

# REPUBLIC OF LIBERIA



## **SERVICE DELIVERY CHARTER**

for the

## **OFFICE OF THE OMBUDSMAN LIBERIA**

January 27, 2025

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*We are committed to providing quality services to both our internal and external customers by meeting and exceeding their expectations and needs*

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## LIST OF ACRONYMS

| Acronym        | Definition  |
|----------------|---|
| <b>ARREST</b>  | Agriculture, Roads, Rule of Law, Education, Sanitation, Tourism (as part of Liberia's development agenda) |
| <b>CoC</b>     | Code of Conduct   |
| <b>CSO</b>     | Civil Society Organization  |
| <b>ED</b>      | Executive Director  |
| <b>GOL</b>     | Government of Liberia   |
| <b>FD</b>      | Finance Department  |
| <b>HR</b>      | Human Resources   |
| <b>ICT</b>     | Information Communication Technology  |
| <b>IAA</b>     | Internal Audit Agency   |
| <b>IA</b>      | Internal Audit  |
| <b>MACS</b>    | Ministries, Agencies, Commission and State Owned Enterprises  |
| <b>M&amp;E</b> | Monitoring and Evaluation   |
| <b>PMCS</b>    | Performance Management and Compliance System  |
| <b>SDC</b>     | Service Delivery Charter  |
| <b>TOR</b>     | Terms of Reference  |



## FOREWARD

Dear Valued Citizens and Stakeholders,

We are pleased to present to you the Service Delivery Charter (SDC) of the Office of the Ombudsman, Republic of Liberia, covering the period 2024–2029. This Charter serves as a guiding document that outlines the range, quality, and conditions of the services we provide to the public. It also details your rights and responsibilities as customers of our services and provides clear channels for lodging complaints and seeking redress when those rights are violated.

Through this Charter, the Office of the Ombudsman reaffirms its commitment to delivering services with the highest standards of professionalism, transparency, impartiality, and accountability. We are dedicated to ensuring that every interaction with our Office reflects our core values of integrity, fairness, and ethical governance.

We understand that the delivery of quality public services can only be achieved through a motivated, competent, and professional workforce. To this end, we will continue to invest in the capacity building and continuous development of our staff, ensuring they are equipped to meet the evolving needs of our citizens and stakeholders.

Your feedback is invaluable to us. We welcome suggestions, concerns, and constructive criticism from the public as these inputs will help us to continuously improve our service standards and, by extension, the overall quality of governance in Liberia.

By outlining our commitments to you in this Charter, the Office of the Ombudsman seeks to align our service delivery with the expectations and needs of the Liberian people. We look forward to your continuous support and engagement as we strive to implement this Charter effectively for the betterment of all Liberians.

Sincerely,

**Cllr. Finley Y. Karngar, Esq.**  
**Chairperson**

**Office of the Ombudsman, Republic of Liberia**

## ACKNOWLEDGEMENT

A document of this significance reflects the collective effort of numerous stakeholders whose invaluable contributions have shaped its development. From the initial conceptualization, through the information-gathering process, to its finalization, and, most importantly, to its anticipated effective implementation, this Service Delivery Charter (SDC) is a product of dedication, expertise, and collaboration.

We extend our sincere appreciation to His Excellency, President Joseph Nyuma Boakai, Sr., President of the Republic of Liberia, whose visionary leadership and the introduction of the Performance Management and Compliance System (PMCS) have institutionalized the pursuit of service excellence across public institutions.

Our profound gratitude also goes to the Director General of the Cabinet, Hon. Nathaniel T. Kwabo, and the staff of the Cabinet Secretariat, for their unwavering guidance, technical support, and commitment throughout this process. Their role in fostering accountability and promoting best practices has been instrumental in the development of this Charter.

We are especially thankful for the technical expertise and advisory support provided by Mrs. Doris Idahor, whose contributions at the national level greatly enriched the content and structure of this document. At the institutional level, we acknowledge the invaluable support of Saa David Nyuma, Jr., whose technical leadership in drafting the Service Delivery Charter was critical in ensuring that it aligns with the mandate of the Office of the Ombudsman.

We also recognize the dedication of Chea P. Dorjue and Agnes Saye-Wuo, who, alongside Saa David Nyuma, Jr., participated in the PMCS training, which culminated in the development of this Charter. Their insights, commitment, and collaborative efforts were instrumental in translating the principles of performance management into actionable service commitments.

Additionally, we express our heartfelt appreciation to our development partners, including US-AID-Internews, EU, and foreign, Embassies near Monrovia for their continued technical and financial assistance. Your support has significantly enhanced the quality of this Charter.

Our gratitude also extends to the senior leadership team of the Office of the Ombudsman - Cllr. Finley Y. Karngar, Chairperson and Cllr. Lami Kpargoi, Ombudsperson for Enforcement.

Your dedication, critical inputs, and collaborative spirit have been pivotal to the successful completion of this Charter.

Lastly, we commend our hardworking and dedicated staff, particularly the frontline employees, who represent the Office daily by engaging with our valued customers and ensuring that the principles of integrity, accountability, and transparency are upheld. Your professionalism and commitment will bring this Charter to life, ensuring that it serves as a beacon of service excellence across Liberia.

Sincerely,

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*We are committed to providing quality services to both our internal and external customers by meeting and exceeding their expectations and needs*

Atty. Etmonia Martin  
Ombudsperson for Compliance  
Office of the Ombudsman, Republic of Liberia

## **1 INTRODUCTION**

### **1.1 Background**

The Office of the Ombudsman is an arm of the Government of Liberia (GOL), responsible for enforce, investigate, provide oversight, Monitor and Evaluate adherence to the Code of Conduct.

This Service Delivery Charter (SDC) for the Office of the Ombudsman therefore, constitutes a social contract, commitment and agreement between the Office of the Ombudsman 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 Office of the Ombudsman 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 Office of the Ombudsman 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 Office of the Ombudsman's performance, as defined by our mandate and the GOL's development plan.

The SDC shall allow the Office of the Ombudsman to:

- Define the services offered by us to the citizens of Liberia
- Outline the service standards that underpin the services offered
- Inventory our commitments towards meeting the general and specify needs of the public.

### **1.3 Objectives**

The objectives of this Service Delivery Charter (SDC) are to establish clear service commitments and enhance the relationship between the Office of the Ombudsman and the citizens of Liberia.

This Charter is designed to guide the institution in delivering high-quality, accessible, and responsive services. Specifically, the objectives are to:

1. **Enhance Service Delivery Culture:** Foster a culture of high standards and responsiveness within the institution, ensuring that public services are delivered effectively, efficiently, and professionally.
2. **Clarify Roles and Responsibilities:** Define the responsibilities of both the Office of the Ombudsman and service users, helping to set clear expectations and promoting accountability on both sides.
3. **Promote Accountability and Transparency:** Strengthen accountability by openly stating service standards, timelines, and processes, and by providing mechanisms for feedback and redress when standards are not met.
4. **Encourage Continuous Improvement:** Establish a foundation for ongoing improvements to service quality, informed by citizen feedback and periodic reviews of institutional performance.
5. **Strengthen Public Trust:** Build and maintain public confidence in the Office of the Ombudsman by demonstrating commitment to service excellence and addressing public needs with integrity and fairness.
6. **Support National Development Goals:** Align institutional service delivery with the Government of Liberia's broader goals for development, good governance, and citizen engagement.
7. **Combat Corruption and Promote Ethical Standards:** Reinforce ethical standards in public service, reduce opportunities for corruption, and promote fair and equitable treatment for all citizens.

This Service Delivery Charter serves as a framework to fulfill these objectives, ensuring that the Office of the Ombudsman operates with transparency, reliability, and a focus on citizen-centered service.

#### **1.4 Scope of Application**

This Service Delivery Charter (SDC) applies to all departments, offices, and staff members of the Office of the Ombudsman, encompassing both central and regional levels. It is intended to guide all personnel in delivering consistent, high-quality public services to the citizens of Liberia, aligning with the standards and commitments outlined within this document.

Specifically, this Charter covers:

1. **All Service Locations:**

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- This includes the central office, regional branches, and any sub-national offices that provide public services on behalf of the Office of the Ombudsman.
2. **All Service Personnel:**
    - The SDC applies to all staff, from frontline service providers to senior management, who interact with the public or contribute to service delivery.
  3. **All Public Services Provided by the Institution:**
    - Each service offered by the Office of the Ombudsman falls under the standards and commitments described in this Charter. It defines expected service levels, timelines, and customer care practices for all public-facing services.
  4. **Interactions with All Service Users:**
    - The Charter governs the institution's interactions with all clients, including citizens, businesses, and organizations that seek or utilize services from the Office of the Ombudsman.

This Charter establishes a unified approach to service delivery across all levels and locations of the Office of the Ombudsman, ensuring that every citizen receives the same high standard of service, regardless of location or point of contact.

## 2 WHO WE ARE

The Office of the Ombudsman is a key institution within the Government of Liberia, dedicated to providing essential services to the public. Our mission is to enhance the well-being of citizens through effective service delivery, accountability, and a commitment to excellence.

The Office of the Ombudsman (OO) is an independent oversight institution within the Government of Liberia, established under the 2014 Code of Conduct Act to promote transparency, accountability, and ethical governance in public service. The Office is mandated to enforce adherence to the Code of Conduct, investigate complaints of misconduct, and monitor compliance with ethical standards among public officials.

Our role is to ensure fairness, justice, and integrity in public administration by providing a platform for citizens and government employees to report unethical behavior, abuse of power, or administrative malpractices. By doing so, the Office contributes to strengthening public trust in government institutions, fostering good governance, and ensuring that public officials uphold the highest standards of professionalism and integrity.

The Office of the Ombudsman serves as a key institution for enforcing ethical governance through the following core functions:

### **Complaints Handling & Investigation:**

- ❖ Receive and investigate complaints related to breaches of the Code of Conduct by public officials.
- ❖ Conduct independent fact-finding inquiries into cases of abuse of power, conflict of interest, and ethical misconduct.
- ❖ Make recommendations for corrective actions, disciplinary measures, or prosecution where necessary.

### **Enforcement of the Code of Conduct:**

- ❖ Ensure compliance with ethical standards outlined in the 2014 Code of Conduct Act and subsequent amendments.
- ❖ Oversee declarations of assets, liabilities, and conflicts of interest for public officials.
- ❖ Collaborate with anti-corruption institutions and relevant government agencies to promote good governance.

### **Public Awareness & Education:**

- ❖ Conduct nationwide civic education campaigns on the rights and responsibilities of public servants.
- ❖ Raise awareness on integrity, transparency, and the importance of ethical behavior in governance.
- ❖ Engage civil society organizations, community leaders, and the private sector to foster ethical leadership.

### **Monitoring & Compliance:**

- ❖ Proactively monitor government institutions to ensure adherence to the Code of Conduct.
- ❖ Conduct compliance assessments and issue reports on ethical governance performance.
- ❖ Recommend policy reforms to strengthen Liberia's public integrity systems.

### **Hearing & Adjudication:**

- ❖ Hold administrative hearings to review cases of alleged misconduct.
- ❖ Provide due process for public officials accused of ethical violations.
- ❖ Issue binding decisions and sanctions in line with the Code of Conduct and national laws.

### **Whistleblower Protection & Confidentiality:**

- ❖ Ensure the confidentiality of whistleblowers and protect individuals who report misconduct from retaliation.
- ❖ Provide secure and accessible complaint mechanisms for citizens and public officials.

## **Our Contribution to Governance**

The Office of the Ombudsman is committed to building an accountable and citizen-responsive government. Our interventions help to:

- ❖ Promote ethical leadership and professionalism in public service.
- ❖ Prevent corruption and abuse of power through effective oversight.
- ❖ Strengthen public confidence in governance by ensuring fair and just administrative practices.
- ❖ Provide a mechanism for justice and redress, giving citizens a voice in holding public officials accountable.

Through these efforts, the Office of the Ombudsman upholds integrity, impartiality, and justice, ensuring that Liberia's public administration operates in a transparent, accountable, and ethical manner.

### **2.1 Vision**

The vision of the To foster ethical governance and strengthen public trust in Liberia's institutions. This vision reflects our commitment to long-term improvements in public service and to promoting an inclusive, responsive government.

### **2.2 Mission**

The mission of the Office of the Ombudsman is to promote diligence and discipline corps of public servants. Through this mission, we aim to address public needs with professionalism and dedication.

### **2.3 Values**

*Our core values are:*

1. **Integrity** - Actions reflect honesty, truthfulness, and ethical conduct. Resources are used responsibly, and conflicts of interest are avoided to maintain impartiality in decision-making.
2. **Selflessness** - Decisions are made solely in the interest of the public good, prioritising the needs of the people above personal or private interests.

3. **Diligence** - Work is performed efficiently and effectively, focusing on timely and reasonable execution of duties to meet organizational goals.
4. **Objectivity (Justice and Fairness)** - Merit and public policy guide all decisions, ensuring fairness in appointments, promotions, awards, and the distribution of public resources.
5. **Accountability** - Responsibility is embraced for all actions and decisions, ensuring transparency and adherence to laws, policies, and ethical standards.
6. **Openness (Transparency)** - Decisions and actions are shared openly, supported by reasons and consistent with the principles of the Freedom of Information Act.
7. **Honesty** - Private interests are declared to avoid conflicts, and public trust is upheld by rejecting deception and improper influence.
8. **Non-Discrimination** - Respect for human dignity is maintained by treating all individuals equitably, without prejudice or bias based on race, gender, or other differences.
9. **Discipline** - Strict adherence to established codes of conduct, laws, and policies ensures professional behaviour and the enforcement of ethical standards.
10. **Loyalty** - Devotion to the people and Government of Liberia is demonstrated through respectful, effective, and courteous service at all times.
11. **Confidentiality** - Classified and sensitive information is safeguarded, ensuring due caution in handling disclosures, as outlined by the Freedom of Information Act.
12. **Leadership** - Exemplary behaviour inspires others, fostering a culture of accountability, excellence, and good governance.
13. **Professionalism** - High competence standards and professional ethics adherence define all interactions and decisions.
14. **Merit-Based System** - Recruitment and promotion practices are guided by competence and qualifications, rather than political or personal considerations.

### 3 OUR CUSTOMERS

The Office of the Ombudsman is committed to serving a broad spectrum of individuals and institutions that rely on its services to promote ethical governance, accountability, and justice. Our customers include:

#### 1. Citizens of Liberia

- ❖ All **Liberian citizens**, regardless of background, who seek **redress for administrative injustices, ethical violations, or maladministration** in public service.
- ❖ Individuals who wish to **report misconduct, corruption, or breaches of the Code of Conduct** by public officials.

#### 2. Residents and Non-Citizens

- ❖ Individuals residing in Liberia, including foreign nationals, who may require assistance or intervention in cases of public administrative malpractice.
- ❖ Non-citizens engaged in legal or professional activities in Liberia who need access to public accountability mechanisms.

#### 3. Government Entities

- ❖ National, regional, and local government institutions, including ministries, agencies, and commissions, that interact with the Office of the Ombudsman for compliance monitoring and ethical oversight.
- ❖ Public officials within the three branches of the Liberian government (Executive, Legislature and Judiciary) and civil servants subject to ethical investigations or seeking guidance on adherence to the Code of Conduct.

#### 4. Businesses and Private Sector Organizations

- ❖ Companies, corporations, and business associations that interact with the Office of the Ombudsman on ethical and regulatory compliance issues.
- ❖ Private sector entities that report administrative malpractice or require guidance on ethical standards in dealings with the government.

#### 5. Development Partners and International Organizations

- ❖ International organizations, foreign embassies, NGOs, and multilateral agencies that collaborate with the Government of Liberia on governance reforms and ethical compliance.
- ❖ Development partners that rely on the Office's oversight for transparency and accountability in governance.

## 6. Civil Society Organizations (CSOs)

- ❖ Advocacy groups, human rights organizations, and policy think tanks that work with the Office of the Ombudsman to promote public sector accountability.
- ❖ Community-based organizations that engage in transparency, whistleblower protection, and civic education on ethical governance.

The Office of the Ombudsman plays a crucial role in fostering a culture of accountability, integrity, and fairness in public administration across Liberia through the service it provides to these individuals and institutions.

○

## 4 OUR COMMITMENT TO YOU

The Office of the Ombudsman is dedicated to providing independent, impartial, and transparent services to uphold ethical governance, fairness, and accountability in Liberia's public administration. We are committed to maintaining the highest standards of professionalism, integrity, and responsiveness in all our interactions with the public.

### 4.1 Service Guarantee

Our service guarantee ensures that we will:

- ❖ **Listen and Respond to Your Needs:** Actively listen to your complaints, concerns, and feedback, and respond promptly and impartially.
- ❖ **Provide Fair and Professional Service:** Treat every interaction with neutrality, courtesy, and professionalism, ensuring fairness in handling complaints and investigations.
- ❖ **Deliver Accurate and Timely Services:** Adhere to clear service timelines in processing complaints, conducting investigations, and issuing decisions, while minimizing unnecessary delays.
- ❖ **Ensure Confidentiality:** Safeguard all personal information and sensitive case details, ensuring that complaints are handled with discretion and in compliance with privacy laws.
- ❖ **Uphold Impartiality and Justice:** Provide independent and unbiased investigations into complaints of misconduct, ensuring that all parties receive fair treatment in accordance with the law.

- ❖ **Promote Transparency and Accountability:** Ensure that all decisions and processes are guided by ethical principles, and that the public is kept informed of the Office’s actions and outcomes.

Hence, the Office of the Ombudsman strives to strengthen trust in public institutions, uphold the rule of law, and enhance good governance in Liberia through these commitments.

## 4.2 Service Standards

The Office of the Ombudsman upholds high standards of service excellence to ensure that our commitments to justice, transparency, and ethical governance are consistently met. Our service standards include:

### Timely Responses:

- ❖ Acknowledge receipt of complaints within 48 hours and provide complainants with a reference number for tracking.
- ❖ Conduct a preliminary review of complaints within five (5) business days to determine jurisdiction and the next steps.
- ❖ Initiate investigations into valid complaints within ten (10) business days of acceptance.
- ❖ Respond to general inquiries via phone and email within three (3) business days.
- ❖ Provide updates to complainants every 30 days on the status of their cases until resolution.

These standards reflect our commitment to efficiency, transparency, and public accountability in handling complaints and enforcing the Code of Conduct for public officials.

### Professional Conduct

The **Office of the Ombudsman** is committed to upholding the **highest ethical standards** in all interactions with the public. Our professional conduct guidelines ensure that we:

- ❖ Treat every complainant and stakeholder with respect, fairness, and dignity, regardless of status or background.
- ❖ Provide clear and accurate information on complaints, investigations, and ethical compliance procedures, avoiding legal or technical jargon to ensure public understanding.
- ❖ Maintain impartiality and neutrality when handling cases to ensure fairness and justice for all parties.
- ❖ Follow up on complaints and inquiries to ensure that concerns are addressed adequately and timely.

## **Accessibility and Inclusivity**

The Office of the Ombudsman is committed to ensuring that its services are accessible to all individuals, including those with special needs or disabilities. We pledge to:

- ❖ Ensure that all citizens, regardless of location or ability, have equal access to our services.
- ❖ Provide multiple channels for accessing services, including physical offices, an online platform, a toll-free complaint line, and email support.
- ❖ Offer assistance to individuals with disabilities or other special needs to ensure their complaints are processed effectively and fairly.

## **Commitment to Continuous Improvement**

The Office of the Ombudsman prioritizes continuous learning and service enhancement to meet the evolving needs of the public. We commit to:

- ❖ Regularly reviewing our service standards and performance metrics to enhance efficiency and effectiveness.
- ❖ Incorporating public feedback through consultations, surveys, and stakeholder engagements to refine and improve service delivery.
- ❖ Adapting to new best practices in complaint handling, investigation procedures, and governance oversight to uphold ethical integrity.

Our commitment to fairness, accountability, and service excellence is a promise of quality and reliability. We encourage the public to hold us accountable to these standards and share their experiences so we can continue to improve and serve Liberia better.

## **5 FEEDBACK AND COMPLAINTS MECHANISM**

The Office of the Ombudsman values public feedback and is committed to addressing concerns promptly and effectively. Our feedback and complaints mechanism ensures that every citizen, public official, and stakeholder has a voice in improving our services, strengthening accountability, and upholding ethical governance. We welcome both positive feedback and constructive criticism to help us continuously enhance the quality and efficiency of our complaints-handling, investigation, and enforcement processes.

### **5.1 Providing Feedback**

We encourage you to share your experiences with us—whether positive or negative—so we can understand your concerns and expectations better. You can provide feedback through the following channels:



- ❖ **In-Person:** Visit our customer service desk at the Office of the Ombudsman's headquarters or designated regional offices, where a representative will assist you in submitting feedback.
- ❖ **Online Form:** Submit your comments, suggestions, or concerns through our online feedback form, available on our website <https://ombudsman.gov.lr/> at your convenience.
- ❖ **Email:** Send us an email at [ombudsmanliberia@gmail.com](mailto:ombudsmanliberia@gmail.com)/fkarnagar@yahoo.com and we will acknowledge receipt within 48 hours.
- ❖ **Suggestion Boxes:** Use suggestion boxes located at our service centers to provide anonymous feedback or recommendations on improving our service delivery.

## 5.2 Submitting a Complaint

If our services do not meet your expectations or if you encounter any issues, please feel free to file a complaint. We are committed to addressing all complaints with urgency and transparency.

### 5.2.1 How to File a Complaint:

- **By Phone:** Call us at +231-777-522-023/0887-511-520 to speak directly with a representative who will document your complaint and assist you with next steps.
- **Written Complaint:** Submit a written complaint by mail or at our service counters, addressed to [ombudsmanliberia@gmail.com](mailto:ombudsmanliberia@gmail.com)/[fkarnagar@yahoo.com](mailto:fkarnagar@yahoo.com)/
- **Complaint Form:** Access and fill out our online complaint form on our website at <https://ombudsman.gov.lr/>

### 5.2.2 Complaint Handling Process:

The Office of the Ombudsman follows a structured and transparent complaint-handling process to ensure that all grievances are addressed fairly, efficiently, and in accordance with the Code of Conduct. The process includes the following steps:

#### **Acknowledgment:**

1. Complaints will be acknowledged within 48 hours of receipt.
2. A unique reference number will be issued for tracking purposes.

#### **Preliminary Assessment:**

1. A preliminary review will be conducted within five (5) working days to determine if the complaint falls within the jurisdiction of the Office of the Ombudsman.
2. If the complaint is outside our mandate, it will be referred to the appropriate institution, and the complainant will be notified.

#### **Investigation:**

1. Valid complaints will be assigned to the department for investigation.
2. The Office will gather evidence, conduct interviews, and consult relevant stakeholders as needed.
3. If additional information is required, the complainant will be contacted.

**Resolution:**

1. The Office aims to resolve complaints within 21 working days, depending on the complexity of the case.
2. If a complaint requires an extended investigation, the complainant will receive regular updates on the progress of the case.
3. Recommendations or necessary disciplinary actions will be issued in line with the Code of Conduct and national laws.

**Hearing (If Required):**

1. If a formal hearing is necessary, both parties will be notified in advance and given the opportunity to present their case.
2. Hearings will be conducted impartially and in compliance with due process.

**Follow-up:**

1. Once a complaint is resolved, the Office may follow up with the complainant to ensure that the resolution was satisfactory.
2. The complainant may also provide additional feedback to help improve service delivery.

### **5.3 Escalation Process**

If you are not satisfied with the initial resolution, you may request an escalation to higher authorities within the ombudsman Office. We are committed to addressing escalated complaints with diligence to ensure a fair outcome.

### **5.4 Confidentiality and Anti-Retaliation**

We handle all complaints and feedback with confidentiality and respect. Your feedback will not affect your access to services or result in any form of retaliation. We are committed to creating a safe environment for citizens to voice their concerns.

This feedback and complaints mechanism enables us to hear from you, respond effectively, and improve our services continuously. We value your input and are dedicated to providing the best possible service to the public.

## 6 WHERE WE ARE LOCATED

The Office of the Ombudsman is committed to providing accessible services to all citizens, with multiple locations to serve the public effectively. The Ombudsman’s office is in its formative stage and aims to establish a presence in all 15 counties, with County Coordinators supported by two staff members each. This expansion will be implemented once the necessary budgetary allocations are provided by the government. Below are the main locations, contact information, and operating hours where our services can be accessed.

| CENTRAL DEPARTMENTS               | PHYSICAL LOCATION  | CONTACT PHONE   | CONTACT EMAIL  | PHONE NUMBER FOR EMERGENCY CALL               |
|-----------------------------------|--|---|--|---|
| Office of the Chairperson         | Congotwon Back Road, Monrovia Opposite Elsie’s Solar Business Center | <a href="tel:+23108865220">(+231)(0)8865220</a><br><a href="tel:+2310777522023">23/(0)777522023</a> | <a href="mailto:fkarnegar@yahoo.com">fkarnegar@yahoo.com</a>               | <a href="tel:+2310777522023">(0)777522023</a> |
| Member/Compliance                 | Congotwon Back Road, Monrovia Opposite Elsie’s Solar Business Center | +231-886-514-729  | <a href="mailto:Ombudsmanliberia@gmail.com">Ombudsmanliberia@gmail.com</a> | 0887-511-520                                  |
| Member/Enforcement                | Congotwon Back Road, Monrovia Opposite Elsie’s Solar Business Center | +231-777-523-144  | <a href="mailto:lkpargo@yahoo.com">lkpargo@yahoo.com</a>                   | +231-777-523-144                              |
| Executive Director                | Congotwon Back Road, Monrovia Opposite Elsie’s Solar Business Center | Vacant  |  |   |
| Program and Resource Mobilisation | Congotwon Back Road, Monrovia Opposite Elsie’s Solar Business Center | Vacant  |  |   |

|   |  |                  |  |                  |
|---|--|------------------|--|------------------|
| Human Resource                          | Congotwon Back Road, Monrovia Opposite Elsie's Solar Business Center | +231-777-570-067 | <a href="mailto:hg.hannahgweh@gmail.com">hg.hannahgweh@gmail.com</a>   | +231-777-570-067 |
| Finance                                 | Same as Above  | +231-886-260-654 | <a href="mailto:drchedorjue@gmail.com">drchedorjue@gmail.com</a>       | +231-770-390-750 |
| Public Relations & Engagement           | Same as Above  | Vacant           |  |                  |
| Monitoring & Evaluation                 | Same as Above  | Vacant           |  |                  |
| Communication & ICT                     | Same as Above  | Vacant           |  |                  |
| Legal                                   | Same as Above  | Vacant           |  |                  |
| Procurement                             | Same as Above  | +231-770-121-715 | <a href="mailto:agneskorposaye@gmail.com">agneskorposaye@gmail.com</a> | +231-770-121-715 |
| Internal Audit                          | Same as Above  | Vacant           |  |                  |
| General Services                        | Same as Above  | Vacant           |  |                  |
| KEY CONTACT ADDRESSES AT REGIONAL LEVEL |  |                  |  |                  |
| Regional office at XXX                  | Coming Soon  |                  |  |                  |
| Regional office at XXX                  | Coming Soon  |                  |  |                  |
| Regional office at XXX                  | Coming Soon  |                  |  |                  |
| Regional office at XXX                  | Coming Soon  |                  |  |                  |

## **7 OVERVIEW OF OUR SERVICES**

The Office of the Ombudsman is dedicated to providing a range of services to meet the needs of Liberia's citizens. This section outlines the specific services we offer, including eligibility requirements, timelines, and contact information for each department.

## 7.1 List of Services, Eligibility Conditions, and Timelines By Department

### 7.1.1 Department Services

| 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  |
|--------|--|--|-----------------|---|--|---------------------------|--|--|--|
| OO-001 | Complaint Submission and Registration            | All Liberian citizens, residents, and public officials   | Free            | Completed complaint form with supporting documents (optional) | Acknowledgment within 48 hours   | Office of the Chairperson | Cllr. Finley Y. Karngar - <a href="mailto:fkarngar@yahoo.com">fkarngar@yahoo.com</a> | Cllr. Finley Y. Karngar - <a href="mailto:fkarngar@yahoo.com">fkarngar@yahoo.com</a> | <ul style="list-style-type: none"> <li>Suggestion box, Email: <a href="mailto:fkarngar@yahoo.com">fkarngar@yahoo.com</a>, Phone: (+231) 777-522-023</li> </ul> |
| OO-002 | Investigation of Complaints                      | Complaints falling within the jurisdiction of the Office | Free            | Detailed complaint with evidence (if available)               | Initial assessment within 5 days, resolution within 21 days (extendable) | Compliance Department     | Atty. Etmonia Martin - <a href="mailto:etmonia77@yahoo.com">etmonia77@yahoo.com</a>  | Cllr. Finley Y. Karngar - <a href="mailto:fkarngar@yahoo.com">fkarngar@yahoo.com</a> | <ul style="list-style-type: none"> <li>Suggestion box, Email: <a href="mailto:etmonia77@yahoo.com">etmonia77@yahoo.com</a>, Phone: 0886-514-729</li> </ul>     |
| OO-003 | Enforcement of Ethical Compliance of the Code of | Public officials subject to the Code of                  | Free            | Final investigation report and legal proceedings              | Resolution timelines vary based on                                       | Enforcement Department    | Cllr. Lami Kpargoi - <a href="mailto:lkpargoi@yahoo.com">lkpargoi@yahoo.com</a>      | Cllr. Finley Y. Karngar - <a href="mailto:fkarngar@yahoo.com">fkarngar@yahoo.com</a> | <ul style="list-style-type: none"> <li>Suggestion box, Email: <a href="mailto:lkpargoi@yahoo.com">lkpargoi@yahoo.com</a>, Phone: +231-777-523-</li> </ul>      |

| 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   |
|--------|--|---|-----------------|--|--|---|--|-----------------------------------|---|
|        | Conduct  | Conduct   |                 | documentation  | case complexity  |   |  |                                   | 144   |
| OO-004 | Public Awareness and Education on Ethical Governance | Open to all Liberian citizens, public institutions, civil society organizations, and private entities | Free of charge  | None   | Ongoing, with monthly public engagements and awareness campaigns | Department of Public Relations and Outreach | N/A                                    | Senior Program Manager            | •   |
| OO-005 | Monitoring and Evaluation of Ethical Compliance      | Applicable to government institutions and public officials  | Free            | Access to institutional reports, documentation, and compliance records | Bi-annual monitoring reports with periodic compliance audits     | M&E Department                              | N/A                                    | Senior Program Manager            | • Compliance reports, feedback forms: <a href="https://ombudsman.gov.lr">https://ombudsman.gov.lr</a> Email: <a href="mailto:ombudsmanliberia@gmail.com">ombudsmanliberia@gmail.com</a> |

| 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  |
|--------|---|---|-----------------|---|--|---------------------------|--|--|--|
| OO-006 | Legal Advisory Services on Code of Conduct Compliance | Available to public officials, legal practitioners, and institutions seeking guidance on ethical governance | Free            | Request for legal opinion or advisory support with relevant case documentation                        | Legal opinions provided within 14 working days, depending on case complexity                               | Legal Unit                | N/A  | Cllr. Finley Y. Karngar - <a href="mailto:fkarngar@yahoo.com">fkarngar@yahoo.com</a> | <ul style="list-style-type: none"> <li>Legal consultations, suggestion boxes, feedback forms: <a href="https://ombudsman.gov.lr">https://ombudsman.gov.lr</a> Email: <a href="mailto:ombudsmanliberia@gmail.com">ombudsmanliberia@gmail.com</a></li> </ul> |
| OO-007 | Human Resource Management and Staff Development       | Applicable to current and prospective employees of the Office of the Ombudsman                              | FREE            | Submission of application forms, qualifications, and supporting documents for recruitment or training | Recruitment processes typically concluded within 30 working days; staff development programs scheduled bi- | Human Resource Department | Hannah Gweh-Sheriff - <a href="mailto:hg.hannahgweh@gmail.com">hg.hannahgweh@gmail.com</a> | Executive Director<br>Email: N/A   | <ul style="list-style-type: none"> <li>HR feedback forms, suggestion boxes, Email: <a href="mailto:hg.hannahgweh@gmail.com">hg.hannahgweh@gmail.com</a>, Phone: +231-777-570-067</li> </ul>  |



| 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  |
|--------|---|---|--|--|--|------------------------|---|--|--|
|        |   |   |  |  | annually   |                        |   |  |  |
| OO-008 | Procurement of Goods and Services       | Vendors, suppliers, and service providers meeting public procurement requirements | Free of charge (application process subject to procurement guidelines) | Submission of valid business registration, tax clearance, and compliance with the Public Procurement and Concessions Act | Procurement processes completed within 30 working days, depending on contract complexity | Procurement Department | Agnes Korposay - <a href="mailto:agneskorposaye@gmail.com">agneskorposaye@gmail.com</a> | Executive Director<br>Email:N/A  | <ul style="list-style-type: none"> <li>Procurement feedback forms, suggestion boxes, Email: <a href="mailto:agneskorposaye@gmail.com">agneskorposaye@gmail.com</a>, Phone: +231-770-121-715</li> </ul>   |
| OO-009 | Internal Audit and Compliance Review    | Applicable to internal departments of the Office of the Ombudsman and external    | Free   | Access to financial records, operational data, and compliance documentation  | Internal audits conducted quarterly, with comprehensive reports issued within 30         | Procurement Department | N/A   | Cllr. Finley Y. Karngar - <a href="mailto:fkarngar@yahoo.com">fkarngar@yahoo.com</a> | <ul style="list-style-type: none"> <li>Audit feedback forms, compliance review reports: <a href="https://ombudsman.gov.lr">https://ombudsman.gov.lr</a> Email: <a href="mailto:ombudsmanliberia@gmail.com">ombudsmanliberia@gmail.com</a></li> </ul> |

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*We are committed to providing quality services to both our internal and external customers by meeting and exceeding their expectations and needs*

| 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  |
|--------|---|--|-----------------|--|---|----------------------------------|--|--|--|
|        |   | audits for public institutions   |                 |  | days of audit completion  |                                  |  |  | <a href="#">m</a>  |
| OO-010 | ICT and Communication Support Services    | Available to Office of the Ombudsman staff and for public access to digital services | Free            | Requests for ICT support or access to digital platforms for complaints and feedback submission | Technical support provided within 24–48 hours; system updates and maintenance scheduled quarterly | Communication and ICT Department | ICT Director                           | Executive Director<br>Email:N/A  | <ul style="list-style-type: none"> <li>ICT support desk, digital feedback forms:<a href="https://ombudsman.gov.lr">https://ombudsman.gov.lr</a> Email: <a href="mailto:ombudsmanliberia@gmail.com">ombudsmanliberia@gmail.com</a></li> </ul> |
| OO-011 | Coordination of Administrative Operations | Applicable to all internal departments and external stakeholders                     | Free            | Formal request for administrative support or inter-departmental coordination                   | Response within 5 working days; continuous support as needed                                      | Office of the Executive Director | Executive Director Email: N/A          | Cllr. Finley Y. Karngar - <a href="mailto:fkarngar@yahoo.com">fkarngar@yahoo.com</a> | <ul style="list-style-type: none"> <li>Administrative feedback forms, suggestion boxes:<a href="https://ombudsman.gov.lr">https://ombudsman.gov.lr</a> Email: <a href="mailto:ombudsmanlib">ombudsmanlib</a></li> </ul>                      |

| 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   |
|--------|---|---|-----------------|--|---|------------------------|--|-----------------------------------|---|
|        |   | requiring administrative support  |                 |  |   |                        |  |                                   | <a href="mailto:eria@gmail.com">eria@gmail.com</a>  |
| OO-012 | Preparation and Management of the Office's Budget | Internal departments, government agencies, and development partners requesting budget-related information | Free            | Submission of budget proposals or requests for budget analysis | Annual budget preparation with updates provided quarterly | Finance Department     | Chea P. Dorjue - drchedorjue@gmail.com | Executive Director<br>Email:N/A   | <ul style="list-style-type: none"> <li>Budget review meetings, financial feedback forms, Email: drchedorjue@gmail.com, Phone: +231-770-390-750</li> </ul> |
|        |   |   |                 |  |   |                        |  |                                   | •   |

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## 8 YOUR RIGHTS & OBLIGATIONS AS A SERVICE USER

### 8.1 Your Rights as a Service User

As a service user, you have the following rights:

- **Right to Quality Service:** Receive efficient, timely, and respectful service in all interactions.
- **Right to Information:** Access clear information regarding services, requirements, and timelines.
- **Right to Privacy:** Have your personal data handled with confidentiality and in accordance with data protection laws.
- **Right to Redress:** Lodge complaints and receive appropriate and timely responses to resolve issues.

### 8.2 Your Obligations as a Service User

To help us serve you better, we ask that you:

- **Provide Accurate Information:** Ensure that all documentation and information submitted are complete and accurate.
- **Respect Service Protocols:** Follow the established procedures for each service to facilitate smooth processing.
- **Maintain Courtesy:** Treat staff members with respect and patience, as we are committed to helping you.

## 9 ANNEXES

### 9.1 Sample Feedback Form:



**Office of the Ombudsman  
Republic of Liberia  
Customer Service Feedback Form**

We value your feedback and are committed to improving our services. Please use this form to share your experience with us. Your comments help us serve you better.

|  |  |
|--|--|
| <b>Name:</b>   |  |
| <b>Date of Service:</b>                                  |  |
| <b>Service Department:</b>                               |  |
| <b>Feedback/Comments:</b>                                |  |
| <b>Suggestions for Improvement:</b>                      |  |
| <b>Contact Information<br/>(optional for follow-up):</b> |  |

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