REPUBLIC OF LIBERIA

The Cabinet Office
Monrovia, Liberia

Institutional Performance Management and Compliance System (PMCS)

2026 Performance Target Setting Form

With Guidelines

Performance Cycle: January – December 2026

Instructions appear in red italics throughout this form.

All six target areas are MANDATORY. No target area may be left blank.

SECTION 1: Institution Details

Complete all fields accurately. This information is used for official identification and communication.

Institution Name:	Internal Audit Agency (IAA)			
Sector:	Transparency & accountability			
Date:	March 9, 2026			
Prepared By:	**Name**	**Position**	**Email**	**Phone**
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Reviewed By:	Hon. Seiwon T. Seidi Deputy Director General Special Audit Department Internal Audit Agency (IAA)			

SECTION 2: Approval by Head of Institution

This section must be completed and signed by the Head of the Institution following internal validation.

Name of Head of Institution:	Hon. David A. Kemah, CPA
Title:	Director General Internal Audit Agency (IAA)
Signature:	
Date of Approval:	March 10, 2026

SECTION 3: 2026 Performance Targets by Target Area

Target Area 1: Strategic Plan Development & Implementation (Weight: 50%)

Target Requirement: Develop/update, launch, and implement the institution's Strategic Plan aligned with the ARREST Agenda for Inclusive Development (AAID). List specific AAID **sectoral interventions** that the plan addresses.

Institutional Situation Note (2025 Strategic Plan Status):
For 2026, institutions fall into two categories based on their strategic planning status at the end of the 2025 cycle:

☒ **Category A: Strategic Plan developed/approved in 2025**	☐ **Category B: Strategic Plan NOT yet completed**

Category A: Strategic Plan Already Developed/Approved (MAJORITY OF INSTITUTIONS)

If your institution developed, validated, and launched its Strategic Plan in 2025, you should **not** repeat the development process. Instead, your 2026 targets should focus on:

- **Implementation** of operational activities from the strategic plan (Component 1C)
- **Maintaining and deepening AAID alignment** — ensuring sectoral interventions are being actively pursued (Component 1B)

Category A institutions will be scored primarily on Components 1B (AAID Alignment, 25%) and 1C (Activities Implemented, 20%). Component 1A (SP Development Process, 5%) will be scored based on the 2025 evidence already on file — no need to redo these steps.

Category A Scoring Summary

Component	Points	What Category A Institutions Set as 2026 Target	Evidence
1A: SP Development Process	5	*IAA has developed, conducted* stakeholder validation, launched the SP on its website, and is currently implementing	2025 SP document, launch report, validation workshop report (already on file), and the IAA website iaa.gov.lr ***To access IAA's Strategic Plan, ctrl+click the link to the IAA website***
1B: AAID Alignment	25	The IAA's Strategic Plan (SP) is aligned with pillar 4 of the AAID, and the IAA has made an intervention in line with the AAID Program 26 Key Interventions stipulated as: • Implementation of an internal audit management system • Strengthening institutional capacity to enforce transparency standards	*The IAA's SP with AAID mapping; quarterly progress reports showing intervention delivery is placed on the IAA's website.* iaa.gov.lr ***To access IAA's Strategic Plan, ctrl+click the link to the IAA website***
1C: Activities Implemented	20	• Qualify 7 auditors as Certified Internal Auditors in 2026 • Qualify 1 auditor as a professional accountant (CPA, ACCA, CA) in 2026 • Qualify 2 auditors as Certified Information Systems Auditors (CISA) in 2026.	Activity-level evidence: reports, registers, and field records with quantities and dates will be placed on file.

		• Acquire land for the construction of the IAA Headquarters • Create client profiles and users' definitions in ISoft. *ISoft is an audit automation software whose acquisition began in 2025 by the IAA.* • Automate risk assessment, risk-based audit plan, audit execution, audit reporting, and audit follow-up reviews of client entities in 50 MACs in 2026. • Train 220 internal auditors on the use of ISoft in 2026. • Deploy ISoft in the conduct of audits of client entities 5 MACs during 2026. • Rollover 150 resident auditors from MACs to the IAA. • Evaluate and score 93 client entities on their compliance with laws, regulations, systems, and procedures during 2026.	

Category A — Target Setting Table

List your 2026 operational implementation targets from the existing Strategic Plan. Focus on Component 1C activities and ongoing AAID alignment.

Key Objective	Expected Outcome	Q1 Milestone	Q2 Milestone	Q3 Milestone	Q4 Milestone	Associated Institution(s)	Resources	Est. Cost	Resp. Unit
Acquire land for the construction of the IAA Headquarters by Quarter 4.	Land for IAA Headquarters construction acquired.	Hold discussions with the Minister of Finance, the Comptroller General, and the GSA Director General	Identify funding source and obtain approval	Proposed funding from a percentage of Special Audit fees, the government of Liberia, and Donor Partners.	Open an account and make deposits	Ministry of Finance, General Services Agency, and the Internal Audit Agency	Percentage of Special Audit fees	For year 1, $25,000 saved.	IAA's administration
Create 93 clients' profiles and users' definitions in IAA's audit software (ISoft) by Quarter 4.	Clients' Profiles created	Develop clients' profiles for the software for input	Conclude uploading of profile for test run	Commence training for staff on automated software	Go live and perform test audits	MACs and SOEs	Audit fees	$75,000	Audit Service Department and Department of Administration
Automate risk assessment, risk-based audit plan, audit execution, audit reporting, and audit follow-up reviews of client entities in 50 MACs by Quarter 4.	Risk assessment, risk-based audit plan, audit execution, audit reporting, and audit follow-up reviews of client entities in 50 MACs are automated.	Conclude risk assessment and summarize the report	Evaluate risk-based audit plans for entities	Prepare and execute audit plans	Prepare quarterly reports and submit to the heads of entities.	Prepare an annual report for the office of the President	Quarterly budgetary allocation	Quarterly allocation $120,000	Director General and Department of Administration
Deploy ISoft in 50 MACs to conduct audits by Quarter 4.	ISoft is deployed on five (5) MACs	Identify MACs based on risk assessment		Evaluate performance and implementation	Go live, conduct risk assessment andperform audit	Selected institutions	Complete and print	$20,000	Departments of Audit Services, Special

									Audits, and Administration
Roll over 150 resident auditors from MACs to the IAA by Quarter 4.	150 resident auditors rolled over the IAA.	Hold discussions with the Ministry of Finance and the Civil Service Agency	Negotiate a budgetary transfer from MACs to IAA	Conduct training for rollover auditors	Deploy rollover auditors	Ministry of Finance, Civil Service Agency, and MACs	Evaluate the performance of rollover auditors	Budget line of entities	Department of Administration

Target Area 2: Service Delivery Charter (SDC) Implementation (Weight: 15%)

Target Requirement: Implement service standards specified in the Service Delivery Charter. Track timeliness (70%), cost (10%), and availability (20%) for each service.

Performance Indicators:

- % improvement in service delivery timeframes
- Client satisfaction levels
- % of services meeting SDC standards

IMPORTANT: Only EXTERNAL-FACING services qualify (licenses, permits, registrations, inspections for citizens/businesses). Internal processes (staff appraisals, budget prep, procurement, policy development) are NOT services and will be disqualified during appraisal.

If your services carry fees, those fees constitute internal revenue. You MUST also set a revenue target under Target Area 3, Option B.

Key Objective	Expected Outcome	Q1 Milestone	Q2 Milestone	Q3 Milestone	Q4 Milestone	Associated Institution(s)	Resources Required	Est. Cost	Responsible Unit
Conduct 2026 annual risk assessments for 93 Ministries, Agencies, and Commissions by the end of Quarter 1.	Ninety-three (93) annual risk assessments were conducted for 93 MACs in 2026.	Risks assessments conducted, Risks registers developed and submitted to 93 MACs.	Provide guidance and assistance to MACs in developing Risks Mitigation Plan (RMP).	Provide guidance and assistance to MACs in monitoring Risks and applicable controls in the mitigation plan	Provide guidance and assistance to MACs in conducting an impact assessment of the RMP.	*MFDP, 93 MACs where IAA has deployed, Donor Partners (World Bank and AFDB)*	*Skilled auditors, logistics such as computers, vehicles, and internet connectivity, to conduct and assist in the monitoring of risks.*	($ 1,000X 93) = **$93,000.00**	Audit Services Department.
Conduct at least 10 Special audits of Ministries, Agencies, and Commissions by the end of Quarter 4 2026.	At least ten Special Audits have been conducted and reports issued to client entities	Special audits are identified based on risk assessment and work plan or based on a request by client entities.	At least three special (3) audits to be conducted and reports issued to client entities.	At least five (5) audits to be conducted and reports issued to client entities	At least four (2) audits to be conducted and reports issued to client entities	*MFDP, MACs where the audits will be conducted, Donor Partners (World Bank and AFDB)*	*Skilled auditors, logistics such as computers, vehicles, and internet connectivity, to conduct special audits.*	($ 5,000X 10) = **$50,000.00**	Special Audits Department (SAD)

Key Objective	Expected Outcome	Q1 Milestone	Q2 Milestone	Q3 Milestone	Q4 Milestone	Associated Institution(s)	Resources Required	Est. Cost	Responsible Unit
Conduct at least 15 Compliance audits of MACs by Quarter 4	At least Fifteen (15) Compliance Audits conducted and reports issued to client entities	Compliance audits are identified based on risk assessment and work plan, or based on a request by client entities.	At least four (4) compliance audits to be conducted and reports issued to client entities.	At least eight (8) compliance audits to be conducted and reports issued to client entities	At least three (3) compliance audits to be conducted and reports issued to client entities	*MFDP, MACs where the audits will be conducted, Donor Partners (World Bank and AFDB)*	*Skilled auditors, logistics such as computers, vehicles, and internet connectivity, to conduct special audits.*	($ 5,000X 15) = **$75,000.00**	Audit Services Department (ASD)
Conduct at least 15 Financial audits of MACs by Quarter 4.	At least fifteen (15) Financial Audits were conducted and reports issued to client entities	Financial audits are identified based on risk assessment and work plan, or based on a request by client entities.	At least four (4) financial audits to be conducted and reports issued to client entities.	At least eight (8) financial audits to be conducted and reports issued to client entities	At least three (3) financial audits to be conducted and reports issued to client entities	*MFDP, MACs where the audits will be conducted, Donor Partners (World Bank and AFDB)*	*Skilled auditors, logistics such as computers, vehicles, and internet connectivity, to conduct special audits.*	($ 5,000X 10) = **$50,000.00**	Audit Services Department (ASD)
Conduct at least 10 performance audits of MACs by Quarter 4.	At least Ten (10) Performance Audits conducted and reports issued to client entities	Performance audits are identified based on risk assessment and work plan, or based on a request by client entities.	At least four (4) Performance audits to be conducted and reports issued to client entities.	At least four (4) Performance audits to be conducted and reports issued to client entities	At least two (2) Performance audits to be conducted and reports issued to client entities	*MFDP, MACs where the audits will be conducted, Donor Partners (World Bank and AFDB)*	*Skilled auditors, logistics such as computers, vehicles, and internet connectivity, to conduct special audits.*	($ 5,000X 10) = **$50,000.00**	Audit Services Department (ASD)
Conduct at least 15 Human Resources audits *of MACs by Quarter 4.*	At least fifteen (15) Human Resources Audits were conducted and reports issued to client entities	Performance audits are identified based on risk assessment and work plan, or based on a request by client entities.	At least four (4) Human Resources audits to be conducted and reports issued to client entities.	At least eight (8) Human Resources audits to be conducted and reports issued to client entities	At least three (3) Human Resources audits to be conducted and reports issued to client entities	*MFDP, MACs where the audits will be conducted, Donor Partners (World Bank and AFDB)*	*Skilled auditors, logistics such as computers, vehicles, and internet connectivity, to conduct special audits.*	($ 5,000X 15) = **$75,000.00**	Audit Services Department (ASD)
Conduct at least 10 Information Systems Audits *of MACs by Quarter 4.*	At least ten (10) Information Systems Audits were conducted and reports	Information Systems audits are identified based on risk assessment and workplan or based on a	At least four (4) Information Systems audits to be conducted and reports	At least four (4) Information Systems audits to be conducted and reports	At least two (2) Information Systems audits to be conducted and reports	*MFDP, MACs where the audits will be conducted, Donor Partners (World Bank and AFDB)*	*Skilled auditors, logistics such as computers, vehicles, and internet connectivity, to*	($ 10,000X 10) = **$100,000.00**	Audit Services Department (ASD)

Key Objective	Expected Outcome	Q1 Milestone	Q2 Milestone	Q3 Milestone	Q4 Milestone	Associated Institution(s)	Resources Required	Est. Cost	Responsible Unit
	issued to client entities	request by client entities.	issued to client entities.	issued to client entities	issued to client entities		*conduct special audits.*		
Develop and publish at least 93 scorecards by Quarter 4.	Ninety-three (93) Scorecard to be developed and published in 2026.	Quarter 1 Scorecards were developed by Auditors at 93 client entities and submitted to the Heads of entities.	Quarter 2 Scorecards were developed by Auditors at 93 client entities and submitted to Heads of entities.	Quarter 3 Scorecards developed by Auditors at 93 client entities and submitted to Heads of entities.	Quarter 4 Scorecards were developed by Auditors at 93 client entities and submitted to the Heads of entities. Quarters 1, 2, 3, and 4 to be consolidated and published.	*MFDP, 93 MACs where the audits will be conducted, Donor Partners (World Bank and AFDB)*	*Skilled auditors, logistics such as computers, vehicles, and internet connectivity, to conduct special audits.*	($ 1,000X 93) = **$93,500.00**	Audit Services Department (ASD

Target Area 3: Resource Mobilization (Weight: 10%)

Target Requirement: Set and achieve targets for resource mobilization.

ALL institutions must complete at least one option. Revenue-generating institutions with paid SDC services MUST complete Option B, in addition to Option A.

MANDATORY: No institution may leave this target area blank. Even institutions that do not generate revenue must pursue external (partnership-based) fundraising (Option A).

Option A: External (Partnership-Based) Fundraising

Set a specific total revenue target amount. Government budget allocations do NOT count. Track progress through 4 sequential milestones: (1) Engagement Held, (2) Proposal Submitted, (3) Funds Committed, (4) Funds Received. Score = (Completed Milestones ÷ 4) × 10.

Key Objective	Expected Outcome	Q1 Milestone	Q2 Milestone	Q3 Milestone	Q4 Milestone	Associated Implementing Institution(s)	Resources Required	Estimated Cost	Responsible Unit
Source $500,000.00 funding from Donor partners by writing project proposals to fund audit services and special audits by Quarter 3.	*$ 500,000 Secured funds from the World Bank, AFDB, and European.*	*Establish a Research and Resource Mobilization Unit (Project proposal writing)*	*Submit a minimum of 3 proposals To the World-Bank, AFDB, European Union and other partners.*	*Partnership with World-bank and AFDB to be formalized.*	Begin fund execution and report outcomes.	*MFDP, World-Bank, AFDP, European Union*	*Research and Resource Mobilization Unit,* Consultants' fees, and operations of the Unit	*$ 50,000*	*Administration Department*

Target Area 4: Systems Efficiency Improvement (Weight: 5%)

Target Requirement: Identify areas of resource leakage (fraud or waste) and implement solutions with **quantifiable gains.** Every efficiency target MUST include a measurable BASELINE and END-POINT.

Performance Indicators:

- % reduction in resource leakages (with baseline and result)
- Cost savings achieved (in dollar or percentage terms)
- Time reduction achieved (in days/hours with baseline and result)

MANDATORY: Targets that describe only activities or purchases without measurable efficiency gains will NOT qualify. State: what the problem is NOW (baseline), what you will do (intervention), and what the measurable result will be (end-point).

SMART format: "Reduce [metric] from [baseline] to [end-point] by [date] through [intervention], evidenced by [evidence source]."

SN	Key Objective	2025 Actual (Baseline)	2026 Target Amount	Q1 Milestone	Q2 Milestone	Q3 Milestone	Q4 Milestone	Associated Implementing Institution(s)	Resources Required	Est. Cost	Evidence Source	Responsible Unit
1	Reduce institutional resource leakages by at least 20% by Q4 2025 through procurement, validation of stationery stock, and physical asset control in the storeroom.	$50,000.00	$30,000.00	$5,000.00	$5,000.00	$5,000.00	$5,000.00	PPCC, MFDP	Stock ledgers, laptops, and CCTV cameras.	$ 4,000	Stock count ledgers, records, and CCTV recordings.	*Administration Department*

Target Area 5: Institutional Capacity Building (Weight: 10%)

Target Requirement: Identify areas for capacity building to improve institutional performance**.** Systematically develop workforce capacity through needs assessment, planning, and training delivery.

Institutional Situation Note (2025 CNA / Capacity Plan):

For 2026, institutions fall into two categories based on the conduct of a Capacity needs assessment (CNA) or tenor of Capacity Building (CB) plan::

☒ **Category A:** **CNA completed in 2025, and the plan is still valid**	☐ **Category B:** **No CNA, or 2025-only CB plan**

Category A: If your institution completed a CNA in 2025 and your Training/Capacity Building Plan is multi-year (e.g., 2–3 years) and still valid for 2026, you should **not** repeat the CNA. Instead, set 2026 targets that focus on:

- Implementing the 2026 trainings scheduled in the existing plan, and
- Updating timelines/participant numbers only where needed (e.g., staffing changes or budget constraints).

Category B: If your institution did NOT conduct a CNA in 2025, or your capacity building plan was only for 2025 and is no longer valid, you must follow the 3-step sequence below (CNA → Plan → Implement) and set targets for all applicable steps in 2026.

Performance Indicators:

- CNA completed with prioritized skill gaps identified (Category 2)
- % of planned trainings delivered
- Number of staff trained in priority skill areas (with attendance evidence)

NOTE: Each training must specify: number of staff, subject, date, and trainer. Attendance evidence is required. Count distinct training activities. Flag cross-cutting training needs (M&E, PFM, etc.) for coordination with LIPA.

Category A institutions: Use the table below to list your 2026 training implementation targets from the existing plan.

Category B institutions: Use the table below to set targets for CNA (Q1), Plan development (Q2), and training delivery (Q3–Q4).

Key Objective	Expected Outcome	Q1 Milestone	Q2 Milestone	Q3 Milestone	Q4 Milestone	Associated Institution(s)	Resources Required	Est. Cost	Responsible Unit
Qualify 7 auditors as Certified Internal Auditors (CIA) by Quarter 4.	Seven (7) auditors qualified as CIAs in 2026	One (1) to sit part 3 and qualify in February 2026.	Hire a training consultant. Prepare six (6) auditors for parts 1, 2, and 3	Six auditors to sit parts 1 and 2 during Quarter 3.	The same Six auditors to sit parts 2 and 3 during Quarter 4.	*MFDP, the Institute of Internal Auditors Global and Donor Partners (World Bank and AFDB*	Funds to hire a consultant, prep courses, and course registration fees.	**$ 26,998.00**	Administration Department
Qualify (Enroll) 1 auditor as a professional accountant (CPA, ACCA, CA) by Quarter 4.	One (1) auditor qualified as a professional accountant (CPA, ACCA, CA)	Register 1 auditor with a professional body CPA, ACCA, CA)	Hire a training consultant and procure study materials (prep) to prepare the auditor for the exam.	The auditor attends preparatory classes to be exam-day-ready.	Auditor sits on at least two papers by quarter 4.	*MFDP, LICPA, Institute of Certified Public Accountants, ACCA, and Donor Partners (World Bank and AFDB*	Funds to hire a consultant, prep courses, and course registration fees.	**$ 12,000.00**	Administration Department
Qualify 2 auditors as Certified Information System Auditor (CISA) in 2026.	Two (2) auditors are qualified CISA.	Register the two auditors with the Information Systems Audit and Control Association (ISACA)	Hire a training consultant and procure study materials (prep) to prepare the auditors for the exam.	Auditors go through preparatory classes to be exam-day-ready	Auditors sit the CISA exam.	*MFDP, ISACA, and Donor Partners (World Bank and AFDB*	Funds to hire a consultant, prep courses, and course registration fees	**$10,000.00**	Administration Department
Train 220 internal auditors on the use of ISoft in 2026	220 internal auditors trained in the use of ISoft.								

Target Area 6: Managerial Indicator Matrix – MIM (Weight: 10%)

Target Requirement: Meet five mandatory governance benchmarks with fixed national targets. Institutions do not set their own targets for these indicators. Plan HOW you will meet each benchmark and maintain evidence throughout the year.

EVIDENCE REQUIRED: For the annual appraisal, all MIM indicators must be supported by documentary evidence (meeting minutes and action points, AWP tracking, complaints registers, audit response matrices, procurement files). High percentages without records will be recalculated based on available evidence.

If no recent audit exists (within the last 5 years), note this below and flag it for Cabinet Office attention.

SN	Indicator	National Target	How Your Institution Will Meet This	Evidence System	Responsible Unit
1	Weekly Senior Management Team Meetings	**40 meetings (Jan–Dec)**	Executive Management meets four (4) times every month on Tuesdays (48).	*Signed minutes with attendance list, filed weekly*	Director General's Chief of Office Staff.
2	Annual Work Plan (AWP) Implementation	**80%**	IAA's three (3) departments, Audit Services, Special Audits, and Administration, all prepare annual workplans to guide execution.	*A calendar of activities is developed to track the implementation of workplans.*	Audit Services, Special Audits, and Administration Departments
3	Public Complaints Resolved within 15 Days	**85%**	Complaints are usually filed through the office of the Department of Administration.	*Complaints register with receipt and resolution dates to be maintained.*	Administration Departments
4	Audit Recommendations Implemented	**90%**	The IAA Implements Audit recommendations through the Audit Recommendations Implementation Committee, comprising the Director General (Chairman), Deputy Director General for Audit Services (Co-Chair), Deputy Director General for Special Audits (Member), Deputy Director General for Administration (Member), Executive Director for Administration (Member), and the Internal Audit Director (Secretary, non-voting member).	The Audit Recommendations Implementation Tracker has the details of implementation.	Audit Services, Special Audits, and Administration Departments
5	Procurement Compliance (PPCC procedures)	**95%**	Oversight of Procurement is done by IAA's Procurement Committee, with the DG as Chairman and Deputies as members.	Procurement files, compliance audit, PPCC reports	Administration Departments

SECTION 4: Risk Management and Mitigation Plan

Identify key risks that may affect achievement of your 2026 performance targets. Each target area must have its own risk assessment. Assess each risk by likelihood and impact, and propose mitigation strategies.

Complete a risk assessment for EACH target area below. Risks should be specific to your institution and the target concerned.

Categories of risks include Financial, Operational, Political, Security, and Other Risks.

Target 1 Risks: Strategic Plan Development & Implementation

Risk to Target 1: Strategic Plan				
Risk Description	**Likelihood**	**Impact**	**Risk Level**	**Mitigation Plan**
Financial Risks				
Non-availability or slow disbursement of budgetary allotments- The probability that MFDP will fail to provide needed resources on time to fund the cost for implementation of IAA's Strategic Plan.	Very Likely	Major	High	Although the release of allotment has improved, Management should robustly pursue MFDP to be timelier in the release of funds.
Operational Risks				
Power Outage- A continuous power outage during process implementation could impede the timely implementation.	Likely	Major	High	IAA's standby generator should be continuously serviced, and provision should be made for extra fuel to run the generator during a power interruption.
Political Risks				
Public sector entities may not timely implement audit Recommendations - Heads of public sector entities may not have the will to implement audit recommendations arising from audit reports.	Likely	Major	High	A robust audit recommendation tracker should be developed to follow up on implementation and escalate to the relevant governance committee, such as the Audit Recommendations Implementation Committee (ARIC).
Security Risks				
Cyber Security Risk- Computers and computer-related equipment may be breached by hackers, affected by malware, or stolen.	Likely	Major	High	1. Management should develop an IT acceptable use policy and provide training for staff to comply with the policy. 2. Information system and resources should be timely back-up and stored in a secure off-site location. Anti-virus software should be procured and installed on computers and computer-related equipment, and

				physical access should be restricted to authorized persons.
Other Risks				

Target 2 Risks: SDC Implementation

Risk to Target 2: SDC Implementation				
Risk Description	**Likelihood**	**Impact**	**Risk Level**	**Mitigation Plan**
Financial Risks				
Misallocation of funds- The risks of funds being applied to unrelated activities.	Unlikely	Major	Medium	Proper monitoring of disbursement codes to ensure that spendings are in line with planned activities and the budget.
Operational Risks				
Limited staff capacity - Staff may not have sufficient skills and experience to perform professional internal audit services.	Likely	Major	High	Budgetary appropriations should be increased for IAA to recruit qualified and competent individuals and train existing staff to perform professional internal audit services.
Political Risks				
Lack of IAA's presence in some public sector entities to manage internal audit functions - Implementation of SDC may be impeded due to limited resources to recruit and deploy staff, and or the non-cooperation of management of some public sector entities.	Very Likely	Major	High	IAA's budget should be increased to recruit and deploy staff in all public sector entities. IAA should escalate to the Presidency the names of non-cooperative entities.
Security Risks				
Vulnerabilities in ICT systems enabling fraud or data manipulation.	Likely	Major	High	Application of adequate and effective ICT general and soft controls.
Other Risks				

Target 3 Risks: Resource Mobilization

Risk to Target 3: Resource Mobilization				
Risk Description	**Likelihood**	**Impact**	**Risk Level**	**Mitigation Plan**
Financial Risks				
Risks of partners not releasing funds to support a project.	Likely	Major	High	IAA Management should establish a Project Implementation Unit to robustly follow up on project implementation partners.
Operational Risks				
Management could fail to provide the needed resources to undertake audit and training - Even though funds could be available, Management may prioritize other projects instead of planned capacity building.	Unlikely	Major	Medium	Management should endeavor to implement the SDC in its entirety.
Political Risks				
There may exist parallel internal audit functions- The existence of parallel internal audit functions established by project implementing partners is a violation of the IAA's Act and impedes the independence of internal audit and the objectives of the Government of Liberia.	Likely	Moderate	High	Internal operating functions that conflict with the IAA's Act should be dissolved and escalated to the Presidency when dissolution is resisted.
Security Risks				
Vulnerabilities in project ICT systems enabling fraud or data manipulation.	Likely	Major	High	Application of adequate and effective ICT general and soft controls.
Other Risks				

Target 4 Risks: Systems Efficiency Improvement

Risk to Target 4: Systems Efficiency				
Risk Description	**Likelihood**	**Impact**	**Risk Level**	**Mitigation Plan**
Financial Risks				
Payments to vendors could take longer than required.	Likely	High	High	A service delivery standard should be established, and implementation should be enforced.
Operational Risks				
Audit reporting services could be delayed.	Likely	High	High	A service delivery standard should be established, and implementation should be enforced.
Political Risks				
Unqualified vendors could be preferred in a competitive bid process.	Likely	High	High	All procurements should meet the PPCC requirement and should be processed through the e-GP software.
Security Risks				
Processing system downtime could disrupt service delivery.	Very Likely	High	High	Preventive controls, such as regular upgrades and system backups, should be deployed.
Other Risks				
Exposure to litigation if citizen information is compromised.	Likely	High	High	A privacy framework should be developed, and strict adherence should be instituted.

Target 5 Risks: Institutional Capacity Building

Risk to Target 5: Capacity Building				
Risk Description	**Likelihood**	**Impact**	**Risk Level**	**Mitigation Plan**
Financial Risks				
Lack of resources to fund capacity-building processes.	Very Likely	High	High	IAA Management should engage MFDP and other relevant partners to fund capacity building.
Operational Risks				
Staff may be resistant to change and refuse to accept new training.	Likely	High	High	The IAA training development plan should include consequences for deliberate refusal to upgrade.
Political Risks				
Hierarchy may favor specific staff over illegible staff.	Likely	Medien	Moderate	Evaluation criteria for capacity building should be clearly spelled out.
Security Risks				
Cybersecurity Risk: Lack of secure communication channels for sharing training resources.	Likely	Medien	Moderate	Physical and logical access controls should be designed and effectively implemented.
Other Risks				

Target 6 Risks: Managerial Indicator Matrix (MIM)

Risk to Target 6: MIM				
Risk Description	**Likelihood**	**Impact**	**Risk Level**	**Mitigation Plan**
Financial Risks				
Non-availability or slow disbursement of budgetary allotments- The probability that MFDP will fail to provide needed resources on time to fund the cost for implementation of IAA's Strategic Plan.	Very Likely	Major	High	Although the release of allotment has improved, Management should robustly pursue MFDP to be timelier in the release of funds.
Misallocation of funds- The risks of funds being applied to unrelated activities.	Unlikely	Major	Medium	Proper monitoring of disbursement codes to ensure that spendings are in line with planned activities and the budget.
Risks of partners not releasing funds to support a project.	Likely	Major	High	IAA Management should establish a Project Implementation Unit to robustly follow up on project implementation partners.
Payments to vendors could take longer than required.	Likely	High	High	A service delivery standard should be established, and implementation should be enforced.
Payments to vendors could take longer than required.	Likely	High	High	A service delivery standard should be established, and implementation should be enforced.
Operational Risks				
P**ower Outage- A continuous** power outage during process implementation could impede the timely implementation.	Likely	Major	High	IAA's standby generator should be continuously serviced, and provision should be made for extra fuel to run the generator during a power interruption.
Limited staff capacity - Staff may not have sufficient skills and experience to perform professional internal audit services.	Likely	Major	High	Budgetary appropriations should be increased for IAA to recruit qualified and competent individuals and train existing staff to perform professional internal audit services.
Management could fail to provide the needed resources to undertake audit and training - Even though funds could be available, Management may prioritize other projects instead of planned capacity building.	Unlikely	Major	Medium	Management should endeavor to implement the SDC in its entirety.

Audit reporting services could be delayed.	Likely	High	High	A service delivery standard should be established, and implementation should be enforced.
Staff may be resistant to change and refuse to accept new training.	Likely	High	High	The IAA training development plan should include consequences for deliberate refusal to upgrade.
Political				
Public sector entities may not timely implement audit Recommendations - Heads of public sector entities may not have the will to implement audit recommendations arising from audit reports.	Likely	Major	High	A robust audit recommendation tracker should be developed to follow up on implementation and escalate to the relevant governance committee, such as the Audit Recommendations Implementation Committee (ARIC).
Lack of IAA's presence in some public sector entities to manage internal audit functions - Implementation of SDC may be impeded due to limited resources to recruit and deploy staff, and or the non-cooperation of management of some public sector entities.	Very Likely	Major	High	IAA's budget should be increased to recruit and deploy staff in all public sector entities. IAA should escalate to the Presidency the names of non-cooperative entities.
There may exist parallel internal audit functions- The existence of parallel internal audit functions established by project implementing partners is a violation of the IAA's Act and impedes the independence of internal audit and the objectives of the Government of Liberia.	Likely	Moderate	High	Internal operating functions that conflict with the IAA's Act should be dissolved and escalated to the Presidency when dissolution is resisted.
Unqualified vendors could be preferred in a competitive bid process.	Likely	High	High	All procurements should meet the PPCC requirement and should be processed through the e-GP software.
Cybersecurity Risk: Lack of secure communication channels for sharing training resources.	Likely	Medien	Moderate	Physical and logical access controls should be designed and effectively implemented.
Security Risks				
Cyber Security Risk- Computers and computer-related equipment may be breached by hackers,	Likely	Major	High	3. Management should develop an IT acceptable use policy and provide

affected by malware, or stolen.				training for staff to comply with the policy. 4. Information systems and resources should be backed up on time and stored in a secure off-site location. Anti-virus software should be procured and installed on computers and computer-related equipment, and physical access should be restricted to authorized persons.
Vulnerabilities in ICT systems enabling fraud or data manipulation.	Likely	Major	High	Application of adequate and effective ICT general and soft controls.
Vulnerabilities in project ICT systems enabling fraud or data manipulation.	Likely	Major	High	Application of adequate and effective ICT general and soft controls.
Processing system downtime could disrupt service delivery.	Very Likely	High	High	Preventive controls, such as regular upgrades and system backups, should be deployed.
Cybersecurity Risk: Lack of secure communication channels for sharing training resources.	Likely	Medien	Moderate	Physical and logical access controls should be designed and effectively implemented.
Other Risks				
Exposure to litigation if citizen information is compromised.	Likely	High	High	A privacy framework should be developed, and strict adherence should be instituted.

RISK RATING KEY

Very likely Probably expect the event to occur in most circumstances	**Medium (3)**	**High (4)**	**High (5)**
Likely The event is likely to occur at least once over the coming year	**Low (2)**	**Medium (3)**	**High (4)**
Unlikely Occurrence is conceivable, but unlikely to occur	**Low (1)**	**Low (2)**	**Medium (3)**
	Minor Minimal effect; limited impact on results	**Moderate** Noticeable delays or quality degradation	**Major** Severe disruption or inability to deliver outcomes