

Implementation Of International Public Sector Accounting Standards (IPSAS) In Algeria And Developing Countries: Challenges And Opportunities

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Abstract: This study aimed to clarify the concept of international public sector accounting standards. (IPSAS), identify the entities responsible for their development and issuance, and present selected international experiences in their application which are Malaysia, Jordan, Ethiopia and Liberia. It further outlines the key reforms implemented by the Algerian government to align with these standards, and examined the significance of this transition through an analysis of the relevant legal Provision within these reforms. The research employs an analytical and deductive approach, concluding that the Organic Law 18-15 primarily seeks to enhance the management and effectiveness of public finances, while Law 23-07 has significantly contributed to advancing the reforms of Algeria's public accounting system, which is essential for improving the quality of information provided to parliamentarians and citizens in general.

Keywords: IPSAS; law 23-07; Organic law 18-15; Public Sector Accounting; Reforms.

1. Introduction

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In recent years, the world has witnessed significant economic, social, and political developments that have dismantled barriers between nations and fostered increased interactions, as evidenced by a multitude of international agreements. These transformations have prompted extensive reforms across various governmental systems and policies. Notably, accounting systems, including those exclusive to the public sector underwent significant changes. With a focus on collection operations, implementation of public expenditures, and monitoring, international organizations overseeing the accounting profession, spearheaded by the International Federation of Accountants, endeavoured to

develop and globally unify these systems, resulting in the emergence of international accounting standards for the public sector, serving as guiding principles relied upon by professionals to inform their decisions.

Many countries have pursued the adoption and implementation of this system due to their numerous advantages, particularly in ensuring the quality and credibility of financial reporting. However, developing nations faced significant challenges in this endeavor, primarily stemming from limited resources, underdeveloped accounting Systems, and institutional inefficiencies. Algeria, acknowledging the necessity of aligning with global developments, has made concerted efforts to adopt these international standards, despite facing criticism throughout the process. As a result, a transition to a more efficient accounting system became imperative. This led to the enactment of Organic Law 18-15 on state finance and Law 23-07 on public accounting which incorporate, provisions from international accounting standards for the public sector.

1.1. Research Problematic

This study addresses the following main problem:

What are the key reforms undertaken by Algeria in adopting international public sector accounting standards?

1.2. Hypothesis

- Organic Law 18-15 facilitates greater access to financial information, especially for users who lack the authority to obtain such information.
- Law 23-07 rationalizes public expenditures and ensures transparency in the disbursement of public funds.

1.3. Research Aims

The study aims to:

- Introducing the concept of international public sector accounting standards, with referencing to Successful Global Experiences in Their Adoption.
- Examine the most significant reforms within the Algerian public accounting system.
- Evaluate the extent to which Algeria has implemented essential legal reforms to transition to IPSAS.

1.4. Methodology

This study employs an analytical approach to analyze the theoretical concept of IPSAS, examine the latest studies on the trend of countries adopting these standards, analyze the various legal articles included in Organic Law 18-15 and Law 23-07 related to public accounting rules. The aim is to conclude the most important results of these reforms to achieve effective public budget governance.

2. International Public Sector Accounting Standards (IPSAS) framework

2.1 IPSAS definition

Global developments in economics and trade have created challenges in the interpretation of public sector financial data globally, primarily due to the diverse accounting systems employed across countries. In response to these challenges, international organizations within the accounting profession have established a unified framework for the public sector (Hatef, Baldawi, & Abdalkareem, 2020). This led to the creation of International Public Sector Accounting Standards (IPSAS), which serves as a global resource for public accounting reform. Many countries, including Algeria, have adopted IPSAS to enhance the quality of their financial reports. (Muraina & Dandago, 2020, p. 326)

The implementation of IPSAS aims to provide a transparent and accurate financial overview, promoting accrual accounting over traditional cash accounting. Full adoption of IPSAS has the potential to transform accounting practices and mitigate corruption within the public sector. (Ahmed & Nasser dine, 2019)

Furthermore, IPSAS facilitates transparent financial reporting and aims to generate comparable financial information on a global scale. Its application seeks to improve

accountability, transparency, and decision-making by providing reliable information on assets, liabilities, and expenses. (Schmidthubers, Hilgers, & Hofmann, 2020, p. 120)

The importance of IPSAS lies in its potential to establish high-quality accounting standards, thereby assisting public sector institutions worldwide in preparing meaningful financial reports. (Ghader & Bassbous, 2020, p. 5)

2.2. the international public sector accounting standards board

The IPSAS Board, established by the International Federation of Accountants (IFAC), is responsible for overseeing the development of International Public Sector Accounting Standards. Before issuing new standards, the IPSAS Board engages in legal procedures, seeking input from stakeholders through consultation papers and exposure drafts. This stakeholder participation is a critical component of the standard-setting process. (accounting, 2015, p. 1)

Since its inception in 1996, the IPSAS Board has developed standards and resources aimed at enhancing financial reporting in the public sector. By 2001, 17 international standards for the public sector had been established. In 2002 The IPSAS Board initiated a second phase of development, resulting in the creation of an additional 12 IPSASs by 2013. Recent projects have focused on establishing a conceptual framework for the public sector, as well as harmonizing standards with Government Finance Statistics. (IPSASB, 2014, pp. 2-3)

2.3. Benefits

implementation of IPSAS provides many benefits including:

- The IPSAS Board adheres to a structured, public, and participative process in standard-setting; (Polzer, Reichard, & Guiseppe, 2021, p. 4)

- Emphasis on Accounting compatibility and comparability, indicating the necessity for a common accounting language among countries applying national standards; (Al-Kharabsheh, 2021, p. 4)

- IPSAS ensures the credibility and integrity of government accounting and reporting through an independent body setting rules, principles, and bases. (Fathia, 2020, p. 1453)

- Prominent intergovernmental organizations, such as the World Bank and the International Monetary Fund encourage countries to adopt IPSAS, thereby reinforcing its legitimacy; (Brusca & Martinez, 2016, p. 766)

- IPSAS enhances accountability, transparency, and consistency in accounting practices across public sector institutions; (Ahmed & Nasserredine, 2019, p. 328)

- IPSAS has transformed generally accepted accounting principles from the private sector to the public sector, addressing critical issues for public institutions, although some criticisms exist concerning its applicability to the unique characteristics of the public sector; (Ahmed & Nasserredine, 2019, p. 328)

- The IPSAS Board plays an effective role, by implementing a dynamic policy that promotes standards through regular publications and encourages countries to adopt and implement IPSAS. (Brusca & Martinez, 2016, p. 766)

2.4. Barriers

Despite the advantages achieved by IPSAS, it faces some obstacles, including:

The continuous evolution of IPSAS standards occasionally results in inconsistencies, making their application challenging; (Polzer, Reichard, & Guiseppe, 2021, p. 9)

- Inadequacies within the current public accounting system and existing legislation indicate that the national infrastructure may not be fully prepared for IPSAS adoption, necessitating legal reforms and amendments (Ghader & Bassbous, 2020, p. 14)

- Nationalistic tendencies and the desire to maintain control over budget criteria impact financial sustainability, debt, and deficit reduction; (Brusca & Martinez, 2016, pp. 768-769)

- The implementation of IPSAS requires significant investment in workforce training and skills development, which can lead to hesitation among countries due to the substantial costs involved; (Ahmed & Nasserredine, 2019, p. 329)

- Concerns about the governance and control of the IPSAS Board have caused reluctance in some countries. Independent reviews and consultations are launched to address these governance issues; (Brusca & Martinez, 2016, p. 769)

3. IPSAS Implementation in Developing Countries

This section of the research explores international experiences in implementing the International Public Sector Accounting Standards (IPSAS) to provide insights into the challenges and benefits of transitioning to these standards.

3.1. The Malaysian Experience

The Malaysian government committed to adopting IPSAS in 2011, reaching full implementation of accrual-based accounting by 2015. An Accrual Accounting Implementation Team was formed to facilitate this transition, and the Government Accounting Standards Advisory Committee (GASAC) alongside the Accrual Accounting Steering Committee developed localized standards (MPSAS) to better align with Malaysia's specific business environment. This implementation process was supported by a computerized accounting system, an integrated platform for government financial management and accounting.

The implementation process was supported by a computerized accounting system, the integrated system for government financial management and accounting. Despite these efforts, the project faced significant challenges, particularly in terms of human resource inefficiencies and capacity gaps. The transition to these standards requires moving from basic cash accounting practices to a more integrated system, demanding substantial investments in human and technical capacities. Although the government allocated funds for this purpose the extended timeline for system development remains a significant challenge. The adoption of IPSAS in Malaysia faced accounting and reporting challenges, requiring a substantial transformation of accounting principles and methodologies. The comprehensive recognition of assets, liabilities, revenues, and expenses proved challenging, especially in the context of inconsistent and insufficient accounting records. Finally, senior management commitment is crucial for successful implementation.

3.2. The Jordanian Experience

Political conditions in the Middle East placed a burden on Jordan's economy, causing it to suffer from a large budget deficit, indicating that expenditures exceed revenues and a high unemployment rate. This situation necessitated broad reforms and the development of an efficient system to provide relevant information to decision-makers, enabling them to effectively evaluate the government's performance.

In 2016, Jordan began transitioning towards IPSAS to enhance accountability and streamline auditing and anti-corruption processes, with full adoption expected by 2020. However, the implementation faced several obstacles and was described as a 'work in progress' due to the country's inadequate infrastructure for adopting IPSAS legislation to pave the way. The government also aligned its efforts with the requirements of the Council and the International Federation of Accountants, seeking external support and involving stakeholders to share their resources and expertise. Jordan also faced the problem of a lack of expertise and qualified human resources, which obligated it to take the necessary measures. (Aymen Ahmad Abu Haija, 2021)

3.3. The Ethiopian Experience

The Ethiopian government was able to transform its financial management according to IPSAS, and it now has the third-best system in Africa. The Ethiopian government adopted IPSAS in 2017. The Ethiopian Audit Board received a mandate from the government to establish a five-year implementation framework (Nesante Bibio, 2023). However, the reality proved otherwise, as the country encountered several challenges in this regard, these challenges were primarily due to limited funding for the legal bodies responsible for enforcing accounting regulations and initiating the implementation of IPSAS, including costs related to research and development as well as employee training.

Moreover, implementing IPSAS requires additional time and effort, to overcome these obstacles, the government revised the legal and regulatory framework, introduced new regulations, and implemented the necessary measures to support the process.

The relevant Ethiopian organizations, such as the Ethiopian Audit Council and the Ministry of Finance, carry out the implementation process. It has also developed training and empowerment programs to enhance the capabilities of its employees and allocated the necessary financial resources for this. (Gebreyesus, 2021)

3.4. The Liberian Experience

The Liberian government was strictly adopting the GAAP principles when using public funds, but it was unable to achieve the required level of transparency and accountability, which poses a threat to the sustainability of public sector entities. As a result, Liberia to IPSAS in 2009, initially adopting the cash basis of IPSAS, which facilitated the implementation of the Integrated Financial Management Information System (IFMIS) the primary financial management reform program launched by the government at the time. As a result, on November 19, 2009, the government took a giant step by officially announcing the adoption of IPSAS according to the cash basis and moving to the standards according to the accrual basis over a period of 5 years. The process encountered several challenges, particularly the lack of necessary professional expertise, a critical requirement for successful implementation. Additionally, conflicts between IPSAS provisions and existing national laws highlighted the need for legislative amendments and modernization.

Liberia faces significant costs in transitioning from GAAP to IPSAS. consequently, policymakers must take steps to garner political support from key stakeholders, including the executive branch, the legislature, and accounting regulators. (Hussein Slia, 2018)

We notice from the experiences presented above that all developing countries suffer from the same obstacles that make the application of standards a real challenge. Although governments have made various efforts to address these challenges, they have not fully overcome them; however, some improvements have been achieved.

These challenges include not the lack of readiness in infrastructure, which requires time, effort, and comprehensive studies to ensure the successful application of the standards.

Additionally, training human resources is both time-consuming and costly, further extending the duration of the reform process in many countries.

Since Algeria is considered one of the developing countries, and similar to the experiences mentioned previously. The reforms it has instituted in this context will be reviewed in detail as follows.

4. Public accounting system in Algeria

In this part of the research, we will show the efforts made by the Algerian government to reform the public accounting system.

4.1. the public accounting

The accountant general oversees public accounting in the country utilizing the double-entry method to monitor and manage budget operations and annual results. The accounting framework of the public accounting system encompasses the accounting code, prepared by the Ministry of Finance at the Directorate General of Accounting, to regulate financial operations conducted by the Treasury. This system relies on registering the state's financial operations, with the accounting code serving as a table of accounts for Treasury operations to enhance control over public funds. (Fathia, 2020, p. 1455)

4.2. Public accounting laws in Algeria

Public accounting in Algeria is governed by a set of laws explained in a technical, simple, and comprehensive manner. Initially based on French laws applied before independence, Algeria gradually transitioned to adapt these laws to its context. Notably, in 1990, Law 90-21 was published, serving as a fundamental text for public accounting, alongside Law N 63-198 of 08/06/1963 which established a judicial treasury agency;

- Ordinance No. 70-81 of 23/11/1970 which addressed the institution of debt forgiveness;

- Law No. 84-17 of 07/07/1984 relating to the amended and supplemented finance laws;
- Law No. 84-21 of 24/12/1984 relating to the finance law for 1985 Article 189 which introduced an allowance for suspension of fines and irrecoverable pecuniary sentences";
- Law No. 87-20 of 23/12/1987 relating to the finance law for 1988 - Article 156 which allowed for the "admission of testimonial evidence";
- Law No. 88-33 of 31/12/1988 relating to the finance law for 1989- Article 85 "payment by way of credit to a current account";
- Law No. 90-21 of 15/08/1990 relating to public accounting which was modified and supplemented.

Subsequently, all laws and decrees published since independence have contributed to modifying and complementing Algeria's public accounting regulations. These modifications include new articles in finance laws, executive decrees, instructions, and circulars, culminating in the publication of Organic Law No. 18-15 on September 2, 2018, which pertains to public accounting rules. (Ouarab, 2022, pp. 388-389; Ouarab, 2022)

4.3. The international standards adopted in Algeria

to keep up with the IPSAS, Algeria set 17 standards out of 41 that correspond to the situation in Algeria. These standards are a mixture of IPSAS and the French public sector accounting standards due to the similarity of the French and Algerian accounting situations; these standards are called state accounting standards. (Nawel & Amira, 2022, pp. 354-355)

Table1: state accounting standards

Standard Number	Name of Standard	Reference
1	presentation of Financial Statements	IPSAS N 01
2	Cash-Flow Statements	IPSAS N 02
3	revenue from non-exchange transaction.	IPSAS N 23
4	burdens	French standard N 02
5	components of the state treasury	French standard N 10
6	debts and term financial instruments	French standard N 11
7	Investments in associates	IPSAS N 07
8	Presentation of budget information in the financial statements	IPSAS N 24
9	physical assets	French standard N 06
10	intangible assets	IPSAS N 31
11	provisions; liabilities and contingent assets	IPSAS N 19
12	revenue from exchange operation	IPSAS N 09
13	inventories	IPSAS N 12
14	leases.	IPSAS N 13
15	impairment of non-cash-generating assets	IPSAS N 21
16	Accounting Policies, Changes in Accounting Estimates and Errors	IPSAS N 03
17	rights over current assets	standards N 09

Source: Prepared by researchers Referring to (Nawel & Amira, 2022, pp. 354-355)

However, as of now, there is no official document containing the content of these standards. The adoption and application of IPSAS in Algeria have encountered several challenges, as highlighted by: (Nawel & Amira, 2022, p. 360)

- Lack of understanding of IPSAS requirements applicable in accounting practices;
- Lack of experience in the field of IPSAS, necessitating training and courses;
- The significant costs associated with IPSAS implementation, as full compliance is financially demanding, especially considering limited financial resources;
- Poor technology integration, as IPSAS implementation requires technical resources;
- Lack of flexibility among the majority of institutions to adopt IPSAS amendments and reforms, stemming from the incompatibility of legal and tax legislation with conditions in Algeria and the global context.

4.4. public accounting reforms

since its independence, Algeria has issued three laws in the field of reform of the accounting system. The first was approved by Decree No. 65-259, which defines the obligations of public accountants, and was accompanied by Instruction No. 16 of October 12, 1968, regulating the accounting of the public treasury. After that, Law No. 90-21 related to public accounting was issued. According to it, the state's accounting plan was prepared in 1995, and finally, Law 23-07 issued on July 12, 2023. Below, we will explain the content of each law in addition to Organic Law 18-15, which is considered the state finance constitution. Decree No. 65-259 issued on 10/14/1965, which specified the obligations of accountants belonging to the public sector. The issuance of this decree was accompanied by the issuance of many technical rules represented in instructions, circulars, and department memos issued by the General Directorate of Accounting. Where was Instruction No. 16 dated October 12, 1968, and related to the collection of state accounts (Ben Yahya Ali, 2018).

- **Organic Law 18-15:** The General Directorates of the Ministry of Finance developed this law in cooperation with experts from the European Union within the framework of the support and cooperation program. This law, in accordance with Articles 01-02-03-06 thereof, aims to determine the principles and rules of public finance and state accounts, implement financial laws, and monitor their implementation. It also determines the methods of framing and programming the budget, the methods and nature of the amounts, and the allocation of resources to cover the state's burdens. It also authorizes and determines the total amount of resources and the burdens necessary to implement the programs, based on the goals set. This is to modernize public finances and reform the state budget and the public accounting system, which began to be implemented in January 2023. Perhaps the most important thing included in this law is the transition from the means approach to the results approach derived from private sector accounting. (article N01-02-03-06:, 2018)

This approach enhances the role of the Finance Law as a means of setting public policies and strengthening harmony between sectoral strategies, which is included in Article 2 of this law. The exchange shall spend according to the results approach by defining and clarifying first, then studying and evaluating according to the objectives of the public interest, and then granting him the means to achieve these objectives, according to the text of Article 02. (Article N=02, 2018)

The disbursement order does not focus on the extent to which the allocated funds have been consumed, but rather on whether the set objectives have been achieved. Therefore, funds are granted, extended, and credited according to the results achieved.

This law also addresses the limitations of budgetary accounting, which merely reflects collected revenues and paid expenses without offering detailed information on the core components essential for informed decision-making. Article 65 mandates that the state maintain a comprehensive accounting system, incorporating both commitment-based general accounting using double-entry principles and analytical accounting to assess activities.(Article N=65, 2018)

Articles 72-75-76-87 refer to a set of information and statistics related to various types of spending outline requirements for providing information and statistics on various types of spending and revenues, emphasizing their timely availability to the public. This reflects the legislator's commitment to ensuring transparency and enabling public participation in financial decision-making, oversight, and accountability, particularly in assessing how effectively state funds are managed and whether the goals set in the state plan are achieved. (Article N=72-75-76-87, 2018)

This information reflects the various stages involved in formulating, discussing, and implementing public policies. Making this information easily accessible to all users, particularly those without formal authority to obtain it, enhances transparency and disclosure. It also enables public accountability by allowing citizens to assess how public funds are utilized and the extent to which policy goals are achieved.

Finance laws are the primary legislation governing requirements that affect the state's financial resources and obligations (Akhal, 2022). Articles 23-26-33 stipulate that appropriations may not be amended or cancelled except under specific conditions outlined in this law. Additionally, the transfer of appropriations must be authorized through a joint decree between the Minister of Finance and the relevant sector minister. (Article N=23-26-33, 2018)

This ensures that the allocation and disposal of public funds occur solely under predetermined conditions and decrees. This process aids in tracking the flow of funds, facilitates greater control, and contributes to the rationalization of public spending, thereby enhancing public budget governance.

- **Law No. 23-07 of July 21, 2023:** According to Finance Minister Fayed Aziz, during a public session with the Municipal People's Assembly, this law is part of the comprehensive reform plan for public finances. It centers on transitioning from fund accounting to accrual-based accounting, in alignment with an accounting system that organizes financial information in accordance with IPSAS requirements (algerie presse service, 2023).

The law establishes rules for public accounting and financial management applicable to both the state and local entities' budgets and financial operations, as outlined in Article 1. Furthermore, it specifies the duties and responsibilities of agents involved in executing budgets and financial operations for legal entities, as well as the guidelines for handling revenues, expenditures, property, treasury operations, and the accounting and control system. Article 80 outlines a three-dimensional accounting structure, reinforcing the provisions of Article 65 of Organic Law 18-15. Article 82 emphasizes the requirement for maintaining public accounting through digital means, ensuring the preservation, security, and accessibility of information. According to Article 87, public accounting, grounded in the principle of commitment, provides information concerning the state's assets, financial position, and outcomes. (Article N=80-82-87, 2023) Subjecting the budget to generally accepted principles and foundations achieves complete and accurate reporting of state expenditures and revenues, raising the quality of reports issued by the state.

Articles 92 and 93 stipulate that the disbursement order be governed by analytical accounting, allowing for the analysis of activity costs within each program, based on the outputs of public accounting, this approach aims to assess the extent to which the goals of each program have been achieved. (Article N=92-93, 2023).

Article 78 stipulates that supporting documents must be retained for a period of 10 years from the date of their submission to the Accounting Council, with provisions for their preservation if necessary. Chapter Five of this law outlines the total financial statements that must be prepared by the public accountant in accordance with generally accepted principles and rules used to prepare a comprehensive account for the state. This account must present an honest and clear picture of the state's assets and its financial position, in full compliance with the applicable rules and legislation. (Article N=78, 2018)

This approach provides essential information that allows managers to effectively monitor and manage programs track the development of activity and program costs, and enhance the transparency and credibility of the information. It also facilitates the monitoring of the state's accounts in accordance with international public sector accounting standards. Chapter Four,

Article One, emphasizes that the implementation of the budget must be subject to administrative control by the budget controller to ensure that expenditures align with applicable legislation and that appropriations are available. Additionally, the process is subject to judicial oversight, which involves submitting the accounts of disbursement officers and public accountants to the Accounting Council for approval and preparation. A report, along with the budget settlement law, must be submitted to Parliament for oversight through a voting process. Written and oral accountability regarding the use of public funds is also permitted. (Law 27-07, 2023)

The clear definition of the roles, powers, and responsibilities of those responsible for monitoring the implementation of the budget to determine how financial resources are managed, appropriations are correctly disbursed, and reports are prepared ensures the transparency of budget management and the efficient and effective evaluation of performance.

5. Conclusion

The shift towards international accounting standards has become essential to unify the public sector accounting system and ensure the transparency reliability, and comparability of financial reports, which in turn fosters global economic advancement.

Many countries, such as Malaysia, Jordan, Ethiopia, and Liberia, have made efforts to adopt and implement these standards. However, they encountered numerous challenges that significantly limited the extent of adoption.

However, each of these countries made several efforts, with the support of international organizations based on the accounting profession, to overcome these obstacles. Algeria, in turn, joined the international reform movement and, in order to adopt the standards, made a series of reforms, the most important of which was the issuance of the Organic Law 18-15 relating to the state finance laws, considered the state finance constitution, as well as Law 23-07 relating to the rules of public accounting and financial management, aiming to move from fund accounting to accrual basis accounting.

5.1. Results

- Applying IPSAS enhances the principle of transparency and disclosure in developing countries, granting the right to accountability and giving a true picture of the financial situation of public sector institutions, facilitating the decision-making process;
- Developing countries encounter similar barriers to implementing IPSAs, such as limited financial resources, lack of technical expertise, and institutional challenges. Each country has unique needs that require individual study to identify factors, and to determine enablers for a successful transition.
- The accounting systems in the studied developing countries, including Algeria, suffer from several deficiencies. However, they are striving diligently to overcome these shortcomings and transition to IPSAS.
- The application of IPSAS ensures the necessary protection of public funds and works to limit the abuse of power, favouring the public interest.
- Implementing IPSAS faces many challenges and difficulties. The transition requires a realistic, solid plan and a clear strategy. The stages and implementation of the transition and application process must be monitored
- The most important decision taken by Algeria to keep pace with global developments in the field of public accounting is its establishment of Organic Law 18-15 and Law 23-07.
- The establishment of Organic Law 18-15 and Law 23-07 represents Algeria's key step to align with global developments in public accounting, aiming to improve financial management, transparency, and accountability. These laws focus on transitioning to accrual-based accounting, enhancing decision-making processes, and evaluating public policies effectively.

5.1.2 Recommendations

- Developing countries must commit to applying the standards because of the economic and social benefits they provide, contributing to strengthening management, accountability, and transparency in the preparation of financial reports;
- The Algerian government must formulate a robust plan for the transition and a clear strategy, including capacity-building programs and continuous training for public sector employees, to ensure effective adoption and implementation of IPSAS;
- Collaboration with international organizations can provide valuable support particularly in offering technical training, sharing best practices, and facilitating financial assistance to overcome transitional challenges;
- Follow up and monitor the implementation of Organic Law 18-15 and Law 23-07, through periodic reviews, leveraging expertise to assess strengths and weaknesses, and implementing corrective measures to address identified challenges.

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