken to strengthen internal controls in order to carry through Enterprise's needs assessment and planning and similar items are grouped and procurement procedures are used in line with LPP requirements, avoiding split the same purchases in some of them.

Issue 10 - Renting premises in contradiction with the Regulation

Finding The Chief Executive Leased Pyrgun from 01.06.2017 to 30.06.2022 for €481 per month, which was part of the Operational Activity of the Bus Station. Pyrgu was not included in the Regulation for the provision of temporary business premises (lease) and land, surface for the placing temporary buildings no. 02/101 dated 26.01.2017 issued by the BoD. This is due to poor management and ineffective internal controls.

Risk Leasing assets foreseen for operating activities of the Enterprise increases the risk of misuse, asset damage, and barriers to the operation of the enterprise.

Recommendation 10 The Chairman of the Board should ensure that controls are strengthened when it comes to preservation and management of the assets of the Enterprise.

3.4 Statement of Changes in Equity

In the Annual Financial Statements of the enterprise, capital is presented under the following structure:

Table 4: Capital of the Publicly Owned Enterprise on 31.12.2017

Description	31 December 2017	31 December 2016
CAPITAL	**2,790,360**	**3,015,270**
Charter Capital	25,000	25,000
Reserve Capital	5,226,141	5,226,141
Profits/Losses carried forward	(2,235,871)	(2,068,833)
Current Year Profits/Loss	(224,910)	(167,038)

the table above shows that the Bus Station operated with losses this year, and same as in previous years. When we add a high value to the accumulated losses of the early years, this indicates that the Bus Station has risked the principle of continuity of its activity.

3.5 Cash Flow Statement

Cash Flow Statement provides data on changes in cash during the reporting periods presented and classifies the cash flow achieved through business, financial and investment activities. Company cash flow information is useful to give the user the financial statements a cash flow estimate.

Table 5: Cash Receipts and Spending

Description	31 December 2017	31 December 2016
Net cash from operating activities	**-45,004**	**83,048**
Cash receipts from buyers	1,012,338	923,544
Receipts/other cash payments from operating activities	-35,686	74,053
Payment of cash to the supplier	17,949	4,715
Payment of cash to employees	-852,496	-700,766
Receipts/Payment of cash for Taxes	4,278	-1,395
Other cash payments for other operating activities	-191,387	-217,104
Net cash from investing activities	**-104,059**	**-37,445**
Payment of cash for the purchase of non-current tangible assets	-104,059	-37,445
Reduction of cash	0	0
Net cash from financing activities	**0**	**0**
Cash inflows	0	0
Cash outflows	0	0
Net cash from financing activities	**0**	**0**
Increase/decrease of cash during the year	**-149,063**	**45,603**
Cash at the beginning of the year	243,536	197,932
Cash at the end of the year	**94,473**	**243,536**

Recommendations

We have no recommendations in this area.

3.6 Handling of Explanatory Notes

Explanatory notes provide information on the basis of preparing the financial statements and accounting policies required by the IFRS and provide additional information that is not disclosed in the Balance Sheet, Income Statement, Cash Flow Statement or Statement of Changes in Equity, but are important to understand each one of them.

Issue 11 - Incomplete disclosure of explanatory notes

Finding

Under IAS 1, explanatory notes should be disclosed systematically as long as this is possible. Each item of the financial statements should be referred to the relevant information in the notes. During the analysis of the notes, the following weaknesses were identified:

The Bus Station is indicted in four cases by various claimants who request from the Bus Station the value of €8,737, these cases have not been disclosed in the explanatory notes to the financial statements. Further on, it has not disclosed even the cases that the Bus Station itself has sued its (tenant) clients for failure to pay their obligations to the Bus Station for eight cases in a overall value of €91,521.

Risk

Failure to disclose court cases in the notes makes financial statements having incomplete information and being not in compliance with the reporting standards requirements.

Recommendation 11

The Chairman of the Board of Directors should ensure when preparing the Financial Statements, the explanatory notes present all detailed, complete and accurate information for cases in court proceedings as required by the accounting standards.

4 Progress in implementing recommendations

audit report on the AFS 2016 of the Bus Station was carried out by a private audit firm which had given an unmodified opinion with an Emphasis of the Matter due to non-revaluation of the assets. 5 key recommendations were given in the management letter. The Bus Station did not prepare an Action Plan for implementing the given recommendations. Out of 5 recommendations given, 2 of them were implemented, 1 was in process of implementation, and 2 recommendations remained unimplemented.

Further on, in 2015, six recommendations were given, from these recommendations in 2017, three were in process and three were not implemented. The implementation of prior year audit recommendations as a key tool for improving processes has not been taken into account by the Management.

For a more thorough description of the recommendations and how they are addressed, see Annex II.

Issue 12 – Implementing Prior and Earlier Year Recommendations

Finding	Due to poor management of process and lack of formal monitoring of the way how external audit recommendations are implemented, only a part of prior year recommendations and those carried forward have been implemented. We have not noticed that the Bus Station applies responsibility measures for non-compliance with auditor's recommendations.
Risk	Failure to implement recommendations from previous years increases the risk that same shortcomings associated with the AFS and financial management and internal controls continue to exist.
Recommendation 12	The Chairman of the Board should ensure that an action plan for the implementation of audit recommendations has been prepared, which defines the actions, deadlines and responsible staff, and that it is updated on quarterly basis.

5 Good Governance

Introduction

Specific areas of our governance related reviews have been the internal audit, accountability and risk management process, while the other components are handled within the chapters or subchapters above.

Overall Governance Conclusion

There are a number of governance weaknesses within the Bus Station, particularly when it comes to accountability, risk management and quality of managerial reporting. Other arrangements that would support governance development, such as the lack of a list for financial risks, low impact of internal audit on enhancing efficiency and internal controls, non-payment of bills, failure to publish regulations and reports on the website and failure to prepare a customer satisfaction report. These shortcomings may have an impact on the company regarding the achievement of its objectives.

Governance, in terms of managerial reporting and accountability, as well as strategic planning, reflects a negative situation. Even though the Enterprise has prepared its business plan, it has not identified any significant risks that may have an impact on achieving organization’s objectives.

5.1 Internal Audit System

The Internal Audit Unit (IAU) operates with one auditor. A comprehensive work program is required to carry out an effective audit that reflects the financial and other risks of the Bus Station and provides sufficient assurance on the effectiveness of internal control. The impact of Internal Audit products should be judged by the importance given to management by implementing audit recommendations.

The Internal Audit Unit (IAU) prepared the Strategic Plan for the period 2017/2020 and the Annual Internal Audit Plan for 2017 and submitted it to the Audit Committee of the Enterprise for approval on 20.11.2016. IAU planned four general-level audits such as: Capital Investments, Expenditures, Own Source Revenues and Asset Management. Out of these, it managed to complete only one capital investment audit by giving two recommendations and one audit at the request of the Audit Committee regarding 2017 Revenue Review. The reason for failure to execute the plan was since AI since 19/06/2017 was on leave (annual, medical and maternity).

Issue 13 – Failure to secure Internal Audit Services and failure to prepare an Action Plan for Implementing Recommendations

Finding	The Internal Auditor was on leave (annual, sick leave and maternity) for the second semester of 2017, however, the Audit Committee did not take any action in order to secure internal audit services from the Municipality as a shareholder or from any other by publicly owned enterprises. Furthermore, management did not draft an action plan for implementing the recommendations given in the audit performed. This may result in continued ineffective practices and repetition of the same shortcomings.
Risk	Failure to use services from internal audit as well as failure to draft action plan for addressing recommendations may result in continued ineffectiveness of financial controls.
Recommendation 13	The Chairman of the Board through the Audit Committee in absence of AI should provide the internal audit services by the shareholder and draft an action plan for the implementation of the internal audit recommendations.

5.2 Management Reporting, Accountability and Risk Management

Accountability as a process is the acceptance of responsibilities, holding persons into account for their actions and disclosing results in a transparent way. Whereas, risk management is a process related to identification, analysis, evaluation and actions/measures taken by the Management to control and respond to risks threatening the Organization.

Although, the Management have implemented a number of internal controls to ensure that our systems operates as intended, we have noticed that the measures applied are poor and ineffective and do not provide an effective and timely response to the identified operational problems.

Issue 14 – Performance Appraisal was not carried out

Finding

It is a legal requirement and the company's charter to appraise staff performance every year. The Bus Station Management did not carry out staff performance appraisal ever in previous years. Following our advice given in the interim audit memo, the management carried out staff performance appraisal for 2017. Due to dissatisfaction with the appraisal, the CEO had cancelled all appraisals by withdrawing from the files, and on 29.01.2018 had issued a decision number 02/80 for appraisal of the entire staff by the Chief Executive Officer together with an internal control officer. The staff appraisal is done without notifying any of the employees on their performance. The evaluation forms are not commented on the fulfilment of the objectives and are not signed by the employees at all.

This is due to poor management and insufficient oversight by BoD.

Risk

Failure to appraise by direct supervisor when it comes to staff performance and appraisal, besides creating inconsistencies, increases the risk of non-fair and non-objective appraisals of employees.

Recommendation 14

The Chairman of the Board should ensure that management and employees have understood the manner and importance of the performance appraisal system in order to ensure that the appraisal is made in accordance with the law and the charter to improve the performance of the Enterprise.

Issue 15 – Failure to prepare customer satisfaction report

Finding According to Article 7 of Law no. 05/L-009 on Amending the Law no. 03/L-087 and Law no. 04/L-111 on POE “POE Boards once a year will measure customer satisfaction on the basis of relevant procedures through credible independent organizations. This report is submitted no later than 31st of March for the previous year to the relevant Municipal Shareholder Committee”.

The Bus Station for 2017 did not produce such a report which represents the level of customer satisfaction on service delivery.

Risk Failure to prepare a consumer satisfaction report is a failure to meet legal requirements and at the same time risks that the services provided to citizens are not of good quality.

Recommendation 15 The Chairman of the Board should ensure that the necessary measures are taken to prepare and publish the customer satisfaction report for the services provided.

Issue 16 - Some of the receipts received were undocumented

Finding It is good practice in internal controls that received invoices are documented to better manage the time of acceptance until payment to avoid delays within the deadline set for payment. When receiving goods and services from the suppliers, the enterprise entered into financial obligations which are confirmed by invoicing. Therefore, the enterprise should sign it at the moment of receipt of the invoice and from the date of the protocol, the calculation of the legal deadline for the payment starts.

Out of the payments tested in the category of goods and services we noticed that in 15 cases the received invoices were not documented since they were not sent to the archive for documenting. Failure to document invoices is due to a lack of proper internal control.

Risk Failure to document invoices risks that the enterprise is exposed to fictitious payment of invoices, or delays in settling obligations and consequently penalties for payment delays.

Recommendation 16 The Chairman of the Board should ensure that all receipts received are documented at the date of their receipt so that payment delays can be measured, avoid payment delay penalties and better manage the obligations of the Enterprise.

Issue 17 - Deficiencies in management controls and risk management

Finding	As a result of poor management controls, some of the plan's objectives have not been achieved. Purchases without procurement procedures, poor needs assessment, non-compliance with BoD regulations by the Executive, employments outside business plans, and inadequate oversight of internal controls by management. The organization also does not have a register that identifies the different risks that may threaten its activities. These have been the cause of insufficient accountability and internal controls.
Risk	Poor accountability requirements and poor quality financial reporting reduce the effectiveness of financial management. This reduces management's ability to timely respond to financial challenges. It also reduces the effect of financial controls and increases the risk of improper spending. Consequently, this may also result in provision of non-quality services. Lack of a potential risk register affects the organization's inability to react timely or reduce risks at acceptable levels.
Recommendation 17	The Chairman of the Board should ensure that a review is carried out to determine the form of financial and operational reporting to senior management. Budgetary performance, including revenues and expenditures, and procurement plan should be subject to regular reporting and review by the management. The board should also ensure that a plan has been drafted which will identify all possible risks, assess their impact in case they occur, and determine the preventive and subsequent measures in response to them.

Issue 18 - Failure to publish documents on the company's website

Finding Article 34.2 of the Law on Publicly Owned Enterprises requires that a full and current copy of all POE's regulations are published and maintained on a website with public access which is maintained by the POE. Business plan, quarterly reports, annual reports and other information important to the public are also required to be published. While, the Bus Station still (by the end of the audit dated 17.05.2018) has not published any of the abovementioned documents. This is due to the lack of internal controls and management responsibility.

Risk Failure to publish different company regulations, plans and reports on the website creates non-compliance with the law and the lack of required transparency.

Recommendation 18 The Chairman of the Board should ensure that all regulations, reports and documents required by the Law on Publicly Owned Enterprises are published on the website of the Bus Station for the purpose of transparency to the public.

Annex I: Explanation of the different types of opinion applied by NAO

(extract from ISSAI 200)

Form of opinion

147. The auditor should express **an unmodified opinion if** it is concluded that the financial statements are prepared, in all material respects, in accordance with the applicable financial framework.

If the auditor concludes that, based on the audit evidence obtained, the financial statements as a whole are not free from material misstatement, or is unable to obtain sufficient appropriate audit evidence to conclude that the financial statements as a whole are free from material misstatement, the auditor should modify the opinion in the auditor's report in accordance with the section on "Determining the type of modification to the auditor's opinion".

148. If financial statements prepared in accordance with the requirements of a fair presentation framework do not achieve fair presentation, the auditor should discuss the matter with the management and, depending on the requirements of the applicable financial reporting framework and how the matter is resolved, determine whether it is necessary to modify the audit opinion.

Modifications to the opinion in the auditor's report

151. The auditor should modify the opinion in the auditor's report if it is concluded that, based on the audit evidence obtained, the financial statements as a whole are not free from material misstatement, or if the auditor was unable to obtain sufficient appropriate audit evidence to conclude that the financial statements as a whole are free from material misstatement. Auditors may issue three types of modified opinions: a qualified opinion, an adverse opinion and a disclaimer of opinion.

Determining the type of modification to the auditor's opinion

152. The decision regarding which type of modified opinion is appropriate depends upon:

- The nature of the matter giving rise to the modification – that is, whether the financial statements are materially misstated or, in the event that it was impossible to obtain sufficient appropriate audit evidence, may be materially misstated; and
- The auditor's judgment about the pervasiveness of the effects or possible effects of the matter on the financial statements.

153. The auditor should express a **qualified opinion if**: (1) having obtained sufficient appropriate audit evidence, the auditor concludes that misstatements, individually or in the aggregate, are material, but not pervasive, to the financial statements; or (2) the auditor was unable to obtain sufficient appropriate audit evidence on which to base an opinion, but concludes that the effects on the financial statements of any undetected misstatements could be material but not pervasive.

154. The auditor should express an **adverse opinion if**, having obtained sufficient appropriate audit evidence, the auditor concludes that misstatements, individually or in the aggregate, are both material and pervasive to the financial statements.

155. The auditor should **disclaim an opinion if**, having been unable to obtain sufficient appropriate audit evidence on which to base the opinion, the auditor concludes that the effects on the financial statements of any undetected misstatements could be both material and pervasive. If, after accepting the engagement, the auditor becomes aware that management has imposed a limitation on the audit scope that the auditor considers likely to result in the need to express a qualified opinion or to disclaim an opinion on the financial statements, the auditor should request that management remove the limitation.

156. If expressing a modified audit opinion, the auditor should also modify the heading to correspond with the type of opinion expressed. ISSAI 1705[19] provides additional guidance on the specific language to use when expressing a modified opinion and describing the auditor's responsibility. It also includes illustrative examples of reports.

Emphasis of Matter paragraphs and Other Matters paragraphs in the auditor's report

157. If the auditor considers it necessary to draw users' attention to a matter presented or disclosed in the financial statements that is of such importance that it is fundamental to their understanding of the financial statements, but there is sufficient appropriate evidence that the matter is not materially misstated in the financial statements, the auditor should include an Emphasis of Matter paragraph in the auditor's report. Emphasis of Matter paragraphs should only refer to information presented or disclosed in the financial statements.

158. An Emphasis of Matter paragraph should:

- be included immediately after the opinion;
- use the Heading "Emphasis of Matter" or another appropriate heading;
- include a clear reference to the matter being emphasised and indicate where the relevant disclosures that fully describe the matter can be found in the financial statements; and
- indicate that the auditor's opinion is not modified in respect of the matter emphasised.

159. If the auditor considers it necessary to communicate a matter, other than those that are presented or disclosed in the financial statements, which, in the auditor's judgement, is relevant to users' understanding of the audit, the auditor's responsibilities or the auditor's report, and provided this is not prohibited by law or regulation, this should be done in a paragraph with the heading "Other Matter," or another appropriate heading. This paragraph should appear immediately after the opinion and any Emphasis of Matter paragraph.

Annex II: Progress in implementing previous and earlier year recommendations

Audit Component	Recommendations carried forward 2015	Implemented during 2017	In process of implementation during 2017	Not implemented
Land, Plants, Equipment and Inventory	In order to make an assessment according to International Accounting Standards (IAS) 16 – Long term Material Assets, After being recognised as an asset, an item of material long-term assets (land, plant and equipment) whose accurate value is measured reliably will be carried forward at the revalued amount, that is the accurate value of the items at the revaluation date minus any accumulated subsequent amortization and any accumulated impairment losses. Re-evaluations will be carried out on a regular basis sufficiently to ensure that the carrying amount of the asset does not materially differ from what would be determined if accurate value at the balance sheet date would be used.			Not Implemented
Accounts receivable	We recommend that the company contacts customers and encourage them that the confirmation of receipt of receivables is necessary for the auditor in order to obtain assurance of the real situation on 31.12.2015 as well as for the client who declares that the condition is not correct according to the card with date of cut, is reconciled Further on, commissioning of accounts which are kept in accounting records for years should also be performed and which do not relate to the reporting period, fiscal year.		Partially	
Other short-term liabilities	The company for the advances taken (5,999.21 and 1,926.70) euros, should register as revenue and close the advance account since they are since 1999 and when the client appears, it may make the adjustments according to the applicable standards. The company should establish collaborative relationships and trust with business clients so that clients may confirm situation on the auditor's request so that they do not become basis for modifying the audit opinion due to lack of confirmations. Further on, failure to confirm the balances requested from clients for the auditors presents uncertainty regarding the presentation of the real situation in the financial statements.			Not Implemented

Comprehensive income statement	We recommend that buildings are depreciated on the basis of KAS-3 as assets (facilities) have been built and used for more than 20 years, and not charge the business with a cost of depreciation.		Partially	
wages	Taking into account the performance of the company (negative outcomes in the financial statements) and incurred expenditures, it is seen that there is overstatement of wage expenditures and we recommend executive management and board of directors to take care of budget spending by investing in the company. With some of these assets, it will be possible to invest in the facilities and the premises owned by the entity that would affect the increase in the value of rental income, parking space, etc.		Partially	
The principle of continuity	The company should pay attention to reducing costs as this distribution of expenditures with such large share is far from investing.			Not Implemented
Audit Component	Recommendations given in 2016	Implemented	In process	Not Implemented
Inventory of Assets and Liabilities	We recommend to appoint each year end Committees for comprehensive inventory for assets (material assets, stock, cash in bank and cash register, receivables and other receivables), then registration of liabilities (accounts payable, other liabilities, contingent liabilities (court disputes), obligations to state bodies). We also recommend that the Recording Committee compares the situation of the registration with the accounting records and ascertains any deficiencies or surpluses and proposes to the Managing Body and the Governing Bodies the actions to be undertaken.	Implemented		
Land, Plants, Equipment and Inventory	In order to make an assessment according to International Accounting Standards (IAS) 16 – Long term Material Assets, After being recognised as an asset, an item of material long-term assets (land, plant and equipment) whose accurate value is measured reliably will be carried forward at the revalued amount, that is the accurate value of the items at the revaluation date minus any accumulated subsequent amortization and any accumulated impairment losses. Re-evaluations will be carried out on a regular basis sufficiently to ensure that the carrying amount of the asset does not materially differ from what would be determined if accurate value at the balance sheet date would be used.			Not Implemented

Accounts Receivable	We recommend producing internal policies and procedures regarding the actual ascertainment of the company's debts (customers) and all claims that are unlikely to be executes, should be commissioned. We recommend that the company contacts customers and encourage them that the confirmation of receipt of receivables is necessary for the auditor in order to obtain assurance of the real situation on 31.12.2015 as well as for the client who declares that the condition is not correct according to the card with date of cut, is reconciled		Partially	
Payable Accounts	The company for the advances taken (5,999.21 and 1,926.70) euros, should register as revenue and close the advance account since they are since 1999 and when the client appears, it may make the adjustments according to the applicable standards. The company should establish collaborative relationships and trust with business clients so that clients may confirm situation on the auditor's request so that they do not become basis for modifying the audit opinion due to lack of confirmations. Further on, failure to confirm the balances requested from clients for the auditors presents uncertainty regarding the presentation of the real situation in the financial statements.			Not Implemented
Comprehensive income statement	We recommend that buildings are depreciated on the basis of KAS-3 as assets (facilities) have been built and used for more than 20 years, and not charge the business with a cost of depreciation.	Implemented		

Annex III: Confirm Letter

NDËRMARRJA PUBLIKE LOKALE STACIONI I AUTOBUSAVE SH.A.
JAVNO LOKALNO PREDUZEĆE AUTOBUSKA STANICA D.D.
PUBLIC ENTERPRISE LOCAL BUS STATION J.S.C.
Nr./No. 02/539 Data/Date 27.06 2018
PRISHTINË/A

NPL 'Stacioni i Autobusëve" Sh.A.,Prishtinë.

LETËR E KONFIRMIMIT

Për pajtueshmërinë me të gjeturat e Auditorit të Përgjithshëm për vitin 2017 dhe për implementimin e rekomandimeve

Për: Zyrën Kombëtare të Auditimit

Të nderuar,

Përmes kësajshkrese, konfirmoj se:

- kam pranuar draft raportin e Zyrës Kombëtare të Auditimit për auditimin e Raportit (Pasqyrave)Financiar të NPStacioni i Autobusëve Prishtinësh.a, për vitin 2017 (në tekstin e mëtejmë "Raporti");
- pajtohem me të gjeturat dhe rekomandimet dhe nuk kam ndonjë koment për përmbajtjen e Raportit; si dhe
- brenda 30 ditëve nga pranimi i Raportit final, do t'ju dorëzoj një plan të veprimit për implementimin e rekomandimeve,i cili do të përfshijë afatet kohore dhe stafin përgjegjës për implementimin e tyre.

z.Sherif Sejdiu

Data: , Prishtinë,