

REPUBLIC OF LIBERIA



SERVICE DELIVERY CHARTER

For the

LIBERIA EXTRACTIVE INDUSTRIES TRANSPARENCY INITIATIVE

LIBERIA

January 24, 2025

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LIST OF ACRONYMS

EITI	Extractive Industries Transparency Initiative
GOL	Government of Liberia
LEITI	Liberia Extractive Industries Transparency Initiative
MSG	Multi-Stakeholders Group
SDC	Service Delivery Charter

FOREWARD

Dear Consumers,

We are pleased to present the Liberia Extractive Industries Transparency Initiative Charter for 2024-2025. The Service Delivery Charter (SDC) will guide the public on our services' quantity, quality, and conditions. The Charter also provides information about your rights and the channels for reporting and redressing when your rights are violated.

With this Charter, we commit to providing our services at the highest possible standards and will do our best to ensure effective implementation. We welcome feedback from the public so that we can continuously improve these standards and, by extension, the quality of our services for the betterment of the people of Liberia.

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

Jeffrey N. Yates

Head of Secretariat

Liberia Extractive Industries Transparency Initiative

ACKNOWLEDGEMENT

A document like this requires the collective effort of numerous stakeholders, who tirelessly contribute to its initiation, information-gathering processes, completion, and, most importantly, effective implementation.

Accordingly, our sincere appreciation goes to the President of the Republic of Liberia, His Excellency President Joseph N. Boakai Sr., through whose signature initiative the Performance Management and Compliance System (PMCS) was developed and signed off on. This requirement for service excellence was instituted to promote efficiency and effectiveness in the country's governance system. Our profound appreciation also goes to the Director General of the Cabinet, Hon. Nathaniel T. Kwabo, and the staff of the Cabinet Secretariat for their guidance and support with this noble initiative.

The development of this Charter would not have been possible without the vital technical assistance from the Consultant, Mrs. Doris Idahor, at the national level, and the Head of Procurement, Francis S. Kettor, II; head of Technical, McDonald S. Kerl, Sr; and George N. Dennis, director of Finance, at the institutional level.

Our appreciation also goes to the Head of the Secretariat, Jeffrey N. Yates, and the Deputy Head of the Secretariat, Zaza Y. Quaqua, for their invaluable contributions and inputs to the development of this Charter. Your consistent focus and efforts have brought remarkable progress and the successful completion of this project.

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

Emmanuel K. White
Actg. Administrative Manager
Liberia Extractive Industries Transparency Initiative

1 INTRODUCTION

1.1 Background

In 2007, the Government of Liberia established the Liberia Extractive Industries Transparency Initiative (LEITI) in collaboration with the civil society and private sector. In 2009, the LEITI evolved as a multi-stakeholder autonomous entity through legislative enactment to pursue the below general objective:

To ensure that all benefits due the Government and people of Liberia on account of the exploration/exploitation of mineral and other resources of Liberia are: 1) verifiably paid or provided, 2) are duly accounted for, and 3) are prudently utilized for the benefit of all Liberians and based on equity and sustainability. In defining the scope of the LEITI, the Government designated four sectors, namely, the oil, mining, agriculture, and forestry sectors, for EITI implementation.

Therefore, this Service Delivery Charter (SDC) for the LEITI constitutes a social contract commitment and agreement between the LEITI and the citizens of Liberia. It sets out our services and responsibilities to continuously improve the 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 LEITI and citizens.

1.2 Rationale

The rationale for developing 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 LEITI is supposed to provide in terms of services and eligibility conditions for accessing these services. The charter will also serve as a benchmark to assess the LEITI's performance, as defined by its mandate and the GOL's development plan.

The SDC shall allow the LEITI to:

- Define the services offered by the LEITI to the citizens of Liberia
- Outline the service standards that underpin the services offered
- Inventory LEITI's commitments are towards meeting the general and specific 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 LEITI 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 institution's and service users' responsibilities, 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, providing feedback mechanisms, and redressing when standards are unmet.
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 LEITI by demonstrating a 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 LEITI 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 LEITI, encompassing both central and regional levels. It is intended to guide all personnel in delivering consistent, high-quality public services to Liberia's citizens, aligning with the standards and commitments outlined within this document.

Specifically, this Charter covers:

1. **All Service Locations:**

- This includes the central office, regional branches, and any sub-national offices that provide public services on behalf of the LEITI.

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:**

- This Charter describes the standards and commitments for each service LEITI offers. 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 seeking or utilizing LEITI services.

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

2 WHO WE ARE

The LEITI is a key institution within the Government of Liberia, dedicated to providing essential services to the public. We aim to achieve transparency in payments by extractive companies to Governments and Government-linked entities.

The Liberia Extractive Industries Transparency Initiative (LEITI) is an autonomous agency of the Government of Liberia (GOL) and a part of the global EITI initiative. The LEITI is responsible for achieving transparency in payments by extractive companies to Government and Government-linked entities. The LEITI is a voluntary multi-stakeholder initiative that brings together the Government of Liberia, Extractive Companies, and Civil Society to strengthen natural resource governance. LEITI promotes transparency and accountability in revenue flows from the extractive industry through the multi-stakeholder arrangement. The LEITI requires, obtains, verifies, and publishes all material payments due from and /or made by extractive industry companies to all agencies and levels of the Government of Liberia, as well as revenues collected from the companies by the Government.

In summary, LEITI shall:

Ensure that all benefits due the Government and people of Liberia on account of the exploration/exploitation of mineral and other resources of Liberia are: 1) verifiably paid or provided, 2) are duly accounted for, and 3) are prudently utilized for the benefit of all Liberians and based on equity and sustainability. In defining the scope of the LEITI, the Government designated four sectors, namely, the oil, mining, agriculture, and forestry sectors, for EITI implementation.

2.1 Vision

The LEITI's vision is to “ensure that income and spending from the extractive industries of Liberia are transparent for all Liberians and that said income contributes significantly to poverty reduction and economic and social development.” This vision reflects our commitment to long-term public service improvements and promoting an inclusive, responsive government.

2.2 Mission

The mission of the LEITI is to achieve transparency in payments by Extractive Industry Companies to Governments and Government-linked entities. Through this mission, we aim to address public needs with professionalism and dedication.

2.3 Values

Our core values are:

Respect for Other: We respect the dignity, LEITI-related needs, and private lives of others and exercise proper authority and sound judgment in their dealings with other MSG Members, Staff of the Secretariat, and members of other EITI bodies, the general public, and anyone whom we come in contact with in the discharge of our duties to the LEITI.

- ❖ **Integrity:** We adhere to the highest honesty, ethics, and accountability standards in all our communications and decisions.
- ❖ **Transparency:** We uphold the spirit of openness in our activities and pronouncements, ensuring that our reports are clear and accessible to the general public.
- ❖ **Compliance:** We strive to discharge our duties to LEITI in compliance with the laws and regulations of the Republic of Liberia, the LEITI Act, and all rules governing the activities of persons involved with / or associated with implementing EITI Standards.
- ❖ **Professionalism:** We are committed to performing our assigned duties professionally and in a timely manner and shall use our best efforts to participate regularly in professional development activities.
- ❖ **Discrimination:** We ensure that no LEITI staff member engages in or facilitates discriminatory or harassing behavior directed toward anyone they contact during their duties.
- ❖ **Confidentiality:** We are committed to not using any information provided in our roles that is not already in the public domain other than to further our duties.
- ❖ **Conflict of Interest and Abuse of Power:** We commit to always acting in the best interest of LEITI and not for personal and private benefits or financial enrichment.

3 OUR CONSUMERS

The **LEITI** is committed to serving a wide range of consumers who rely on our services for various needs. Our consumers include:

1. Citizens of Liberia

- All Liberian citizens, regardless of background, who seek services provided by the LEITI.

2. Residents and Non-Citizens

- Individuals residing in Liberia may require access to certain public services offered by the LEITI.

3. Government Entities

- Other national, regional, and local government agencies, ministries, and commissions that collaborate with or depend on our services for public administration and governance.

4. Businesses and Private Sector Organizations

- Companies, non-profits, and other private sector entities that engage with the LEITI for permits, licenses, compliance, or other regulatory services.

5. Development Partners and International Organizations

- International organizations, NGOs, and development partners working with the Government of Liberia depend on our services and information for project planning, implementation, and policy support.

6. Civil Society Organizations (CSOs)

- Advocacy groups, community organizations, and other CSOs that partner with or engage with the LEITI to support transparency, accountability, and citizen rights.

4 OUR COMMITMENT TO YOU

The **LEITI** is dedicated to providing high-quality, efficient, and transparent services to all our consumers. We are committed to upholding the following standards to ensure that every interaction is productive, respectful, and responsive to your needs.

4.1 Service Guarantee

Our service guarantee ensures that we will:

- **Listen and Respond to Your Needs:** Listen to your questions, concerns, and feedback, and respond promptly.

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

- **Provide Friendly and Professional Service:** Approach every interaction with courtesy, professionalism, and a focus on helping you achieve your goals.
- **Deliver Accurate and Timely Services:** Strive for precision in all services provided and adhere to published timelines, minimizing delays whenever possible.
- **Ensure Confidentiality:** Safeguard your personal information and handle all inquiries with respect for privacy.

4.2 Service Standards

The **LEITI** upholds specific standards of service excellence to ensure that our commitments are met consistently. These standards include:

- **Timely Responses:**
 - Answer phone calls within three rings.
 - Respond to emails and written inquiries within five business days.
 - Acknowledge receipt of complaints within 48 hours and provide updates throughout the resolution process.
- **Professional Conduct:**
 - Treat every consumer with respect, fairness, and dignity.
 - Offer clear, accurate information, avoiding technical jargon to ensure understanding.
 - Adhere to best practices in consumer service, including follow-ups to confirm satisfaction.
- **Accessibility and Inclusivity:**
 - Make services available to all citizens, including individuals with disabilities or special needs.
 - Provide information through multiple channels (e.g., online, in person, by phone) to ensure accessibility for all.
- **Commitment to Continuous Improvement:**
 - Regularly review our performance against established standards and adjust services based on customer feedback and new best practices.
 - Conduct periodic assessments and seek consumer input to refine and improve our services.

Our commitment to you is a promise of quality and reliability. We invite you to hold us accountable to these standards and share your experiences so we may continue to improve and serve you better.

5 FEEDBACK AND COMPLAINTS MECHANISM

The **LEITI** values your feedback and is committed to addressing any concerns promptly and effectively. Our feedback and complaints mechanism ensures that every citizen has a voice in improving our services. We welcome positive feedback and constructive criticism to help us continuously enhance the quality of our service.

5.1 Providing Feedback

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

- **In-Person:** Visit our consumer service desk at any **LEITI** office, where a representative can assist you in submitting feedback.
- **Online Form:** You can access our online feedback form on our website, www.leiti.org.lr, to submit your comments, suggestions, or experiences at your convenience.
- **Email:** Email us at j.yates2007@yahoo.com, and we will acknowledge receipt within 48 hours.
- **Suggestion Boxes:** Use suggestions available at all our service locations to submit anonymous feedback.

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 **+231 770 167440** to speak directly with a representative who will document your complaint and assist you with the next steps.
- **Written Complaint:** Submit a written complaint by mail or at our service counters, addressed to **the Administrative Manager** or emmanuelwhite18@gmail.com,
- **Complaint Form:** Access and fill out our online complaint form on our website at **N/A**.

5.2.2 Complaint Handling Process: All complaints are filed through the Head of Secretariat for onward submission to the MSG.

1. **Acknowledgment:** We will acknowledge receipt of your complaint within 48 hours.
2. **Investigation:** Your complaint will be assigned to the relevant department for investigation. We will contact you if additional information is needed.
3. **Resolution:** We aim to resolve complaints within 21 days. If a resolution requires more time, we will update you regularly.

4. **Follow-up:** After the resolution, we may follow up with you to ensure your satisfaction and to receive any additional feedback.

5.3 Escalation Process

If unsatisfied with the initial resolution, you may request an escalation to higher authorities within the LEITI. We are committed to diligently addressing escalated complaints 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 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 LEITI is committed to providing accessible services to all citizens. To serve the public effectively, multiple locations are used. 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
Administration Department	Old Bureau of Budget Bld, 9 Redemption Rd., Capitol Hill, Adjacent Executive Mansion	0886339263 /0776417119	Emmanuelwhite18@gmail.com	
Technical Department		0776374022	Msk82technical@outlook.com	

Outreach & Communication Department	Old Bureau of Budget Bld, Redemption Rd., Capitol Hill, Adjacent Executive Mansion 0778381477 ckpadeh@gmail.com			
Finance Department	Old Bureau of Budget Bld, Redemption Rd., Capitol Hill, Adjacent Executive Mansion	0770427847	Gnd560@yahoo.com	
Procurement Department	Old Bureau of Budget Bld, Redemption Rd., Capitol Hill, Adjacent Executive Mansion 0775542486 Plan2034life@gmail.com			
KEY CONTACT ADDRESSES AT REGIONAL LEVEL				
Regional office at XXX	N/A			
Regional office at XXX				
Regional office at XXX	N/A			

7 OVERVIEW OF OUR SERVICES

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

7.1 List of Services, Eligibility Conditions, and Timelines by Department

CO DE	Services provided to the general public	Eligibility and conditions	Cost of service	Other Requirement	The time it takes to get service	Responsible Department	Name of staff in charge and work-email	Name of supervisor and work-email	Feedback channels
LEI TI-001	To the public, provide/ disclose reconciled extractive sector data (mining, forestry, agriculture, and oil & gas).	All Liberians & Relevant stakeholders	N/A		Annually	Technical/ Communication/ Administration	McDonald S. Kerl, Sr msk82technical@outlook.com ; Cedrick W. Kpadeh ckpadeh@gmail.com ; and Emmanuel K. White emmanuelwhite18@gmail.com	Jeffrey N.Yates j.yates2007@yahoo.com & Zaza Y. Quaqua zyquaqua@gmail.com	Email @ j.yates2007@yahoo.com
LEI TI-002	Provide/ disclose the overall extractive sector contribution to the revenue envelope	All Liberians & Relevant stakeholders	N/A		Annually	Technical/ Communication/ Administration	McDonald S. Kerl, Sr msk82technical@outlook.com ; Cedrick W. Kpadeh ckpadeh@gmail.com ; and Emmanuel K. White emmanuelwhite18@gmail.com	Jeffrey N.Yates j.yates2007@yahoo.com & Zaza Y. Quaqua zyquaqua@gmail.com	Email @ j.yates2007@yahoo.com

CO DE	Services provided to the general public	Eligibility and conditions	Cost of service	Other Requirement	The time it takes to get service	Responsible Department	Name of staff in charge and work-email	Name of supervisor and work-email	Feedback channels
LEI TI-003	Disseminate extractive sector information across the country	All Liberians & Relevant stakeholders	N/A		Annually	Technical/ Communication/ Administration	McDonald S. Kerl, Sr msk82technical@outlook.com ; Cedrick W. Kpadeh ckpadeh@gmail.com Emmanuel K. White emmanuelwhite18@gmail.com	Jeffrey N.Yates j.yates2007@yahoo.com & Zaza Y. Quaqua zyquaqua@gmail.com	Email @ j.yates2007@yahoo.com
LEI TI-004	Serve as a repository for all extractive sector contracts and provide access to all extractive sector contracts (mining, forestry, agricultural, and oil&gas)	All Liberians & Relevant stakeholders	N/A		Annually	Technical/ Communication/ Administration	McDonald S. Kerl, Sr msk82technical@outlook.com; Cedrick W. Kpadeh ckpadeh@gmail.com ; and Emmanuel K. White emmanuelwhite18@gmail.com	Jeffrey N.Yates j.yates2007@yahoo.com & Zaza Y. Quaqua zyquaqua@gmail.com	Email @ j.yates2007@yahoo.com

CO DE	Services provided to the general public	Eligibility and conditions	Cost of service	Other Requirement	The time it takes to get service	Responsible Department	Name of staff in charge and work-email	Name of supervisor and work-email	Feedback channels
LEI TI-005	Facilitate stakeholder engagements to address governance issues in the extractive sector.	All Liberians & Relevant stakeholders	N/A		Annually	Technical/ Communication/ Administration	McDonald S. Kerl, Sr msk82technical@outlook.com ; Cedrick W. Kpadeh ckpadeh@gmail.com ; and Emmanuel K. White emmanuelwhite18@gmail.com	Jeffrey N.Yates j.yates2007@yahoo.com & Zaza Y. Quaqua zyquaqua@gmail.com	Email @ j.yates2007@yahoo.com
LEI TI-006	Provide capacity building for relevant stakeholders around natural resource governance	Engaged with activities affecting natural resource governance in Liberia	N/A		Annually	Technical/ Communication/ Administration	McDonald S. Kerl, Sr msk82technical@outlook.com ; Cedrick W. Kpadeh ckpadeh@gmail.com ; and Emmanuel K. White emmanuelwhite18@gmail.com	Jeffrey N.Yates j.yates2007@yahoo.com & Zaza Y. Quaqua zyquaqua@gmail.com	Email @ j.yates2007@yahoo.com
LEI TI-007	Provide policy recommendations to the government and relevant	Liberian Government & Relevant	N/A		Annually	Technical/ Communication	McDonald S. Kerl, Sr	Jeffrey N.Yates	Email @ j.yates2007@yahoo.com

CO DE	Services provided to the general public	Eligibility and conditions	Cost of service	Other Requirement	The time it takes to get service	Responsible Department	Name of staff in charge and work-email	Name of supervisor and work-email	Feedback channels
	stakeholders regarding the governance of the extractive sector based on data collection and analysis	stakeholders				on/ Administration	msk82technical@outlook.com; Cedrick W. Kpadeh ckpadeh@gmail.com ; and Emmanuel K. White emmanuelwhite18@gmail.com	j.yates2007@yahoo.com & Zaza Y. Quaqua zyquaqua@gmail.com	@yahoo.com
LEI TI-008	Trace all extractive sector revenue to ensure appropriate transparency, accountability, and due diligence	All Liberians	N/A		Annually	Technical/ Communication/ Administration	McDonald S. Kerl, Sr msk82technical@outlook.com ; Cedrick W. Kpadeh ckpadeh@gmail.com ; and Emmanuel K. White emmanuelwhite18@gmail.com	Jeffrey N.Yates j.yates2007@yahoo.com & Zaza Y. Quaqua zyquaqua@gmail.com	Email @ j.yates2007@yahoo.com
LEI TI-009	Track impacts of all social development funds paid by extractive companies	All Liberians	N/A		Annually Suggestion	Technical/ Communication/	McDonald S. Kerl, Sr msk82technical@outlook.com;	Jeffrey N.Yates j.yates2007@yahoo.com	Email @ j.yates2007@yahoo.com

CO DE	Services provided to the general public	Eligibility and conditions	Cost of service	Other Requirement	The time it takes to get service	Responsible Department	Name of staff in charge and work-email	Name of supervisor and work-email	Feedback channels
						Administration	Cedrick W. Kpadeh ckpadeh@gmail.com ; and Emmanuel K. White emmanuelwhite18@gmail.com	& Zaza Y. Quaqua zyquaqua@gmail.com	
LEI TI-010	Strengthens domestic resource mobilization through anti-corruption initiatives	All Liberians & Relevant stakeholders			Annually	Technical/ Communication/ Administration	McDonald S. Kerl, Sr msk82technical@outlook.com ; Cedrick W. Kpadeh ckpadeh@gmail.com ; and Emmanuel K. White emmanuelwhite18@gmail.com	Jeffrey N. Yates j.yates2007@yahoo.com & Zaza Y. Quaqua zyquaqua@gmail.com	Email @ j.yates2007@yahoo.com

8 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 data handled with confidentiality and by data protection laws.
- **Right to Redress:** Lodge complaints and receive appropriate, 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 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 respectfully and patiently, as we are committed to helping you.

9 ANNEXES

9.1 Sample Feedback Form:



**[Name of Institution]
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.

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