REPUBLIC OF LIBERIA

INTERNAL AUDIT AGENCY

Corporate Strategic Plan
2025 – 2029

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MESSAGE FROM THE DIRECTOR GENERAL

This corporate plan presents our optimistic view of the strategic goals and direction of the Internal Audit Agency (IAA), an entity enacted into law by the National Legislature to establish and direct internal audit functions in all public sector institutions in Liberia. The IAA is also responsible for promulgating and standardizing common internal audit policies, procedures, practices and standards to guide and direct across all public sector entities and ensue that internal auditors comply with internationally acceptable professional standards.

The IAA's primary objective is to assist the Government of Liberia make economic, effective, efficient, excellent, ethical, equitable and environmentally sound use of public resources for the good and benefits of all citizens.

The IAA evaluates and recommends improvements to the effectiveness of governance, risk management and controls and provides accurate, complete, reliable, timely and useful information that assists public sector entities make effective, economic, efficient, excellent, equitable, prudent and ethical use of public resources to achieve goals and objectives in a systematic and disciplined manner.

The IAA provides independent, objective assurance and consulting services designed to add value and improve Government operations. The IAA brings a systematic and disciplined approach to evaluate and recommend improvements to the effectiveness of governance, risk management and controls in the public sector of Liberia.[1]

The IAA will leverage on the challenges and opportunities it faces to build a professional institution, improve efficiency and effectiveness through automation of processes and systems, provide value added services to its client entities and enhance engagements with heads of public sector entities, the public, other integrity institutions and local and international partners.

The IAA and internal auditors will conduct their duties and responsibilities in accordance with recognized international and local standards and maintain integrity, objectivity, competence and confidentiality in providing internal audit, assurance and support services to its client entities.

Finally, the IAA will enhance public confidence by creating and sustaining the tone at the top, talking the talk and walking the talk and taking actions that consistent with words, goals, objectives and standards.
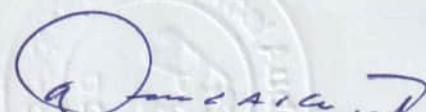
David A. Kemah, CPA

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[1] The IIA's Definition of Internal Audit modified in the context of the IAA.

BACKGROUND AND HISTORY

The IAA was established as Internal Audit Secretariat (IAS) in December 2011 through Section 38 of the Public Finance Management (PFM) Act of 2009 and Part J of the PFM Regulations. The IAS recruited sixteen (16) auditors and assigned them in the Ministries of Finance, Public Works, Justice, Education, Internal Affairs, Agriculture, Foreign Affairs and Health. The head of the Internal Audit Secretariat, the Executive Director reported to the Internal Audit Secretariat Governance Board (IASGB). The IASGB was chaired by the Finance Minister and cochaired by the Auditor General.

On September 13, 2013, the IAA was enacted into law as an autonomous agency. The IAA Act provides the mandate, objectives and functions of the Agency. The IAA is authorized to establish and direct internal audit functions in all public sector entities and promulgate and ensure common policies, principles, practices and standards in internal audit functions in all public sector institutions. The IAA is required to ensure that internal auditors comply with international professional ethics and code of conduct required by The IIA.
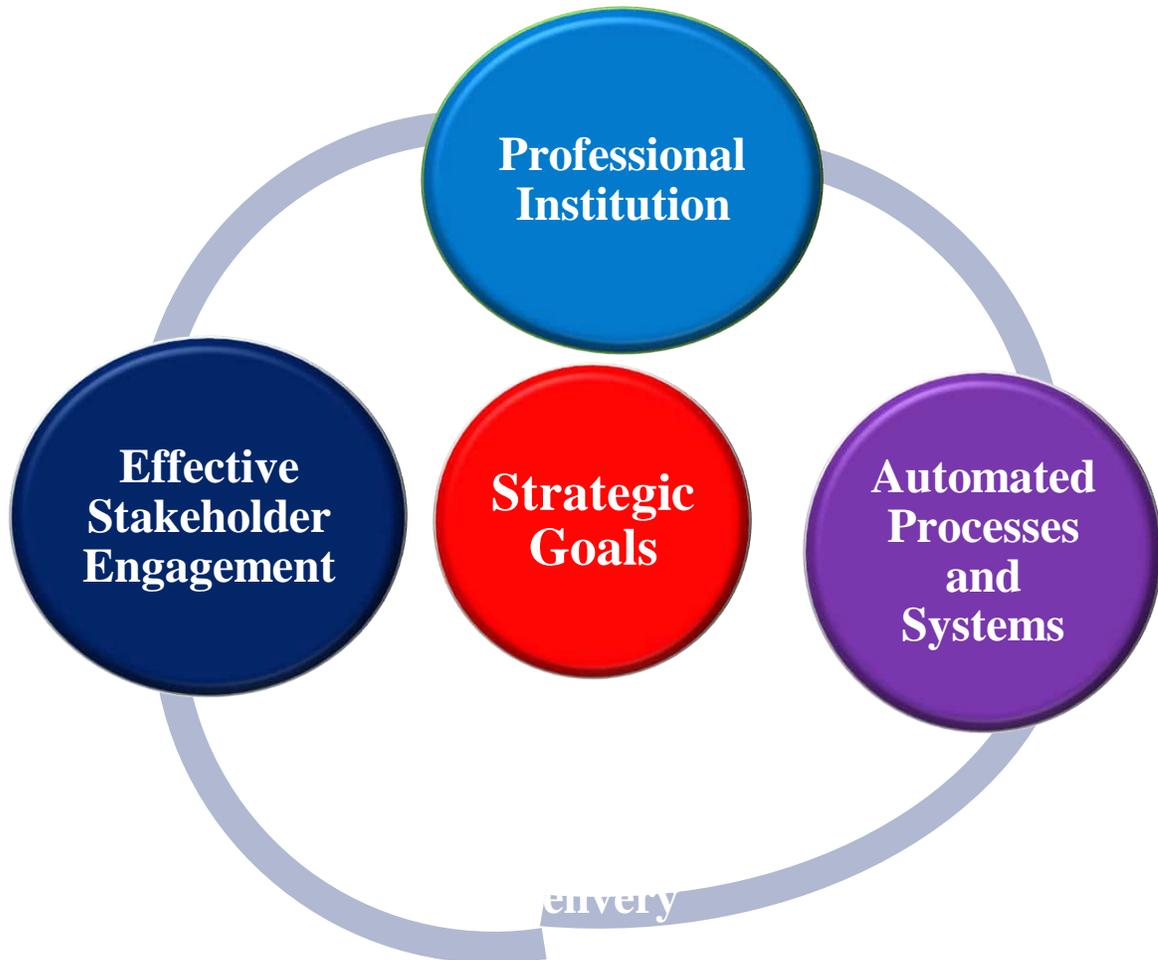
The IAA is headed by a Director General who reports directly to the President on the activities of the Agency. The Director General is assisted by three deputy directors general who head the three departments of the IAA, Audit Services, Special Audits and Administration. The Deputy Director General for Audit Services is the principal deputy to the Director General. Each deputy director general is assisted by an executive director who is responsible for planning, organizing, directing, controlling and supervising the daily activities of their respective department. The Director General and Deputies are competitively recruited and appointed to serve a tenue of four (4) years.

The Agency currently has two hundred seventy-six (276) employees assigned in seventy-eight (78) of the one hundred fifteen (115) public sector entities, constituting 68% of the entities under its mandate.

The IAA auditors conduct annual risk assessments of client entities for purposes of developing risk-based audit plans and risk registers to address identified risks and control weaknesses. They evaluate and recommend improvements to the effectiveness of governance, risk management and controls over public resources and achieve objectives.

 Internal auditors plan, perform and communicate their findings and recommendations in accordance with The Institute of Internal Auditors, International Professional Practices Framework (IPPF), Generally Accepted Government Auditing Standards (GAGAS) and IAA Audit Manual.

Professional Institution

Effective Stakeholder Engagement

Strategic Goals

Automated Processes and Systems

elivery

MANDATE, MISSION, VISION AND CORE VALUES

IAA'S MANDATE

1. Establish and direct internal audit functions in all branches of Government, including the Executive, Legislative and Judiciary and all public sector entities such as public corporations, autonomous agencies, ministries, agencies and the Central Bank of Liberia.

2. Promulgate and ensure common internal audit standards and systems in all internal audit functions in keeping with best practice.

3. Provide oversight, including managerial, administrative and supervisory expertise at each of the established internal audit function within each entity.

4. Ensure that ethics of the internal audit according to internationally accepted standards are strictly adhered to and followed.

IAA'S MISSION

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 effectiveness of governance risk management and controls.

IAA'S VISION

Be a professional internal audit service provider that adheres to international best practices and be the sole authority on internal audit matters in the public sector.

IAA'S FUNCTIONS

1. Manage the activities of internal audit functions in all entities to ensure a systematic and disciplined approach to evaluate and improve the effectiveness of governance, risk management and control and procedures.
2. Professional, objective assurance and consulting services designed to add value and improve the operations of Government entities.
3. Coordinate, harmonize and standardize internal audit activities and facilitate internal audit functions for effective results.
4. Incorporate internal audit results into priority-setting, planning and decision-making processes of all public sector entities.

IAA'S OBJECTIVES

1. Manage, direct, coordinate and set standards and procedures for the conduct of internal audit activities in Government, including ministries, agencies, commissions, public corporation, Central Bank of Liberia and other autonomous agencies.
2. Advise and provide assurance that financial and operational activities of Government are in compliance with laws, regulations and applicable standards of Government operations.
3. Advise and provide assurance that established controls, reporting system, plans, goals and objectives are achieved.

core values

Integrity

Objectivity

Confidentiality

Compentency
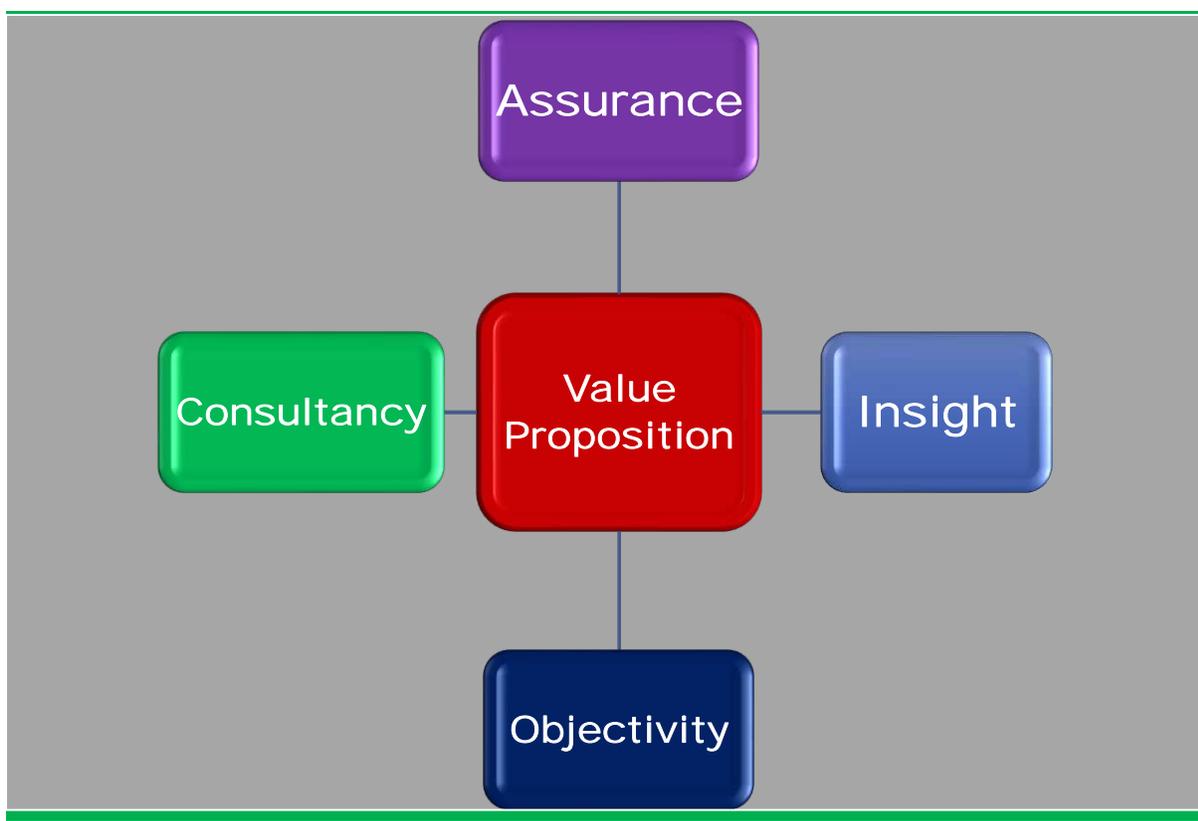
Assurance = Governance, Risk Management and Control

The IAA provides assurance on the effectiveness of governance, risk management and control over public resources to achieve strategic, business, operational, financial and compliance objectives of public sector institutions.

Insight = Catalyst, Analyses and Assessments

The IAA is a catalyst for improving efficiency and effectiveness of government operations by providing insight and recommendations based on critical analyses and assessments of all relevant data relating to government operations.

Objectivity = Integrity, Accountability, and Independence

The IAA is committed to integrity, objectivity, confidentiality, competence, and accountability and serves as an independent source of objective advice to public sector institutions.

Consultancy = Advisory, Competence, and Confidentiality

The IAA has the competency and expertise to advise public sector institutions on best practices in governance, risk management and controls and is committed to maintain strict confidentiality of client entities' information.

SITUATIONAL (PESTEL) ANALYSIS

The IAA external and internal situational contexts pose challenges as well as opportunities to achieving its strategic goals. An analysis of these influences is required to protect it from threats and take advantage of opportunities. These situational analyses are undertaken to assess and appropriately address significant factors that influence the Agency's achievement of its mandate, functions and objectives. The IAA will protect itself against factors that may have an adverse effect on its performance and take advantage of those that may present opportunities to achieve its goals.

The factors have been assessed using a forward-looking approach to identify, analyze, evaluate, prioritize, and mitigate the likelihood and potential consequences of each factor.

POLITICAL ANALYSIS

The IAA is a government institution enacted into law by the National Legislature. The heads of the Agency are appointed by the President of Liberia and confirmed by the Senate for a four-year tenure. The appointment of IAA leadership is subject to a competitive recruitment process. The current top management of the Agency has the competencies and integrity to do the right things.

Some heads of public sector entities may not be willing to implement audit recommendations because they believe they are close to those in power. This could adversely affect the performance of the IAA. However, the Agency will enforce its mandate without fear or favor.

There is a high perception of political corruption and nepotism, which could affect public sector auditing. There is also a general lack of political will to prosecute individuals alleged of fraud, waste, and abuse of public resources. This could also impede public sector auditing and the performance of the IAA.

ECONOMIC ANALYSIS

The IAA is primarily funded through the national budget appropriation. Due to demands on public funds, the IAA has significant funding gaps to execute its mandate, build institutional capacity, finance operational activities and effectively deliver services to public sector entities.

Budget ceiling is imposed on the IAA and the Agency can do nothing much outside this perimeter except through limited donor support. Prices and inflation in the country are high and this potentially affects IAA as an entity and its employees. Salaries of auditors are below those of

comparable integrity institutions. This could have undue influence on auditors. On average, living condition in the country is difficult and this also affects IAA employees.

SOCIAL ANALYSIS

The IAA has 276 employees assigned in 78 of the 115 public sector entities under its mandate, representing 68% coverage. Only citizens of Liberia can be employees of the IAA. On average, the educational standard of IAA employees is a bachelor's degree. The Director General and Deputies are certified accountants with years of expertise and experience in both the private and public sectors. The Agency has twenty-seven (27) auditors who are certified fraud examiners.

The IAA has diverse employees of different ethnic, religious, educational and social backgrounds. Working conditions is generally cohesive, friendly and open. Employees' morale is gradually improving with the appointment of new management team. Work culture and performance are also improving.

TECHNOLOGICAL ANALYSIS

The IAA has an audit software that will go live in January 2023. The software will automate all internal audit activities, processes and systems. IAA has poor internet connectivity, as a result of which it is very difficult to conduct research and other activities.

IAA accounting, financial reporting, HR, procurement and store management systems are entirely manual. More than 70% of IAA 276 employees, constituting 194 employees have no functional laptops. IAA auditors have knowledge gaps in data analytics, report writing, interviewing, technical standards, etc., which are critical to effective and efficient internal audit services.

ENVIRONMENTAL ANALYSIS

COVID 19 restriction is gradually lax, and IAA has recorded no COVID-19 infections in recent times. IAA has had no significant environmental incident, and there has been no potential environmental issue in any of the public sector entities where its auditors are assigned.

The water and sewage system at IAA HQ is generally in good condition. Restrooms are maintained in good condition. The working environment is generally conducive. Poor road conditions may potentially affect audits of county treasuries and other client entities in the leeward counties.

LEGAL ANALYSIS

The IAA has an act that mandates it to establish and direct internal audit functions in all public sector entities in Liberia. Compliance with laws and regulations in the public sector in Liberia is generally poor and this may potentially affect IAA's performance. IAA will engage heads of public

sector entities, comptrollers and procurement officers on the value IAA adds to controls over public resources. IAA regulations has been validated and approved for implementation.

RISK ASSESSMENT

The IAA assesses and manages risks that threaten the achievements of its objectives. Risk assessment includes risk identification, analysis, evaluation and prioritization. When risks are assessed, the IAA puts in mitigating measures, monitors and controls those mitigating measures to reduce the likelihood and impact of risks based on the availability of resources.

The major risks that may affect the IAA are as follows:

1. Strategic risk
2. Business risk
3. Operational risk
4. Legal and compliance risk
5. Reputational risk
6. Financial and liquidity risk
7. Information security risk

STRATEGIC RISKS

Strategic risk is the lack of appropriate strategies to achieve the mandate, functions and objectives of the IAA. Strategic risks also include the lack of appropriate vision and leadership to design and implement suitable business strategies that are aligned and consistent with goals and objectives and the pursuit of inappropriate business and operational strategies.

The IAA will take the following steps to mitigate any significant strategic risk:

1. Develop and implement long term strategies and plans that are aligned and consistent with its mandate.
2. Put into place appropriate direction and vision that are consistent with its goals and objectives.
3. Make decisions that promote its long term goals.

BUSINESS RISKS

Business risk is lack of appropriate business strategies to achieve strategic goals, the pursuit of inappropriate business strategies and failure to mitigate risks inherent in the nature of operations. IAA business risks include lack of business and work plans to implement business functions, including the lack of business and work plans for departments.

The IAA will take the following steps to mitigate significant business risks:

1. Develop and implement appropriate annual business strategies that are aligned and consistent with the strategic goals and objectives.
2. Develop and implement business plans that are aligned and consistent with the strategic goals.
3. Make certain that the business processes and procedures are clearly designed and defined to allow responsible parties execute their responsibilities in an accurate, complete and timely manner.

OPERATIONAL RISKS

Operational risk is any condition that poses threats to daily operations of functional operating units. Operational risks include lack of competent and qualified internal auditors to provide professional internal audit and assurance services to client entities, disruption in business processes due to computer systems breakdown, lack of funds to undertake internal audit operations, unethical behavior of internal auditors, etc.

The IAA will take the following steps to mitigate significant operational risks:

1. Develop and implement daily operational plans that are aligned and consistent with annual business plans.
2. Develop the capacity of internal auditors and institute ethical standards to guide the behavior of auditors to professionally perform internal audit services.
3. Develop and implement business continuity plans and disaster recovery procedures that support the business objectives.

COMPLIANCE RISKS

Compliance risk is any condition that causes the IAA and its employees to deviate from complying with applicable laws, regulations and policies. Compliance risks include lack of education and awareness of existing laws and regulations, lack of disciplinary actions against those who breach laws and regulations, etc.

The IAA will take the following steps to mitigate significant compliance risks:

1. Develop and implement clear policies and procedures to guide employees in the discharge of their duties and responsibilities.
2. Create appropriate awareness and educate employees to comply with policies and procedures.
3. Take appropriate steps, including warning, suspending and dismissing employees who breach policies and procedures.

REPUTATIONAL RISKS

Reputational risk is any condition that poses threats to public image and reputation. Reputational risks include corruption or perception of corruption, lack of compliance with professional ethics and code of conduct, unprofessional behavior of internal auditors, etc.

The IAA will take the following steps to mitigate significant reputational risks:

1. Put into place appropriate professional ethics and code of conduct to guide employees in the discharge of their duties and responsibilities.
2. Take actions that are consistent with words and professional standards, set the tone at the top and be an example of behavior and conduct expected of professional audit institutions.
3. Take appropriate actions to prevent negative publicity, including advising, warning, suspending and dismissing employees that pose significant reputational risks.

FINANCIAL AND LIQUIDITY RISKS

Financial and liquidity risk is any condition that causes the IAA to default on its financial obligations to employees, suppliers and creditors for operational payments. Financial and liquidity risks include default on payments for goods and services acquired from suppliers, default on salaries to employees, etc.

The IAA will take the following steps to mitigate significant financial and liquidity risks:

1. Make certain that financial resources are available before incurring liabilities to suppliers and creditors.
2. Develop and implement financial forecasts and other analyses to guide spending and inform decisions about liquidity positions.
3. Pay employees their salaries and benefits when they become due and monies have been received from the Ministry of Finance and Development Planning (MFDP).

INFORMATION SECURITY RISKS

Information security risk is any condition that leads to unauthorized disclosure of confidential information about the Agency or its clients. Information security risks include lack of confidentiality of auditors, weak control over access to confidential information, etc.

The IAA will take the following steps to mitigate significant information security risks:

1. Put in place policies and procedures to guide and control access to confidential information.
2. Take immediate and appropriate actions to prevent and or reduce the risk of disclosure of confidential information, including advising, warning, suspending or dismissing employees in violation of IAA confidentiality policy.

STRENGTH, WEAKNESS, OPPORTUNITY AND THREAT (SWOT) ANALYSIS

Every entity has internal strengths and weaknesses and external opportunities and threats. The purpose of this SWOT analysis is to use strengths to take advantage of external opportunities, overcome weaknesses and avoid threats. For purposes of the IAA, the following strengths, weaknesses, opportunities and threats have been identified.

Strengths	Weaknesses
1. IAA has legal mandate that gives it authority to provide internal audit services to all public institutions 2. IAA has qualified and competent executive management team 3. IAA has tone at the top and strategic leadership 4. IAA employees are willing to work 5. IAA rotates internal auditors annually	1. IAA has manual internal audit and administrative processes 2. IAA lacks sufficient qualified internal auditors 3. IAA lacks sufficient resources 4. IAA has informal internal audit policies, procedures and practices 5. IAA's internal auditors are paid lower than comparable integrity institutions
Opportunities	**Threats**
1. Finance Minister and partners place high importance on the work of IAA 2. Client entities rely on and value the professional judgements of IAA 3. There are organizations that provide support to integrity institutions like the IAA 4. Advances in information technology. 5. Liberia has other integrity institutions that complement the work of IAA.	1. GAC and other external auditors may identify material issues that the IAA did not identify. 2. Lack of accurate and timely implementation of audit recommendations 3. Client entities create parallel internal audit functions. 4. Threats of physical harm to internal auditors. 5. Negative perception of the IAA.

The IAA identifies and addresses conditions that represent strengths, weaknesses, opportunities and threats. In general, the IAA uses its strengths to take advantage of opportunities, overcome its weaknesses and avoid external threats. While there may exist other strengths, weaknesses, opportunities and threats, the IAA will focus on the below strengths, weaknesses, opportunities and threats:

Strengths

1. **IAA's legal mandate**

The IAA will use its legal and statutory mandate to ensure that all public sector entities comply with its authority, purpose and responsibility. IAA will be the only institution to conduct internal audit of public sector institutions in Liberia. The IAA will not recognize any individual who it has not authorized to perform internal audit functions of any public sector entity.

2. **IAA's qualified and competent executive management team**

The IAA qualified and competent executive management team will professionalize and cascade appropriate vision and direction for all employees to follow. The team will instill discipline, knowledge and skills to employees of the Agency. The team will most likely than not perform internal audit activities with integrity, objectivity, confidentiality and competency.

3. **IAA's tone at the top**

The IAA executive management will talk the talk and walk the talk. The IAA will take actions consistent with words, professional standards and stakeholders' expectations. The Agency will not compromise nor subordinate its professional judgements on internal audit matters to serve the interest of any party other than those of the Government and People of Liberia.

4. **IAA's hardworking employees**

The IAA will make effective and efficient use of its employees to ensure that its work products meet international standards and provide accurate, complete, reliable, timely and useful information that assists public sector entities make informed business, financial and operational decisions.

5. **IAA's internal auditors rotation**

The IAA rotates its internal auditors on a periodic basis, usually not exceeding one calendar year. This helps ensure that internal auditors' objectivity is not impaired due to familiarity threats. The rotation of internal auditors also improves the understanding, knowledge and skills of internal auditors in different areas of the public sector.

Weaknesses

1. **IAA's internal audit and administrative processes and procedures**

IAA internal audit and administrative processes and systems are currently manual. However, it will automate its internal audit processes and procedures, including risk assessment, risk-based audit planning, audit fieldwork, audit reporting and audit follow-up review at the end of this five-year strategic planning period. In addition, IAA will have automated its internal administrative processes and procedures, including HR, procurement, budget and finance, communication and external relations, etc. at the end of the five-year period.

2. **IAA's lack of sufficient qualified internal auditors**

Only four (4) of the two hundred seventy-six (276) employees of the Agency are certified public accountants, constituting only 1.45%. The IAA will train and certificate a number of its internal auditors in certified internal auditor (CIA) designation, certified chartered accountant (CA or ACCA), certified public accountant (CPA), certified fraud examiner (CFE) and other internationally recognized qualifying examinations to develop its employees to perform internal audit services that meet international standards.

3. **IAA's lack of sufficient resources**

The Agency is extremely underfunded. It will seek support from local and international partners that help integrity institutions, including the US government, the European Union, UK Agency for International Development, the Japanese government, the Swedish government, the German government, UN agencies, etc. based on the trust and confidence it will build with the public and partners.

4. **IAA's informal internal audit policies, procedures and practices**

The Agency has no formal policies, processes and systems in place. However, it will promulgate and standardize common internal audit policies, procedures, templates, guidelines, practices and standards in all internal audit functions across the public sector in Liberia. The IAA will also build the capacity of its internal auditors to conduct internal audits in accordance with international standards.

5. **IAA's internal auditors are paid salaries that are lower than comparable integrity institutions**

The current salaries of auditors are below those of comparable integrity institutions. While the IAA will endeavor to seek support from Government of Liberia and partners to improve salaries and benefits, the IAA will encourage its internal auditors to live within their means and act with

discipline, decency and responsibility as expected of auditors generally and public sector auditors in particular.

Opportunities

1. **Finance Minister and partners place high importance on the work of IAA**

The IAA has huge opportunity to make significant contributions and add value to public sector entities due to the high importance and credibility that the Finance Minister and partners place on its work.. The IAA will take advantage of this opportunity to seek financial and material support to implement its strategic goals. The Minister of Finance has given his unambiguous support to the work of IAA to provide assurance that government resources are protected against corruption, fraud, waste and abuse.

2. **Client entities rely on and value the professional judgments of the IAA**

The majority of IAA's client entities place significant reliance on and value the professional judgments of the IAA based on the Agency's independent, objective assurance and consulting services that are designed to add value and improve their operations. IAA's reports are accurate, complete, reliable, timely and useful to client entities and their operations.

3. **Some organizations provide support to integrity institutions like the IAA**

The IAA is posed to receive financial and material support from national and international organizations that support integrity institutions. Based on the quality of its work, the value it adds to the processes of client entities and the tone at the top in its executive management, the IAA stands good chance of receiving support from organizations that support integrity institutions.

4. **Advances in information technology that could assist the IAA conduct effective and efficient audits**

With advances in information technology, the IAA will leverage this opportunity to automate its internal audit and administrative processes to improve its effectiveness and efficiency. The Agency has ISoft audit software that it will deploy and train its employees to use computer-assisted audit techniques and tools to plan, perform and communicate its audit findings and recommendations. The IAA will also procure and implement enterprise resource planning software to automate its internal administrative processes and systems.

5. **Liberia has other integrity institutions that complement the work of IAA**

While IAA is a major champion in the fight against corruption, fraud, waste and abuse of public resources and provide assurance that governance systems, risk management activities and internal controls are adequate and effective, Liberia has other institutions that fight corruption, fraud, waste and abuse of public resources, including the General Auditing Commission, the Anti-Corruption Commission, the Financial Intelligence Agency, the Liberia Revenue Authority, etc. that

complement the work of the IAA in the public sector. The IAA will partner with these intuitions to appropriately address the risks of corruption, fraud, waste and abuse of public resources.

Threats

1. **The GAC and other external auditors may identify material audit issues that the IAA may not identify**

One key value that the IAA adds to client entities is to prevent and or detect significant risks and material misstatements before they occur and or prevent future recurrence for the fact that IAA's auditors are resident in public sector institutions and perform daily audits and reviews of business, financial and operational activities, processes and systems. One significant threat that the IAA must address is the risk that audit tests and procedures performed may not prevent and or detect and correct all material misstatements that may exist. If these material misstatements exist and are discovered by the GAC or other external auditors, the IAA's work may be less respected and valued. The IAA and its auditors will design and implement suitable audit procedures to respond to assessed risks of material misstatements to reduce detection risks to an acceptable level.

2. **Lack of accurate and timely implementation of audit recommendations**

One significant threat to IAA internal audit and assurance services is the lack of implementation of audit recommendations. Client entities may not take timely actions to accurately and completely implement agreed audit recommendations that are intended to improve the effectiveness of governance, risk management and controls over public resources. IAA will use a scorecard system to evaluate client entities' performance with respect to implementation of audit recommendations.

3. **Some IAA's client entities may create parallel internal audit functions to override the IAA's functions**

Some client entities may decide to create functions to do the same or similar work and services that the IAA provides. In any case where an entity has within its statute the right and responsibility to create and maintain its own internal audit and compliance or when it is done deliberately to circumvent the IAA's function, the IAA's mandate will take precedent. The IAA is the only entity recognized and authorized by law to perform internal audits of public sector entities in Liberia. Any entity whose statute provides for its own internal audit and compliance function outside IAA's mandate will be null and void. To avoid this threat, the IAA will unambiguously enforce its mandate to establish or bring under its mandate and direct internal audit functions in all public sector entities in Liberia. Where an auditor of the IAA is hired by an audit client to head its internal audit function, the IAA will not allow nor recognize such individual to head the internal audit function.

4. **Threats of physical harm to internal auditors in Liberia**

The IAA recognizes and recollects the suspicious deaths of internal auditors in Liberia, including the suspicious death of its former director general, Mr. Emmanuel B. Nyeswa. Due to the highly sensitive nature of information public sector auditors are exposed to, there is significant risk that elements of an audit client may wish to silence an internal auditor or group of internal auditors to conceal significant information. These unscrupulous elements may decide to cause bodily harm or otherwise kill an auditor or group of auditors to keep their corrupt dealing secret. In addition, some unscrupulous elements may decide to cause bodily harm or otherwise kill the auditors of group of auditors to put a ruling party into bad public image and reputation for political reason. The IAA will advise its internal auditors from time to time to take appropriate measures to protect themselves, including issuing periodic safety alerts and tips.

5. **Negative public perception about the IAA**

Every Public sector entity, especially those that are required to provide services to the public – assurance or otherwise, is exposed to high risk of damage to its image and reputation. The IAA is one such public sector entity. The IAA is required to evaluate and recommend improvements to the effectiveness of governance, risk management and internal controls in public sector institutions. In this regards, the IAA is exposed to the risks of non-identification of material misstatements that may exist in client entities, risk of being seen or presumed not to be independent, objective and professional in the conduct of its works. The IAA will take active steps to reduce the risks of damage to its image and reputation, including requiring strict adherence to professional ethics and code of conduct, proper training and supervision of auditors, appropriate control of confidential information and objective evaluation of audit clients.

DETAILED STRATEGIC PLAN

The below matrix represents IAA estimated planned activities for the next five years, consistent with its goals and objectives. The plan includes IAA strategic goals, business objectives, operational activities, key performance indicators and period covered. This strategic plan will be costed to provide estimates of financial and material resources needed to achieve the goals and objectives of the Agency.

The Director General and Deputies are primarily responsible for planning and implementing suitable strategies and plans to achieve IAA mandate. The delegation of responsibilities does not relieve the Director General and Deputies from their responsibilities.

The activities in this strategic plan will be reviewed annually to determine whether they aligned with the goals of the Agency and whether they are specific, measurable, achievable, realistic and can be achieved within five (5) years.

NO	STRATEGIC GOALS	BUSINESS OBJECTIVES	OPERATIONAL ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE OF ACTIVITIES				
					2025	2026	2027	2028	2029
R1	Professional Institution	To train staff to perform internal audit and support services	Qualify auditors as CIA	30 auditors registered to sit the CIA exams	7	7	4	8	4
				30 auditors prepared to sit CIA exams	7	7	4	8	4
			Qualify auditors as professional accountants (CPA, ACCA, CA)	8 auditors registered to sit the CPA exams	1	1	4	1	1
				8 auditors prepared to sit CPA exams	1	1	4	1	1
			Qualify auditors as CISA	6 auditors registered to sit the CISA exams	2	2	2	-	-
				6 auditors prepared to sit CISA exams	2	2	2	-	-
			Qualify auditors as CFE	12 auditors registered to sit the CFE exams	4	4	4	-	-
				12 auditors prepared to sit CFE exams	4	4	4	-	-
			Train auditors in IIA Standards (IPPF), IAA priority areas, Audit Manual, Audit evidence & documentations and public financial management laws of Liberia	Training programs designed.					
				250 auditors trained in various areas	50	50	50	50	50
				Training programs designed.	1	-	-	-	-

NO	STRATEGIC GOALS	BUSINESS OBJECTIVES	OPERATIONAL ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE OF ACTIVITIES				
					2025	2026	2027	2028	2029
			Train internal auditors in data analytics	50 auditors trained in data analytics	6	15	10	10	9
			Train auditors in strategic communication and report writing; Strategic Leadership, Time and Stress Management and Quality Assurance and Improvement Program	Training programs designed.					
				350 auditors trained	150	60	60	60	20
			Conduct continuous in-service training of auditors	Training curricula designed for beginner, intermediate and advance levels.	-	-	-	-	-
				100 auditors trained in beginner level internal auditing	15	20	15	25	25
				100 auditors trained in intermediate level internal auditing	15	20	15	25	25
				80 auditors trained in advanced level internal auditing	15	20	15	15	15
			Conduct capacity building programs for support staff	50 staff trained in various support services	10	10	10	10	10

NO	STRATEGIC GOALS	BUSINESS OBJECTIVES	OPERATIONAL ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE OF ACTIVITIES				
					2025	2026	2027	2028	2029
			Attend foreign seminars, training and capacity building programs	Foreign training and capacity needs identified	1	2	-	-	-
				Short term foreign training attended by 30 mid-level managers	3	4	3	10	10
				Medium term foreign training attended by 25 executive level managers	5	5	5	5	5
		To standardize and implement uniform internal audit policies, procedures, processes and practices	Finalize and implement IAA Regulations	Approved copy of IAA Regulations	1	-	-	-	-
				IAA Regulations made available to 269 auditors	-	269	-	-	-
			Finalize and implement Audit Manual	Approved copy of Audit Manual	1	-	-	-	-
				Audit Manual made available to auditors	-	269	-	-	-
			Finalize and implement quarterly and annual report templates	Approved copy of reporting templates	1	-	-	-	-
				Quarterly and annual reporting templates made available to 269 auditors	269	-	-	-	-
		Standardize and implement clearly defined	Finalize and implement HR	Approved copy of HR policies and procedures	1	-	-	-	-

NO	STRATEGIC GOALS	BUSINESS OBJECTIVES	OPERATIONAL ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE OF ACTIVITIES				
					2025	2026	2027	2028	2029
		administrative policies and procedures	policies and procedures	HR policies and procedures made available to 269 employees	-	269	-	-	-
			Finalize and implement performance management and reward program	Approved copy of Performance program	-	-	-	-	
				Performance plans for employees completed annually	269	270	300	300	300
			Finalize and implement finance and accounting manual	Approved copy of finance and accounting manual	1	-	-	-	-
				Finance and accounting manual made available to accounting and internal audit staff	6	-	-	-	
			Finalize and implement procurement manual	Approved copy of procurement manual	1				
				Procurement manual made available to procurement and internal audit staff	5				
			Finalize and implement professional ethics and code of conduct	Approved copy of professional ethics and code of conduct	-	-	-	-	-
				Professional ethics and code of conduct	-	-	-	-	-

NO	STRATEGIC GOALS	BUSINESS OBJECTIVES	OPERATIONAL ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE OF ACTIVITIES				
					2025	2026	2027	2028	2029
				signed by 269 employees					
		To construct modern IAA headquarters	Acquire land for the construction of IAA HQs	4 acres of land acquired for IAA HQ	-	1	-	-	-
			Construct and furnish IAA HQs	Architectural design completed		1			
				IAA HQ facilities constructed				1	
				IAA HQ fully furnished				1	
				IAA employees and assets migrated to new HQs				1	
2	Automated Processes and Systems	To ensure effective and efficient processes and systems through automation	Design uniform internal audit processes and systems for ISoft (IntegritySoft)	Approved copy of processes and systems	1				
				Processes and systems designed	1				
				Processes and systems configured in ISoft		1			
			Create client profiles and users definitions in ISoft	Approved copy of minimum content of client profile		1			
				Approved copy of user definitions		1			
				158 client profiles created in ISoft	-	50	50	30	28
				User definitions configured in ISoft	-	1			

NO	STRATEGIC GOALS	BUSINESS OBJECTIVES	OPERATIONAL ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE OF ACTIVITIES				
					2025	2026	2027	2028	2029
			Automate risk assessment, risk-based audit plan, audit execution, audit reporting and audit follow-up reviews of client entities	158 client entities risk assessment and work plan automated		50	50	30	28
				158 client entities audit processes automated		50	50	30	28
				158 client entities audit recommendations automated		50	50	30	28
			Train internal auditors on the use of ISoft	Approved copy of training program	-	1	-	-	-
				220 auditors trained to use ISoft	-	20	75	75	50
			Deploy ISoft in the conduct of audits of client entities	ISoft deployed in 158 client entities	-	5	95	30	28
				255 audits conducted using ISoft	-	5	50	100	100
		To automate IAA administrative processes and systems	Automate budgeting, financial accounting, HR and procurement processes and systems	Enterprise resource planning software procured	-	1	-	-	-
				Budgeting, financial accounting and reporting systems automated	-	1	-	-	-
				HR processes and systems automated	-	1	-	-	-
				Procurement and warehouse processes and systems automated	-	1	-	-	-

NO	STRATEGIC GOALS	BUSINESS OBJECTIVES	OPERATIONAL ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE OF ACTIVITIES				
					2025	2026	2027	2028	2029
		To provide working tools and logistics for auditors to perform their tasks	Procure computers, printers and other office equipment	250 laptop computers procured	50	50	50	50	50
				250 auditors assigned computers	50	50	50	50	50
			Procure stationery and other office supplies	100 cartons of A4 papers procured	20	20	20	20	20
				10 cartons of legal papers procured	2	2	2	2	2
				30 printers procured	6	6	6	6	6
				120 cartridges procured	24	24	24	24	24
			Procure vehicles and motor bikes	20 vehicles procured	3	3	4	5	5
				25 motor bikes procured	5	5	5	5	5
			Procure office furniture and fittings	5 conference tables procured	1	1	1	1	1
				20 executive desks procured	4	4	2	5	5
				20 executive chairs procured	4	4	2	5	5
				200 Training room chairs procured	10	10	30	75	75
		To compensate employees comparable to other integrity institutions	Engage CSA and Finance Ministry to increase personnel budget	Approved copy of salary and benefit policy	1	-	-	-	-
				Approved copy of employees' salaries analysis	1	-	-	-	-
				Approved copy of employees' salaries analysis shared with	1	-	-	-	-

NO	STRATEGIC GOALS	BUSINESS OBJECTIVES	OPERATIONAL ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE OF ACTIVITIES				
					2025	2026	2027	2028	2029
				CSA and Finance Minister					
			Conduct salary survey of integrity institutions	Two (2) study tours made of integrity institutions	-	1	-	1	-
				Salary survey conducted	-	1	-	1	-
				Copy of salary survey	-	1	-	1	-
			Compensate employees at comparable salaries	Copy of employees' salaries analysis	-	1	-	1	-
				All employees compensated at comparable salaries	-	1	-	1	-
3	Effective Service Delivery	To accurately and timely evaluate and recommend improvements to governance, risk management and controls over public resources	Conduct annual risk assessments of client entities	Annual risk assessment conducted for client entities	93	93	100	120	130
				Annual copies of risk registers of client entities	93	93	100	120	130
			Develop risk-based plans to address risks to client entities	Annual approved copies of risk-based plans	93	93	100	120	130
			Conduct financial statements, HR, procurement, information systems, performance audits of client entities	Number of audit reports produced	93	93	100	120	130

NO	STRATEGIC GOALS	BUSINESS OBJECTIVES	OPERATIONAL ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE OF ACTIVITIES				
					2025	2026	2027	2028	2029
			Conduct special audits of national assets, payroll, non-tax revenue, government subsidies, county development funds, donor programs and projects of client entities	Number of special audit reports produced	8	10	10	10	10
			Produce quarterly and annual reports	Number of quarterly reports produced	4	4	4	4	4
				Number of annual reports produced	1	1	1	1	1
		To takeover and redeploy resident internal auditors	Takeover resident auditors	Copy of salary analysis of resident auditors		1			
				Salaries and other costs of resident auditors transferred to IAA budget		1			
			Provide baseline training for resident auditors	Copy of approved baseline training program		1			
				Five (5) annual baseline training conducted for resident auditors	1	1	1	1	1

NO	STRATEGIC GOALS	BUSINESS OBJECTIVES	OPERATIONAL ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE OF ACTIVITIES				
					2025	2026	2027	2028	2029
			Assign resident auditors in various client entities	150 resident auditors reassigned to different client entities	-	80	18	18	34
		To institute and implement uniform compliance checklist for assessing compliance with public financial management and procurement laws and regulations	Consolidate all compliance checklists into one compliance checklist	All compliance checklists gathered	1				
				Copy of consolidated checklist	1				
			Finalize national compliance checklist with GAC, PPCC, PFMU and ASU	Copy of checklist finalized with GAC, PPCC, PFMU and ASU	1				
				Approved copy of compliance checklist	1				
			Conduct training of auditors to effectively use national compliance checklist	150 auditors trained	30	30	30	30	30
			Institute and implement customized embroiled stamps to clear financial instruments	Approved sample of stamp designed	1				
				Number of stamps procured and supplied to heads of functions	1				
		To institute and implement uniform compliance scorecard	Develop compliance scorecard system	Compliance scorecard developed	1				
			Train auditors to gather relevant	Approved copy of training program	1				

NO	STRATEGIC GOALS	BUSINESS OBJECTIVES	OPERATIONAL ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE OF ACTIVITIES				
					2025	2026	2027	2028	2029
		system to evaluate the performance of client entities	compliance scorecard data	150 auditors trained	30	30	30	30	30
			Educate client entities on the importance and relevance of compliance scorecard system	Approved copy of concept note	1				
				Educational awareness/engagement sessions held	15	93	93	93	93
			Evaluate and score client entities on their compliance with laws, regulations, systems and procedures	Quarterly data for compliance scorecards gathered, analyzed and summarized,	93	93	100	120	130
				Client entities' performances evaluated	93	93	100	120	130
			Present scores to heads of client entities, Finance Minister and Office of President	Scorecard reports produced quarterly.	93	93	100	120	130
				Scorecard reports submitted quarterly.	93	93	100	120	130
		Recruit and deploy auditors to additional client entities	Recruit internal auditors	Funding secured for recruitment of 50 auditors	10	10	10	10	10
				50 internal auditors recruited	10	10	10	10	10
			Provide baseline training and deploy newly	Approved copy of baseline training program	1				
				50 auditors trained	10	10	10	10	10

NO	STRATEGIC GOALS	BUSINESS OBJECTIVES	OPERATIONAL ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE OF ACTIVITIES				
					2025	2026	2027	2028	2029
			hired internal auditors	50 additional auditors deployed to client entities	10	10	10	10	10
4	Effective Stakeholder Engagements	To educate client entities on the value IAA adds to the effectiveness of governance, risk management and controls over public resources	Conduct round table discussions with heads of entities in each sector	Copy of concept note and strategy for round table discussion		1			
				10 round table discussions held	2	2	2	2	2
			Develop and distribute brochures containing key IAA information with client entities	Copies of brochures/newsletters developed	93	93	100	120	130
				Copies of brochures distributed	93	93	100	120	130
			Hold dialogues and working sessions with comptrollers and procurement officers in public entities	Copy of concept note and strategy for working sessions	2	2	2	2	2
				10 working sessions held	2	2	2	2	2
			Hold working sessions and collaborations with GAC and other integrity institutions.	Copy of concept note and strategy for working sessions		1			
				20 working sessions held.	4	4	4	4	4

NO	STRATEGIC GOALS	BUSINESS OBJECTIVES	OPERATIONAL ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE OF ACTIVITIES				
					2025	2026	2027	2028	2029
				Relationships with other integrity institutions established	2	2	2	2	2
		To educate the public on IAA's role in fighting fraud, waste and abuse of public resources	Hold radio talk shows to discuss the role of IAA	Copy of concept note and strategy for discussion	1				
				20 radio talk shows held	4	4	4	4	4
			Develop jingles and dramas to sensitize the public about the role of IAA in fighting fraud, waste and abuse of public resources	Copy of jingles and dramas	4	4	4	4	4
				120 jingles and dramas aired on local radio stations	24	24	24	24	24
			Establish IAA Friends clubs at various educational institutions in Liberia	Copy of concept note and strategy for IAA Friends clubs developed	1				
				30 IAA friends club established	2	7	7	7	7
			Hold national dialogues and symposia on IAA role in the public sector	Copy of concept note of national dialogues and symposia		1			
				Five (5) national dialogues and symposia held	1	1	1	1	1

NO	STRATEGIC GOALS	BUSINESS OBJECTIVES	OPERATIONAL ACTIVITIES	PERFORMANCE INDICATORS	TIMELINE OF ACTIVITIES				
					2025	2026	2027	2028	2029
			Erect billboards of key information around Liberia	20 billboards erected	4	4	4	4	4
		To engage embassies, international organizations and other partners to instill confidence and seek support for the IAA	Engage foreign embassies to instill confidence and seek support for the IAA	Number of foreign embassies engaged	5	5	5	5	5
			Engage international organizations to instill confidence and seek support for the IAA	Number of international organizations engaged	5	5	5	5	5

CONCLUSION

Given the quality of the current Team and availability of resources, we are hopeful to achieve and exceed the activities planned for the next five years.

IAA's strategic focus will be driven by stakeholders' values and expectations, including the values and expectations of the Government and People of Liberia, local and international partners, and donor organizations. This strategic plan will be further cascaded into detailed business and operational plans to facilitate performance planning, monitoring, measurement, and control.

IAA will support client entities in achieving their objectives by providing independent, objective assurance and consulting services that add value and improve the effectiveness of governance, risk management, and controls over public resources from corruption, fraud, waste, and abuse.

The Agency will provide accurate, complete, reliable, timely, and useful information through audit findings and recommendations that assist client entities in making better and informed decisions about the achievement of objectives, effectiveness and efficiency of operations, accuracy and integrity of information, safeguards and protection of resources, and compliance with applicable laws, regulations, policies, and procedures.

The IAA will comply with national and international auditing standards, including The IIA Standards, Generally Accepted Government Auditing Standards, and professional ethics and code of conduct in planning, performing, and communicating audit findings and recommendations. The Agency will also fully comply with the PFM Act and Regulations, PPC Act and Regulations, accounting and financial manual, procurement manual, HR policies and procedures, IAA Act and Regulations, and will serve as a model for other public sector entities.

IAA will talk the talk and walk the talk, take actions consistent with words and expectations, set the tone at the top, and expect its employees to act in accordance with integrity, objectivity, confidentiality, competency, and due care in performing their work.

Signed:
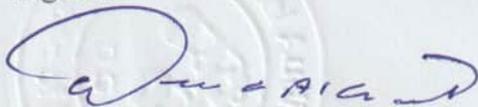
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