

REPUBLIC OF LIBERIA

INTERNAL AUDIT AGENCY



SERVICE DELIVERY CHARTER

FOR THE PERIOD 2025

Approved Date: December 3, 2025

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LIST OF ACRONYMS

ACCA	Association of Charter Certified Accountant
BCC	Bomi Community College
BSE	Bureau of State Enterprise
CARI	Central Agriculture Research Institute
CFE	Certified Fraud Examiner
CIA	Certified Internal Auditor
CPA	Certified Public Accountant
DDGA	Deputy Director General for Administration
DDGAS	Deputy Director General for Audit Services
DDGSA	Deputy Director General for Special Audit
DG	Director General Internal Audit Agency
FDA	Forestry Development Authority
GSA	General Services Agency
GOL	Government of Liberia
GTMS	Global Tracking and Maritime Solutions
IFMIS	Integrated Financial Management Information System
LiMA	Liberia Maritime Authority
LRA	The Liberia Revenue Authority
LTA	Liberia Telecommunication Authority
MACs	Ministries, Agencies, and Commissions
MFDP	Ministry of Finance and Development Planning
MOCI	Ministry of Commerce and Industry
MOH	Ministry of Health
MOJ	Ministry of Justice
MOS	Ministry of States for Presidential Affairs
NaFAA	National Fisheries and Aquaculture Authority
NBC	National Bureau of Concession
NLA	National Lottery Authority
NOCAL	National Oil Company
Pentana	Audit Software
PCC	Paynesville City Corporation
PPCC	Public Procurement and Concession Commission
SDC	Service Delivery Charter

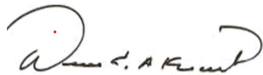
FOREWARD

Dear Customers.

We are pleased to present to you the Charter of the Internal Audit Agency (IAA) for the forthcoming three years, 2025-2027. The Service Delivery Charter (SDC) will serve as a guide and basis for our services to the public, including the quantity, quality, and conditions of services to be provided. The Charter also provides information about your rights and the channels through which you can report and get redress when your rights are violated or when our services do not meet required standards.

With this Charter, we are committing ourselves to provide services at the highest possible standards, and would We'll do our best to ensure effective implementation of the Charter. We welcome feedback from the public so that we can continuously improve on these standards and, by extension, the quality of our services, for the betterment of the People of Liberia.

The IAA also recognizes that the delivery of quality service can only be achieved through a motivated professional workforce. We shall therefore continue to invest in our staff and retrain them on a continuous basis. By outlining its commitments to you, the Agency is seeking to match its quality of service to customers' needs and expectations. The IAA therefore looks forward to continuous support from the public as it embarks on implementing this Service Charter.



David A. Kemah, CPA,
Director General,
Internal Audit Agency

ACKNOWLEDGEMENT

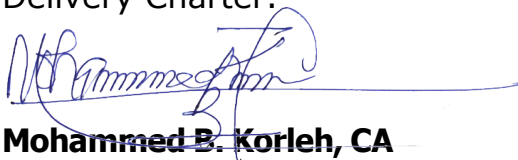
A document like this takes the collective effort of numerous stakeholders, tirelessly contributing to the initiation, information gathering processes, document completion, and most importantly, to the effective implementation of this all-important document.

Accordingly, our sincere appreciation goes to the President of the Republic of Liberia, His Excellency, President Joseph N. Boakai, through whose signature initiative, the Performance Management and Compliance System (PMCS), this requirement for service excellence was instituted. Our profound appreciation also goes to the Director General of Cabinet, Hon. Nathaniel Kwabo, and the staff of the Cabinet Secretariat, for their guidance and support with this noble initiative.

The development of this Charter would not have been possible without the vital technical assistance from the International Consultant, Mrs. Doris Idahor.

Our appreciation also goes to the Office of the President for their valuable contribution and inputs to the development of this Charter. Your consistent focus and efforts have brought remarkable progress with the successful completion of this project.

Finally, our earnest appreciation goes to our many hardworking and dedicated staff, particularly the frontline employees, who daily represent the IAA in interfacing with our valued customers and providing quality services to meet their needs. Your efforts and professionalism will bring to life the spirit of this Service Delivery Charter.

A handwritten signature in blue ink, appearing to read 'Mohammed B. Korleh', with a long horizontal line extending to the right.

Mohammed B. Korleh, CA
Deputy Director General for Administration,
Internal Audit Agency

1 INTRODUCTION

1.1. Background

The IAA is an arm of the Government of Liberia (GOL), responsible for establishing, directing and controlling internal audit functions in all public sector entities in Liberia. The Agency has the mandate to promulgate policies and standards to guide and regulate the practice of internal auditing and internal auditors in the public sectors of Liberia.

This Service Delivery Charter (SDC) for the IAA constitutes a social contract, commitment and agreement between the Agency and citizens of Liberia. It sets out our services and responsibilities to continuously improve performance and quality of services to citizens. It enhances and fast tracks the delivery of services to improve the lives of our people. The SDC enables service beneficiaries to understand what they can expect from us and forms the basis of engagement between IAA and citizens.

1.2. Rationale

The rationale for the development of this Service Charter is to guide the delivery of quality services to the people and ensure optimal utilization of limited resources in the shortest time possible. The Charter explains what IAA is supposed to provide in terms of services, as well as eligibility conditions for accessing these services. The charter will also serve as a benchmark to assess the Agency's performance, as defined by our mandate and the GOL's development plan.

The SDC shall allow the IAA to:

- Define the services offered to stakeholders
- Outline the service standards that underpin the services offered
- Inventory our commitments towards meeting the general and specify needs of our stakeholders.

1.3. Objectives

The objectives of the service charter are as follows:

- 1.3.1.** Improve service delivery culture of public institution to the general public
- 1.3.2.** Clarify IAA's roles and responsibility in the public sector and the rights and obligations of each of the parties.

- 1.3.3.** Reinforce the commitment between partners to service delivery improvement for the benefit of all stakeholders
- 1.3.4.** Acknowledge and reward good performance
- 1.3.5.** Professionalize and encourage excellence in the public service
- 1.3.6.** Facilitate a process of defining service standards in various departments
- 1.3.7.** Strengthen processes and initiatives that prevent and combat corruption
- 1.3.8.** Strengthen the culture of transparency and equity.
- 1.3.9.** Ensure an effective, efficient and responsive IAA.

1.4. Scope of Application

This charter shall apply in respect of our assurance and consulting services to public sector entities to evaluate and recommend improvements to the systems of governance, risk management and controls.

2 WHO ARE WE

The IAA is the public sector internal audit institution responsible for establishing, directing and controlling internal audit functions in all public sector entities in Liberia. The Agency has the mandate to promulgate standards and policies to the guide and regulate the practice of internal auditing and internal auditors in the public sector of Liberia.

2.1. Vision

The vision of the IAA is to become a professional internal audit service provider that adheres to national and international standards and be the sole authority on internal audit matters in the public sector of Liberia.

2.2. Mission

The mission of IAA is to provide an independent, objective assurance and consulting services designed to add value and improve the operations of public entities by bringing a systematic and disciplined approach to evaluate and recommend improvements to the systems of governance, risk management and controls.

2.3. Values

Our core values are:

1. Integrity – being honest and straightforward and taking responsibility for our actions.
2. Objectivity – being unbiased, impartial and making balanced assessment of all relevant facts and not subordinating our opinions to others on audit matters.
3. Confidentiality – maintaining the confidentiality of information and not disclosing information to unauthorized parties without legal authority or professional responsibility to do so.
4. Competency – being capable of providing and improving the service quality to stakeholders.

3 OUR CUSTOMERS

Our customers are essential to our success. They include public sector entities that receive public funds and provide services to the public. They are:

1. Ministries and agencies
2. State owned enterprises and autonomous agencies
3. The National Legislature
4. The Judiciary
5. Local and municipal governments
6. Individuals and organizations that transact with government agencies and authorities.
7. Donors and partners
8. The citizens and People of Liberia.

4 OUR COMMITMENT TO YOU

We are committed to respecting the rights of our customers, including:

1. The right to review and appeal;
2. The right to lodge a complaint;
3. The right to privacy and confidentiality;
4. The right to get full information (freedom of information)
5. The right to access services, facilities and information in a manner which meets customer needs.

5.1. Service Guarantee

The IAA will provide you with high quality service by:

1. Actively listening and acting responsively to your needs
2. Smiling to our customers to create a warm and friendly environment
3. Providing excellent and largely error-free services that assures the welfare of our customers

5.2. Service Standards

We undertake to provide service of a high quality. In this regard we aim to:

1. Attend to all inquiries promptly
2. Acknowledge written complaints within 5 days
3. Deal with written request within 14 days

When you communicate with our stakeholders, we will:

1. Be courteous
2. Willingly assist you and be responsive to your needs
3. Treat you fairly and professionally
4. Be sensitive to diversity issues
5. Be accountable and adhere to sound business practices

When we perform services for you, we will:

1. Explain our services and deliverables to you
2. Aim to exceed your expectations
3. Demonstrate technical and professional competence in providing our services
4. Respect and maintain customer confidentiality.

After we have performed our service, we will:

1. Use our customer survey to seek feedback on our performance
2. Review the feedback you provide to measure our performance and initiate further improvements
3. Maintain our customer confidentiality beyond the term of our commitment

5 DEALING WITH COMPLAINTS

The IAA will engage stakeholders from time to time to improve its service delivery. The Agency will receive and respond to complaints in accordance with its service standards.

We respect the right of stakeholders to complain if our services are poor or unsatisfactory.

In this regard,

1. Your writing must be addressed to the Director General of the IAA
2. We will investigate and respond to complaints within 21 days of receipt
3. We will apologize and take corrective measures if it is our fault
4. We will maintain a complaint registration and follow-up mechanism
5. We will treat any information on fraud and corruption seriously
6. You may use our official Contact details on our website to report fraud, corruption and any unusual treatment by our staff.

6 WHERE WE ARE FOUND

The IAA is located on the Tubman Boulevard in Congo Town, Monrovia. Our auditors are currently assigned in 91 of the 148 public sector entities in Liberia. Our central offices are opened from Mondays thru Fridays from 9:00 AM to 5:00 PM daily.

List of Full Services, Eligibility Conditions, and Timelines By Department

Department 1

1. Audit Services Department

CODE	Services provided to the general public	Eligibility and conditions	Cost of service	Other Requirements	Time it takes to get service	Responsible Department	Name of staff in charge and work-email	Name of supervisor and work-email	Feedback channels
IAA-03.1.1	Conduct risk assessments	All Public Sector Entities	Free	N/A	Continuous	ASD	James Kerkulah jkerkulah@iaa.gov.lr	David Kemah dakemah@iaa.gov.lr	info@iaa.gov.lr 0777088880
IAA-03.1.2	Develop Annual Risk Work plan	All Public Sector Entities	Free	Based on assessed risk	Continuous	ASD	James Kerkulah jkerkulah@iaa.gov.lr	David Kemah dakemah@iaa.gov.lr	info@iaa.gov.lr 0777088880
IAA-03.1.3	Conduct compliance audits	All Public Sector Entities	Free	Based on assessed risk	Continuous	ASD	James Kerkulah jkerkulah@iaa.gov.lr	David Kemah dakemah@iaa.gov.lr	info@iaa.gov.lr 0777088880
IAA-03.1.3	Conduct financial audits	All Public Sector Entities	Free	Based on assessed risk	Continuous	ASD	James Kerkulah jkerkulah@iaa.gov.lr	David Kemah dakemah@iaa.gov.lr	info@iaa.gov.lr 0777088880
IAA-03.1.3	Conduct performance audits	All Public Sector Entities	Free	Based on assessed risk	Continuous	ASD	James Kerkulah jkerkulah@iaa.gov.lr	David Kemah dakemah@iaa.gov.lr	info@iaa.gov.lr 0777088880
IAA-03.1.3	Conduct procurement and HR audits	All Public Sector Entities	Free	Based on assessed risk	Continuous	ASD	James Kerkulah jkerkulah@iaa.gov.lr	David Kemah dakemah@iaa.gov.lr	info@iaa.gov.lr 0777088880
IAA-03.1.3	Conduct information systems audits	All Public Sector Entities	Free	Grant access to information system	Audit Scope	ASD	James Kerkulah	David Kemah dakemah@iaa.gov.lr	info@iaa.gov.lr 0777088880
IAA-03.4.1 & 03.4.4	Develop and publish scorecard	All Public Sector Entities	Free	N/A	Quarterly	ASD	jkerkulah@iaa.gov.lr	David Kemah dakemah@iaa.gov.lr	info@iaa.gov.lr 0777088880
IAA-03.5	Deploy internal auditors in additional entities	All Public Sector Entities	Free	N/A	Annually	ASD	James Kerkulah jkerkulah@iaa.gov.lr	David Kemah dakemah@iaa.gov.lr	info@iaa.gov.lr 0 777088880

List of Full Services, Eligibility Conditions, and Timelines By Department

Department 2

1. Department of Special Audit

CODE	Services provided to the general public	Eligibility and conditions	Cost of service	Other Requirements	Time it takes to get service	Responsible Department	Name of staff in charge and work-email	Name of supervisor and work-email	Feedback channels
IAA-03.1.4	Conduct special audits	All Public Sector Entities	Free	Based on Request or assessed risk	Need Basis	SAD	Seiwon T. Seidi stseidi@iaa.gov.lr	David Kemah dakemah@iaa.gov.lr	info@iaa.gov.lr 0777088880
IAA-03.5	Deploy auditors in the county treasuries and service centers	Counties	Free	N/A	Annually	SAD	Seiwon T. Seidi stseidi@iaa.gov.lr	David Kemah dakemah@iaa.gov.lr	info@iaa.gov.lr 0777088880

List of Full Services, Eligibility Conditions, and Timelines By Department

Department 3

1. Department of Administration

CODE	Services provided to the general public	Eligibility and conditions	Cost of service	Other Requirements	Time it takes to get service	Responsible Department	Name of staff in charge and work-email	Name of supervisor and work-email	Feedback channels
IAA-04.1.2	Hold roundtable discussions with heads of entities	All Public Sector Entities	Free	N/A	Need Basis	Administration	Mohammed B. Korleh	David Kemah dakemah@iaa.gov.lr	info@iaa.gov.lr 0777088880
IAA-04.1.3	Develop and distribute brochures on key facts about the IAA	All Public Sector Entities	Free	N/A	Need Basis	Administration	Mohammed B. Korleh	David Kemah dakemah@iaa.gov.lr	info@iaa.gov.lr 0777088880
IAA-04.1.4	Hold working sessions with comptrollers, procurement and HR officers of entities	All Public Sector Entities	Free	N/A	Need Basis	Administration	Mohammed B. Korleh	David Kemah dakemah@iaa.gov.lr	info@iaa.gov.lr 0777088880
IAA-04.1.5	Hold working sessions with GAC and other	All Public Sector	Free	N/A	Need Basis	Administration	Mohammed B. Korleh	David Kemah dakemah@iaa.gov.lr	info@iaa.gov.lr 0777088880

CODE	Services provided to the general public	Eligibility and conditions	Cost of service	Other Requirements	Time it takes to get service	Responsible Department	Name of staff in charge and work-email	Name of supervisor and work-email	Feedback channels
	<i>integrity institutions</i>	<i>Entities</i>							
IAA-04.2.1	<i>Hold radio talk shows to discuss the role of IAA</i>	<i>All Public Sector Entities</i>	<i>Free</i>	<i>N/A</i>	<i>Need Basis</i>	<i>Administration</i>	<i>Mohammed B. Korleh</i>	<i>David Kemah dakemah@iaa.gov.lr</i>	• info@iaa.gov.lr • 0777088880
IAA-04.2.2	<i>Develop jingles and dramas to sensitize the public about the role of IAA in fighting fraud, waste and abuse of public resources</i>	<i>All Public Sector Entities</i>	<i>Free</i>	<i>N/A</i>	<i>Need Basis</i>	<i>Administration</i>	<i>Mohammed B. Korleh</i>	<i>David Kemah dakemah@iaa.gov.lr</i>	• info@iaa.gov.lr • 0777088880
IAA-04.2.3	<i>Establish IAA Friends clubs at various educational institutions in Liberia</i>	<i>All Public Sector Entities</i>	<i>Free</i>	<i>N/A</i>	<i>Need Basis</i>	<i>Administration</i>	<i>Mohammed B. Korleh</i>	<i>David Kemah dakemah@iaa.gov.lr</i>	• info@iaa.gov.lr • 0777088880
IAA-04.2.4	<i>Hold national dialogues and symposia on IAA role in the public sector</i>	<i>All Public Sector Entities</i>	<i>Free</i>	<i>N/A</i>	<i>Need Basis</i>	<i>Administration</i>	<i>Mohammed B. Korleh</i>	<i>David Kemah dakemah@iaa.gov.lr</i>	• info@iaa.gov.lr • 0777088880
IAA-04.2.5	<i>Erect billboards of key information around Liberia</i>	<i>All Public Sector Entities</i>	<i>Free</i>	<i>N/A</i>	<i>Need Basis</i>	<i>Administration</i>	<i>Mohammed B. Korleh</i>	<i>David Kemah dakemah@iaa.gov.lr</i>	• info@iaa.gov.lr • 0777088880
IAA-04.3.1	<i>Engage foreign embassies to instill confidence and seek support for the IAA</i>	<i>All Public Sector Entities</i>	<i>Free</i>	<i>N/A</i>	<i>Need Basis</i>	<i>Administration</i>	<i>Mohammed B. Korleh</i>	<i>David Kemah dakemah@iaa.gov.lr</i>	• info@iaa.gov.lr • 0777088880
IAA-04.3.2	<i>Engage international organizations to instill confidence and seek support for the IAA</i>	<i>All Public Sector Entities</i>	<i>Free</i>	<i>N/A</i>	<i>Need Basis</i>	<i>Administration</i>	<i>Mohammed B. Korleh</i>	<i>David Kemah dakemah@iaa.gov.lr</i>	• info@iaa.gov.lr • 0777088880
IAA-04.3.3	<i>Hold dialogues and symposia with integrity institutions, including the GAC, FIA and LACC</i>	<i>Integrity Institutions</i>	<i>Free</i>	<i>N/A</i>	<i>Need Basis</i>	<i>Administration</i>	<i>Mohammed B. Korleh</i>	<i>David Kemah dakemah@iaa.gov.lr</i>	• info@iaa.gov.lr • 0777088880

6.1 YOUR RIGHTS

Our stakeholders have the following rights:

1. Courteous behavior at all times.
2. Accurate, complete, timely and useful information.
3. Prompt and efficient service.
4. Redress and an apology for lapses in our service.

6.2 YOUR OBLIGATIONS

Our stakeholders have the following obligations:

1. Comply with laws and regulations
2. Implement audit recommendations on time
3. Provide resources needed for auditors to conduct audits
4. Provide access to documents for audit
5. Provide access to required personnel
6. Report any service delay and poor service quality