



LRA
LIBERIA REVENUE AUTHORITY

ANNUAL REPORT FY 2015-2016

LIBERIA REVENUE AUTHORITY
ELWA Junction, Paynesville, Monrovia, Liberia

Table of Contents

Foreword: Chairman of the Board	5
Foreword - Commissioner General	vii
Revenue Performance	vii
Key Transformation Initiatives.....	viii
Key Technical Assistance Partnerships	ix
ATTESTATION FOR THE 2015-2016 ANNUAL REPORT FINANCIALS BY THE DEPARTMENT OF ADMINISTRATIVE AFFAIRS OF THE LIBERIA REVENUE AUTHORITY	xi
About Us.....	13
Role and Responsibilities	13
Mission and Vision	14
Core Values	Error! Bookmark not defined.
Organisational Structure.....	17
Corporate Governance	19
Corporate Oversight and Legal Affairs.....	19
Internal Audit	22
Enterprise Risk Management.....	26
Policy, Statistics and Strategic Planning	29
Professional Ethics and Staff Integrity	30
Communication and Media	32
Economic environment 2015/16	33
Executive Summary.....	36
LRA Snapshot for FY 2016.....	42
Basic Revenue Performance Indicators.....	43
Operational performance indicators	45

Domestic Tax Department	45
Control of taxpayers' returns:	45
Services:	46
Audit:	46
Collection and Enforcement:	47
Customs and Excise Department	49
Trade Facilitation and Tariff Management	49
Bonded Warehouses, Transit & Transshipment -	50
Compliance & Enforcement Intervention	51
Risk Management	56
Tax Payer services	57
Taxpayer Services Division's Customer Service	57
Taxpayer Service Division's Information and Education	57
Revenue Performance Indicators	59
Overall Revenue Performance	60
Domestic Revenue by tax lines	63
Revenue by Operations	75
External Resources	79
Tax Expenditure Reporting	81
Key Challenges	85
Financial Statement	86
Conclusion	92
List of Abbreviations	xciii
APPENDIX A: Duty Free	95
Table A1: General Goods Waiver: Detailed Listing	95
Table A2: Petroleum Goods Waiver: Detailed Listing	109
APPENDIX B: Financial Statements	110

Appendix C Trade in FY2015/2016	111
www.lra.gov.lr	131





Foreword: Chairman of the Board

To the esteemed stakeholders of the Liberia Revenue Authority (LRA) and the general public, it is my pleasure to report to you the fiscal year 2015-2016 activities report of the Liberia Revenue, a semi-autonomous institution which has become resourceful in implementing the tax laws through a fair, transparent and accountable means of domestic revenue collection. The Legislative Act that established the LRA gives the Board of Directors (BOD) the authority to provide general governance and strategic direction for the management and organization of the Authority so that the Authority's objectives can be achieved.

In view of this oversight and governing responsibilities, the Board during FY2015-2016 convened to discuss on ways to improve revenue administration, ensure adequate financial, human and infrastructural resources needs for successful revenue collection. To this end the Board of Directors convened several meetings to fundamentally rethink and formulate policies needed to ensure productivity, efficiency, integrity, and service delivery. The Board also reviewed and strengthened systems, processes, procedures and programs essential to the proper functioning of the LRA.

It is worth to note that during FY2015-2016, unavoidable circumstances impinged the economic transformation of Liberia and posed serious risks to the viability of the Liberia Revenue Authority. Key activities performed by the Board during the period are outlined as follows: the Board approved the LRA's 2015-2016 budget, the printing and publication of the LRA's Corporate and Strategic Plan and annual business plan. To provide better for the LRA's employees, the Board endorsed the implementation of provident fund scheme, assets declaration, and insurance bond policy for senior staffers. For the provision strategic managerial oversight, the Board adopted the Board's by-laws and amended the organogram of the LRA. Given the array of factors which challenged the implementation of the mandate of the LRA during the fiscal period, the Board members have stressed the need to seek adequate funding for the LRA, improve the capacities of the current human resource and advocate for the provision of all equipment necessary to ensure the annual domestic revenue targets.

Finally, while I am cognizant of the commendable achievement made since its existence in July, 2014, I would like to thank the Commissioner General, the Board Members, the Government and the National Legislature, our team of employees, the development partners and donor community, and all stakeholders for committing their efforts of support to the success of the LRA. Indeed the



achievement of the revenue targets set by the Government couldn't have been attained without your unwavering and generous support.

Robert C. Tubman
Chairperson



Foreword - Commissioner General

Fiscal year 2015-2016 is a second successful year of operations for the Liberia Revenue Authority (LRA). In this year the LRA once again attain laudable milestones in revenue administration and collection despite colossal challenges. As in the previous year, the LRA faced constraints and challenges in logistics and funding which impeded many other potential achievements under its business plan. In

addition, the international fluctuation of commodity prices such as Iron ore affected production and investments worldwide also influenced some of the challenges faced by LRA. In spite of these challenges, lawful revenue collection exceeded the revised budget estimates by US\$18.2M or 3.2%.

Revenue Performance

- The total revenue collection was US\$570.9M.
- Domestic revenue accounted for US\$452.8M or 81.6% exceeding expectation by US\$36.5M or 8.8%
- External resources contributed US\$96.1M or 16.8%, performing below expectation by US\$16.2M or 14.4%.

The delivery of very strong performance in revenue collection during the two fiscal periods of its existence was the result of the ongoing strengthening of core business operations and all HQ supporting units including administration and technical. Some of the initiatives included strengthening taxpayers' awareness campaigns, open and transparent information dissemination to increase voluntary compliance, redesigning of business processes to help improve service delivery, data analysis of tax returns, improving management control systems, improving coordination of collection and enforcement exercises, and developing institutional capacities among other initiatives.

LRA has been able to provide the revenue as forecasted during this fiscal period notwithstanding the below expectation performance of US\$ 12.5 million or 10% from External Resources.

Given its mandate on lawful revenue collection to support the national development, the LRA proposed several tax policies and regulations to the Ministry of Finance and Development Planning (MFDP) during FY/2015-2016 and provided technical advice to several MACs. The fact that LRA exceeded the revised target helped GOL meet its national obligations. The role of LRA in shouldering its share of responsibility

for the facilitation and attainment of the national development transformation vision and goals of Mama Liberia is immense and requires the appropriate support.

As the LRA strives to deliver its mandate, the institution completed the formulation of a five-year corporate strategic management plan intended to guide and marshal the targeted outcomes through 2021.

In order to pursue the goals under the corporate strategic plan, the LRA took the following key initiatives,

Key Transformation Initiatives

1. Completion of the Tax Administration Diagnostic Tool (TADAT) assessment., TADAT to assist the Management of the LRA in in developing a plan that that will ensure improved scoring in the operations, administration and assessment of the LRA during the next two years.
2. Finalization of initial preparation for the phased implementation of E-filing and E-payments. This project was set to go live in July 2015 but has been delayed and is estimated now to go live before the end of FY 16/17.
3. Conclusion of a MOU with the USAID to strengthen technical capacity for mobilizing resources domestically. The partnership is expected to enhance revenue forecasting capacity of the LRA, support the transition to VAT, strengthen taxpayers services through improved taxpayers registry and information management . The collaboration with USAID is also expected to increase awareness and strengthen the administration of excuse tax administration. The overall goal of engagement with USAID is to contribute to the strengthening of LRA capacity to better undertake and sustain domestic resources mobilization.
4. Conclusion of a three-year Technical Assistance Agreement valued at US\$2.5M with the European Union on is aimed at improving customs administration so that the customs operations conform to World Trade Organization (WTO) and World Customs Organization (WCO) requirements. This program will be officially launched at the start of the new 16/17 Fiscal Year end will improve capacities in detecting under declaration, wrongful classification and valuation of good imported to Liberia through the various ports.
5. Conclusion of negotiations with the African Development Bank for funding of tax audits of the Mining Sector. We estimate that the AfDB processing will be completed by the end of the December 2016 and that the Audits will commence in the second semester of 16/17.
6. Conclusion of 5 year corporate strategic plan

7. Commenced discussions with OSIWA for a grant of about US \$ 498K
8. Launching of a financial security staff provident fund program which includes a social safety net aimed at protecting employees during retirement and/or provide indemnity to the legal beneficiaries of employees in case of death in service while with the Authority. To this indemnity policy, both employees and employer contribute monthly.
9. The HR department also facilitated and conducted close to 1298 trainings, both internal and external – conducted by international consultants and national staff. The topics of the training ranged from tax audit, Customs enforcement, TADAT awareness to usage of reporting softwares being used locally like SIGTAS and ASYCUDA. The details of the training activities are highlighted in Appendix D.

Key Technical Assistance Partnerships

During FY 2015-2016, the GIZ funded three key activities of the LRA, some of which are ongoing until 2018. The main areas of support to the LRA are:

- a. Overseas Development Institute, through its Budget Support Initiative will support the resident technical advisor to the Natural Resource Tax Section (NRTS) until the end of FY 2017-2018.
- b. The GIZ will support the interface between SIGTAS and MACS plus other technical assistance to the LRA in the mining sector through the Revenue Development Foundation (RDF).
- c. The GIZ is also supporting the funding of an interim measure to identify and mitigate potential revenue leakage in the gold mining industry. To carry out this initiative, a technical expert Inspection mission from the Minerals Commission of Ghana was commissioned. The mission was successful and further support is anticipated in strengthening the capacity of the LRA and MLME to conduct mine inspections.
- d. The Open Society Initiative for West Africa (OSIWA) has awarded the LRA and MFDP a grant amount of US\$498K aimed at promoting a culture of tax consciousness, voluntary tax compliance and civic responsibility and strengthen the LRA and MFDP technical and human capacity to better manage the national tax regime, improve revenue collection and public service delivery. The grant implementation is to commence on December 1, 2016 and has a live span of 24 months.

While focusing on the core mandate during the reporting period, the LRA also built relationships with other revenue agencies such as the South Africa Revenue Authority (SARS), and the, HM Revenue and Customs- UK (HMRC). These relationships have consummated in information sharing, and technical assistance.

The achievements contained in this report were realized as a direct result of the support from the staff , Government of Liberia, the Board of Directors of the LRA, compliant taxpayers, development partners namely the IMF, GIZ ,EU, OSIWA, IPRFMP Basket .

In the coming Fiscal Year 2016/2017, the LRA will press on with the implementation of its corporate strategic plan which embodies its strategic goals which includes its commitment to service its clients and also to mama Liberia.

To this end, we call for greater support from the Government of Liberia. There is a great potential to increase our revenue collections and our efforts continue in the direction of addressing the leakages in the system. Revenue collection including its professional administration requires appropriate investments. The need to transform and modernize our revenue systems, service delivery and human assets require significant bankable investments. The need to invest in domestic revenue mobilization should be one of the paramount national objectives of the GoL if we as a Nation and people intent to achieve the sustainable development goals. We also solicit the continuous support and cooperation from all other stakeholders including partners, taxpayers, and employees.

I thank the Management Team, Board members and staff of the LRA for completing a challenging year in the short history of our organisation. I believe that our proactive measures and continued visionary endeavours will go a long way in imbedding the culture and commitment necessary to facilitate the attainment of our Mission and Vision over the ensuing years. We register our profound thanks and appreciation to all in this journey towards becoming one of Africa's leading Revenue Authorities.

Thanks again to all for the support as LRA strives to collect the lawful and fair share of revenue due our Nation and People for the national good of Mama Liberia.

Again we register our thanks and appreciation to all.



Elfrieda Stewart Tamba
Commissioner General

ATTESTATION FOR THE 2015-2016 ANNUAL REPORT FINANCIALS BY THE DEPARTMENT OF ADMINISTRATIVE AFFAIRS OF THE LIBERIA REVENUE AUTHORITY.

These financials (unaudited) are prepared in accordance with International Public Sector Accounting Standards (IPSAS-Cash Basis) and under internal controls measures designed to assure the following:

1. That the financials in pages 87-92, 111 do not contain material misstatements;
2. That the financials are a faithful representation of the underlying economic and financial reality reported; and
3. That the financials are truthful, accurate and complete in all material aspects.

Attested to this 31st day of MARCH 2017 A.D.

By 
Mr. Oliver N. Rogers, II **Deputy Commissioner General, Administrative Affairs**

ATTESTATION FOR THE 2015-2016 ANNUAL REPORT BY THE DOMESTIC TAX DEPARTMENT OF THE LIBERIA REVENUE AUTHORITY.

These data on revenue collection is presented in accordance with the Section 7(2)(g) of the LRA's Act following:

1. That the data in pages 45-50, 62, 68, 71, 74-76, 77-79 of this report contain no material misstatements;
2. That the data on revenue collection is a faithful representation of the underlying tax returns of the system; and
3. That the data is truthful, accurate and complete in all material aspects.

Attested to this 31st day of March 2017 A.D.

By 
Mr. Darlingston Talery **Commissioner/Domestic Tax Department**

ATTESTATION TO THE 2015-2016 ANNUAL REPORT BY CUSTOMS DEPARTMENT OF THE LIBERIA REVENUE AUTHORITY.

These data on revenue collection is presented in accordance with the Section 7(2)(g) of the LRA's Act following:

1. That the data in pages 51-57, 62, 73, 79, 82-85 of this report contain no material misstatements;
2. That the data on revenue collection is a faithful representation of the underlying tax returns of the system; and
3. That the data is truthful, accurate and complete in all material aspects.

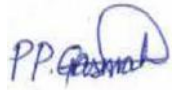
Attested to this 30 day of March 2017 A.D.

By 
Mr. Saa Saamoi **Commissioner/Customs Department**

ATTESTATION TO THE 2015-2016 ANNUAL REPORT BY CUSTOMS DEPARTMENT OF THE LIBERIA REVENUE AUTHORITY. These data on revenue collection is presented in accordance with the Section 7(2)(g) of the LRA's Act following:

1. That the data in pages 61-81 of this report contain no material misstatements;
2. That the data on revenue collection is a faithful representation of the underlying tax returns of the system; and
3. That the data is truthful, accurate and complete in all material aspects.

Attested to this 31st day of March 2017 A.D.


By _____
Mr. Nyane Wratto

Manager of the Statistics and Forecasting Unit

About Us

The Liberia Revenue Authority, established as a semi-autonomous organ of the Executive Branch of the Government of Liberia, came into being on July 1, 2014 through an act ratified by the National Legislature in September 2013. It replaced the Department of Revenue under the former Ministry of Finance, which included both the Bureau of Internal Revenue and the Bureau of Customs and Excise, as defined in Chapter 21 of the Executive Law of 1972. The creation of the Liberia Revenue Authority (LRA) marked a significant step forward on the road to economic recovery and reconstruction in Liberia. It has provided for a modern and effective means of assessing and collecting revenues which will in turn, help to fund essential social services and important government operations

The LRA's mandate is to "administer and enforce revenue laws in accordance to the Liberia Revenue Code (and other related laws under which it is assigned responsibility) for the purpose of assessing, collecting, auditing, and accounting for all national revenues and to facilitate legitimate international trade and customs border management-enforcement." In light of ensuring the administration of its assigned responsibilities, the Liberia Revenue Authority is pleased to present its annual report for FY2014/2015. The report highlights initiatives embarked upon by the LRA as well as challenges faced during period.

Role and Responsibilities

The roles and responsibilities of the LRA includes:

- Enforce Revenue laws in accordance with the Code for the purpose of assessing, collecting, auditing and accounting for all national revenues
- Facilitate legitimate international trade and customs border management enforcement.
- Minimize tax administration and compliance costs
- Provide better services to tax payers
- Promote efficient and fair collection of revenue
- Ensure greater transparency and integrity of revenue administration
- Maintain and publish tax and trade statistics

MISSION

To professionally, fairly, transparently and effectively collect lawful revenues; facilitate legitimate trade and social protection for the People of Liberia.

VISION

To be a professional revenue administrator adhering to international standards and to serve as a model for revenue collection and service delivery.

Our Core Values

Service

- Demonstrate passion for professionally, fairly and transparently meeting needs of taxpayers and other stakeholders.
- Take active responsibility for the quality of service we provide.
- Assume a positive "can achieve" attitude.
- Hold self and others accountable for results.

Teamwork

- Take ownership of team goals, promote team work, be accountable for own part in the process and openly give and receive coaching and feedback.
- Set high performance expectations and a mindset for excellence and results.
- Be innovative in identifying new opportunities and approaches for our customers and ourselves.
- Embrace position change and be personally willing to undertake other responsibilities.

Commitment

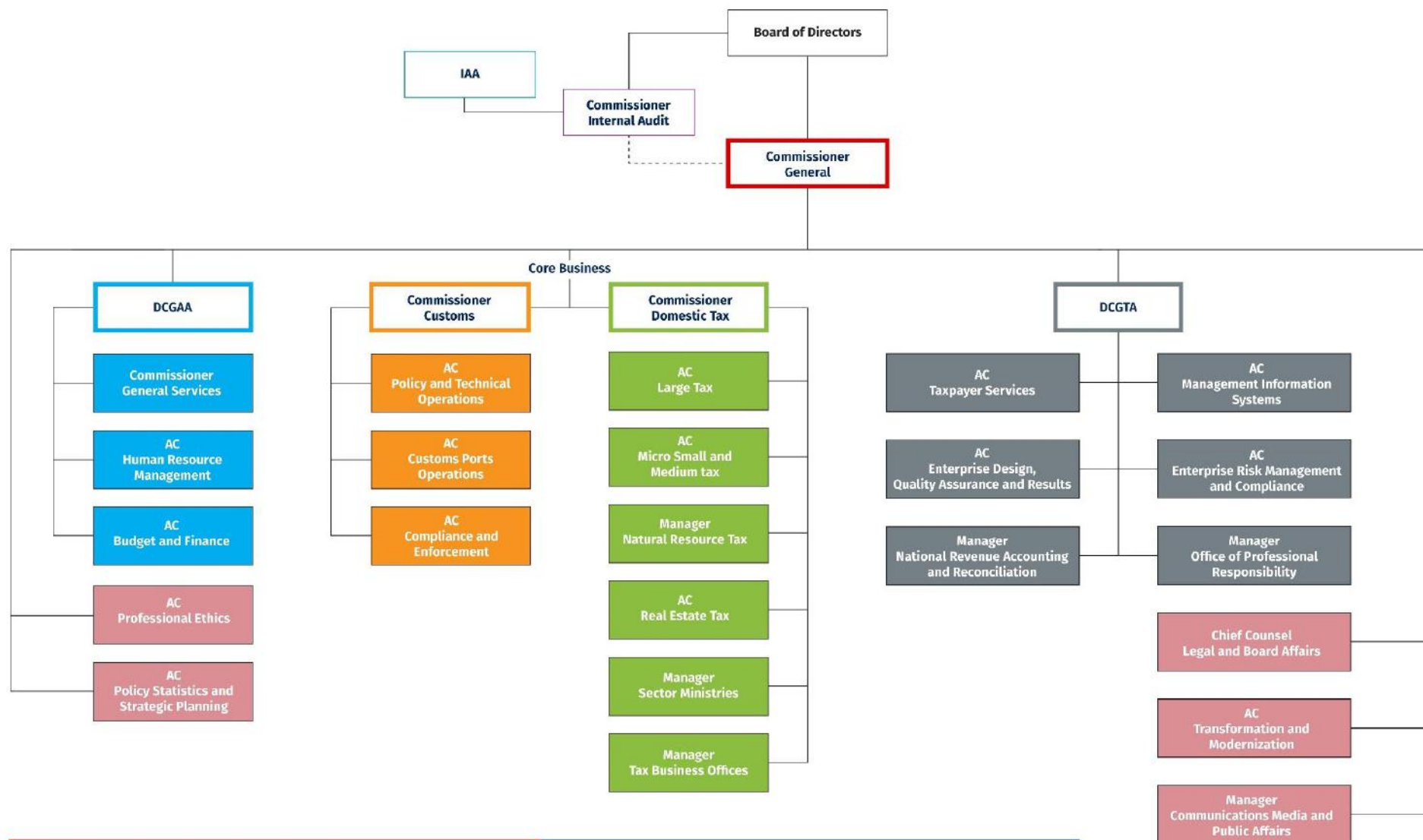
- Strive to collect legitimate revenues.
- Ensure the principle of fairness in the tax system.
- Execute sound revenue policies, fair and balanced enforcement for revenue growth thereby facilitating national development priorities.
- Facilitate legitimate trade and commerce within our borders thus helping to ensure social protection and economic growth and development.

Integrity

- Act ethically and with integrity.
- Deal with people and issues openly, directly, respectfully, fairly transparently, equitably, and consistent with law.
- Take actions that are consistent with words (talk the talk and walk the talk).



Organisational Structure



The Executive leadership of the LRA is comprised of five positions: the Commissioner General (CG), the Deputy Commissioner General for Technical Affairs (DCGTA), the Deputy Commissioner General for Administrative Affairs (DCGAA), the Commissioner of the Domestic Tax Department and the Commissioner of the Customs Department.

The CG who heads the executive management team of the LRA is also the Chief Executive Officer and Secretary to the BOD and reports directly to the Board of Directors (BOD), but retains a functional accountability to the Ministry of Finance and Development Planning (MFDP). The Board, which is the governing body of the LRA is appointed by the President. It comprises seven members and is responsible to provide general governance and strategic direction for the management and organization of the Authority.

The Deputy Commissioner General for Technical Affairs (DCGTA) is responsible for operational risk management, Management Information Systems (MIS) and service delivery. The Deputy Commissioner General for Administrative Affairs (DCGAA) leads the LRA in the areas of corporate affairs and administration.

The two other positions in the Executive Management are the Commissioner of Customs and the Commissioner of Domestic Tax, who run the business delivery arms of the Authority (the Customs Department and the Domestic Tax Department respectively). Each of the commissioners reports directly to the Commissioner General.

The functional departments and agencies within the LRA are:

The Internal Audit Department (IAD) is headed by a Commissioner, who reports administratively to the Commissioner General of the LRA and functionally to the Board of Directors and the Internal Audit Agency (IAA) of the Government. In addition, there are four other functional areas, which all fall directly under the CG's office:

1. The Professional Ethics Division is charged with the important responsibility of monitoring and maintaining the integrity of the LRA staff.
2. The Policy, Statistics and Strategic Planning Division is responsible for the analysis and timely reporting of revenue data, liaising with local and international partners and economic and statistical research for policy purposes.
3. The Legal and Board Affairs Department handles the legal affairs of the LRA, including the prosecution of non-compliant taxpayers with the Board of Tax Appeals and in the tax court.

The Communications, Media and Public Affairs is in charge of liaising with the media and maintaining LRA's public image.

Corporate Governance

The establishment of LRA followed the footsteps of a corporate setup. For LRA, the corporate culture represents responsible oversight underpinned by prudent law. This is at the center of LRA's core values which includes: sound service orientation, commitment, show of integrity and team work. Corporate governance structure has a Board of Directors, an executive management team and senior managers.

Corporate Oversight and Legal Affairs

It is the role of the Board of Directors to ensure that LRA fully complies with the Liberia Revenue Code in collecting lawful revenues and facilitating legitimate trade. The Board also ensures standard corporate best practices, strategic directions for the management and organization of the authority. The Board also provides quality assurances, guarantees planning, streamlines administrative policies and ensures prudent expenditure. The overall corporate goal is to maintain the highest standard of corporate governance and to make LRA a model of revenue administration in the region.

The membership of the Board consist of the Minister of Finance and Development Planning, The Minister of Justice, The Minister of Commerce, The Commissioner General and three other members from the non – governmental sector including the Board Chair.

During FY15/16, the Division of Board and Management Affairs facilitated seven (7) meetings of the Board, four (4) statutory and three (3) call meetings. The Board adopted six (6) resolutions, most notable of which was the resolution adopting the Draft Expenditure Budget FY16/17 with amendment to raise the LRA's Budget to 7% of the domestic revenue envelop; the resolution adopting the LRA Five Years Corporate Strategy Plan; and the resolution adopting the Asset Declaration Proposal for all staff members to declare their assets.

The Liberia Revenue Authority's corporate governance structure is built on the following legal pillars:



Liberia Revenue Authority

A. The 2013 ACT Establishing the Liberia Revenue Authority

The ACT establishes the Liberia Revenue Authority to replace the Department of Revenue of the Ministry of Finance for the purpose of assessing, collecting administering, auditing, enforcing revenue collection laws and regulations, and educating taxpayers to facilitate tax and customs compliance.

- B. The 2011 Liberia Revenue Code** – The Code represents a modern shift in tax administration in Liberia and replaces an ACT Adopting a new Revenue and Financial Law of 1977 and related laws. The ACT seeks to ease paying taxes and improve tax culture through compliance, enforcement, incentive and related professional and legal schemes. The ACT seeks to remove stringent trade barriers and enhance competitive trade.

- C. LRA Board and Sub – committees** – The Board currently operates with three committees: finance, audit and risk management and executive and governance. The finance committee reviews the LRA budgets and expenditures and oversees the development of management policies. The audit and risk management committee has responsibilities that include reviewing LRA accounting framework, financial statements, and external audits, as well as overseeing LRA risk tolerance levels and risk management programs. The executive and governance committee has responsibilities internal to the Board that include reviewing board composition and essential member competencies, CG selection, and annual performance reviews.

- D. The 2009 Public Financial Management Act** – This Act governs all matters related to the management of the public finances of the Republic of Liberia. It lays out fundamental procedures for the preparation, adoption, execution and final accounts of the National Budget and related matters including, internal control, accounting and auditing of public finances, assets as well as the arrangements for public debt and government guarantees. This Act is supplemented by enabling regulations promulgated by the Ministry of Finance and approved by the

President to further specify the procedures in each of the areas mentioned. The Legislature, in execution of its oversight responsibilities, ensures that all regulations issued pursuant to this Act are fully implemented by the Ministry of Finance and Development Planning

- E. The Professional Ethics and Code of Conduct** – This Code reference the role of LRA's regarding high standard of integrity and obliged employees to display high sense of honesty, fairness, loyalty, and impartiality in the discharge of their duties. It explains the role and responsibilities of the Authority to its staff and the public. It also guides employees' relationships and functions and provides employees with the principles and values underlining LRA's ethical behavior.
- F. LRA Human Resource Management Policy Manual** – is design to provide general guidelines about LRA about LRA policies and procedures for staff. It provides privileges and obligations for staff administering revenues. The Policy is established by the Board of Directors. The LRA ACT delegates administration to the Manual to the CG. The CG may, in turn, delegate authority for administering the specific policy.
- G. The Customs Tariff** – The Tariff is the principle rule book which provides classification of goods in the nomenclature. It serves the purpose of easy reference for legal purposes in classifying all goods imported or exported to or outside Liberia.

The Legal and Board Affairs Department plays a vital role in protecting the fiscal health of the Republic by defending court challenges to various tax assessments. The Department has the core responsibility of representing the Republic of Liberia, in collaboration with the Ministry of Justice (MOJ), in all criminal and non-criminal tax and revenue related cases. The Department ensures drafting and publication of various policies, procedures and collaborates to guarantee compliance with the Revenue Code through awareness and enforcement and continuous review and amendments of existing statutes.

On the Overall, in FY2015/2016 the Legal Affairs Department, built upon previous successful efforts to curb tax evasion and other civil tax issues in support of the Authority's efforts to expand the revenue base and facilitate the collection of lawful revenue and promote trade. Major highlight of progress includes:

- ✓ About 35 representations by the civil litigation unit in non-tax cases.
- ✓ The Protest and Objection Division supported the office of the Commissioner General in finalizing 5 cases by taxpayers linked to audit finding and assessments.
- ✓ The Policy and Regulation Division within conducted fifteen (15) administrative regulations review of the total one hundred and fifty-two regulations within the Liberia Revenue Code.

Internal Audit

The Internal Audit Department is charged with the responsibility to provide independent assurance to Senior Management and the Board on the adequacy and effectiveness of governance, risk management and compliance with control policies and procedures. The Department conducts independent and objective evaluation and examination of the activities, processes and procedures of the LRA operating units and provides consulting services aimed at assisting the Authority achieve its objectives. Internal Audit is headed by a Commissioner who is appointed by the Board to oversee and supervise all internal audit and assurance functions of the Authority and report to the Commissioner General, Board Audit Committee and Internal Audit Agency on significant governance, risk management and control issues.

Internal Audit Department adopts a risk-based approach to identify high risk areas and activities of the LRA operating units through a periodic enterprise-wide risk assessment and evaluation of existing controls for purposes of developing its risk-based business plan.

To ensure full coverage of the LRA, the Department requests the participation of Management and the Board in the determination of main areas of concerns that should be included in the annual audit plan.

Internal Audit and Internal Auditors comply with the Institute of Internal Auditors Standards, Code of Ethics and Guidance and the Internal Audit Manual as well as the Professional Code of Ethics of the Authority. Internal Auditors also comply with other national and international codes and practices where applicable in fulfilling responsibility to conduct independent and objective evaluation and examination of business units, activities, processes and procedures.

With respect to its processes, the Internal Audit Department conducts periodic comprehensive audits of LRA operating units and activities, system audits, compliance reviews, accountability audits, performance audits and financial audits to enable LRA effectively manage its risks and achieve its objectives.

Internal Audit also conducts transactional audits to verify and provide assurance that business transactions have been undertaken in the best interest of the LRA and in accordance with control policies and procedures.

Internal Audit conducts follow-up reviews on agreed audit recommendations to validate implementation of recommendations and disposition of findings in accordance with agreed timetable.

Achievements

During the fiscal year 2015-2016, Internal Audit planned two entity-wide risk assessments, twelve comprehensive audits, sixteen issued-oriented audits, one information system audit, six operating system reviews, ten ad hoc audits, one financial audit, eight compliance reviews, five performance reviews and twenty follow-up reviews. Internal Audit also planned quarterly in-house training, two external training and a study tour of a revenue authority in the African region.

The Department completed two entity-wide risk assessments, ten comprehensive audits, fourteen issue-oriented audits, four operating system reviews, eight ad hoc audits, one financial audit, six compliance reviews, four performance reviews and eighteen follow-up reviews. The Department also held four in-house training. An information system audit was conducted by C2D, a Canadian IT consulting firm on ASYCUDA, SIGTAS and the MIS infrastructure. Internal Audit conducted follow-up reviews on the implementation of recommended actions from the IS audit. Internal Audit completed a fraud risk assessment of the organization and assisted Management in developing a fraud risk management policy. External training and study tour were not implemented due to lack of funding.

Major achievements of Internal Audit for fiscal year 2015-2016 are as follow:

- A. Governance** – Based on full audits of LRA operating units including the IT Governance, Risk Management and Compliance, Administrative functions and Core Business Offices, Internal Audit identified several governance issues and recommended various actions for restructuring, effective supervision and management oversight to improve the delegation of authority and responsibility to ensure full and effective service delivery. Internal Audit also assisted Management and the Board in structuring various executive and board level committees, including formulation of terms of reference.
- B. Risk Management** – With respect to Enterprise Risk Management, Internal Audit reviewed the risk management policies, procedures and activities of the LRA and recommended various actions, including the restructuring of the function to remove customs and tax compliance risk management functions, full delegation of compliance risk management responsibilities to the Customs and Domestic Tax Commissioners, adoption of risk management strategy and improvements in the risk management and compliance system to ensure proactive identification, measurement, ranking and mitigation of risks and compliance issues.

- C. Compliance with Control Policies and Procedures** - Through its reviews of LRA operating systems, Internal Audit made significant contribution to the improvements in compliance with control policies and procedures. Internal Audit evaluated compliance with the Revenue Code, internal service standards and standard operating policies and procedures in Large Tax Division, Freeport Customs Business Office, RIA Customs Business Office, LPRC Customs Business Office, Urban Tax Business Offices, some Rural Customs and Tax Business Offices, Human Resource Management, Budget and Finance, Procurement and Asset Management.
- D. Internal Audit Quality Assurance and Improvement Program** – During the fiscal year 2015-2016, Internal Audit developed, streamline and communicated the terms of reference for each Internal Auditor; developed Internal Audit engagement competency program; developed and adopted Internal Audit quality assurance and improvement procedures; defined the roles and responsibilities of engagement team members; developed and operationalized internal service standards for engagement planning, fieldwork, reporting and follow-up reviews; in addition, Internal Audit developed and operationalized working paper structure and formats of detailed working papers and finding forms; and developed and implemented a program and procedures for internal peer reviews of engagement teams and engagement level activities performance.

TABLE 1: INTERNAL AUDIT ACTIVITY INDICATORS

Internal Audit Activity	Planned	Achieved	Percent
Number of risk assessments	2	2	100
Number of comprehensive audits	12	10	83
Number of issued-oriented audits	16	14	88
Number of surprise-ad hoc audits	10	8	80
Number of information system audits	1	0	0
Number of operating system reviews	6	4	67
Number of financial audits	1	1	100
Number of financial management audits	4	4	100

Number of compliance audits	8	6	75
Number of performance audits	5	4	80
Number of recommendations	1,134	840	74
Number of follow-up reviews	20	18	90
Number of In-house training	4	4	100
Number of study tour	1	0	0
Number of report to Audit Committee	4	3	75
Number of report to Internal Audit Agency	12	22	183
Number of External training	1	0	0

Enterprise Risk Management

The Management and Board of the Liberia Revenue Authority (LRA) realized that in order to achieve organizational objectives, appropriate risk management structure must be in place. Dealing with risks entails the appropriate measures that proactively combat the adverse effect of strategic, reporting, operations, and compliance risks associated with the operations of the Authority. The aim is to enhance the level of corporate governance and strengthen internal systems.

The Enterprise Risk Management and Compliance Division (ERMCD) was established by the Liberia Revenue Authority (LRA) to proactively identify and manage risks in accordance with recommendations of internationally recognized Enterprise Risk Management Integrated Framework. Such framework recommends that organizations establish policies and procedures and institute appropriate actions to proactively identify and manage enterprise risks. The establishment of the ERMCD is also aimed at institutionalizing risk management in LRA's corporate strategy, its day to day operations and its organizational culture.

LRA Board Sub - committee on Audit and Risk Management has the responsibilities that include among others, reviewing LRA's compliance requirements, external audits and risk management programs. In consultation with the Board of Directors and stakeholders, LRA's management has initiated work on risk Management capacity building with view to having a structured and robust framework for risk management at the LRA.

- A. Tax payers' compliance risk** – Incomplete filing and inaccurate taxpayers register provide incorrect picture of taxpayers' financial performance and facilitates the hiding of tax income and other due taxes. Service providers may produce unreliable or fraudulent returns. There are growing numbers of stop filers and no proper mechanisms to detect their next move within the tax systems. There is also serious risk associated with the lack of interface between the Liberia Business Registry (LBR) system and LRA. This could lead to spurious issuing of Taxpayers Identification Numbers (TIN) even if the taxpayers are not fulfilling tax payment requirement and may choose to use another means of obtaining new TIN when taxes are due.
- B. Record keeping/File Management risk** - Records are valuable assets of any organization. Good records management not only helps protect records, but also enhances an organizational operational efficiency. This is a serious legacy inheritance. Most units in the LRA lack proper filing and record keeping systems to protect records and related documents for easy future access and reference. This increases the risk of loss, damage and unauthorized access to important and sensitive records. To minimize the risk of loss, damage and unauthorized access to important and sensitive records, the LRA requires an automated records management system to correct manual filing systems through selective digitization and system cataloguing in a phased manner.
- C. Tax debt management risk** - Debts arise when people or businesses do not pay taxes that are legally due by the required date. This might be because they do not understand the need to pay, or forget to do so. Some may deliberately try to avoid or delay payment. There continue to be surge in the tax debt rate. To significantly strengthen tax debt management and minimize tax debt management risk, management is in the process of developing a comprehensive debt management strategy in 2017/2018 Fiscal year.
- D. Limited access to electricity/unreliable IT connectivity risk** - This risk contributes to increased cost of production and places tax payers in a catch 22 situation of avoiding and evading taxes usually to break-even or move above profit margin. Also, there is frequent distortion in the

system during work hours due to electricity disruption and this is likely to increase taxpayer's inconvenient and service time. In an effort to minimize the entity's access to electricity and unreliable IT connectivity, the LRA needs procured an additional backup generator, and should also installed a Battery Bank System for the LRA Data Center.

- E. Management information systems risk** - Efficient and effective revenue collection is a key driver for financing development and strengthening good governance. Information technology (IT) has a great potential to improve revenue collection by automating processes, better services to taxpayers and increasing compliance. The risk is that while systems such as ASYCUDA (World), Tax Administration System (TAS) and the Standard Integrated Government Tax System (SIGTAS) have been implemented in recent years, overall IT systems in the LRA remain relatively weak. The systems need to be audited regularly. The LRA also does not yet have any enterprise process management software for internal processes. Software to improve enterprise risk analyses are lacking. Insufficient computers for LRA offices nationwide. Management will need to implemented enterprise management software (a) QuickBooks Enterprise for Budged and Finance, and Smart HR for Human Resources Division. LRA also need an IT Strategy which will serve as a blueprint for IT investments in the LRA.
- F. Human Resources risk** - There exist immense need for training and capacity building to close the technical skills gap. This situation results in operational inefficiencies, revenue loss and continuous reliance on TA. Closing the technical skills gap and strengthening the need for training and capacity building is essential. LRA embarked on an exercise that allowed each department, division and section to identified training gaps that were used by HR to design and provide training. As a result of 2015/2016 annual performance appraisal, training plan was revised to accommodate additional gaps.
- G. Equipment and infrastructure risk** - Poor field infrastructure (e.g. Wide area network, physical examination facilities) and lack of necessary equipment and technology at ports of entry (e.g.: x-ray machines, scanners) impede LRA's ability to collect the lawful revenues and the detection of a greater percentage of the non-compliance which contributes to revenue loss. Strengthening LRA's ability to collect lawful revenues requires adequate equipment and infrastructure. In light of these constraints, the LRA will need to procure several computers for onward distribution to relevant staff.

Achievements:

- ✓ Over the 2015 – 2016 fiscal period the unit assisted the LRA in ensuring the adherence to regulatory framework by conducting on a daily basis compliance review of all payment transactions along with relevant supporting documents received from the Administration Department. Conducted several physical verifications of revenue instruments procured by LRA and delivered by vendors and also worked along with other stakeholders in the issuance of revenue instruments to Tax and Customs Business Offices as well as collection windows. Additionally, worked along with other stakeholders in the physical verification of goods, services and works procured by the LRA.
- ✓ On a routine basis, conducted selectivity and compliance analysis of two hundred and five hundred (205) importers/taxpayers based on Domestic Tax and Customs compliance history and recommend their placement on the appropriate lane within the ASYCUDA risk management engine. Monitor the Compliance Traders Program (CTP) using the ASYCUDA inspection act/selectivity control information, PCA reports and Domestic Tax records to ensure that participants to the CTP are in adherence to the blue lanes within the ASYCUDA based on Domestic and Customs compliance history.
- ✓ In collaboration with executive management and other stakeholders, the Tax Compliance Risk Section is now operational and currently situated within the Domestic Tax Department reporting functionally to the Commissioner and administratively to the Enterprise Risk Management and Compliance Division (ERMCD). In addressing some of the capacity building challenges faced by the ERMCD, the Acting Manager of the Tax Compliance Risk Section underwent an intensive SIGTAS super user training. There are efforts ongoing to fully automate the Tax Compliance risk program within the SIGTAS. Additionally, the Customs Compliance Risk Section now reports functionally to the Commissioner of Customs and administratively to the ERMCD but still situated within the ERMCD.

Policy, Statistics and Strategic Planning

The LRA Policy Statistics and Strategic Planning Division is under the direct report of the Commissioner General and the core function of this division is two-fold – provide strategic management assistance to the Executive management and inform the Budget formulation process by producing accurate revenue forecasts to provide to the Ministry of Finance and Development Planning. The division also manages domestic tax and international trade data for analysis of revenue performance produces weekly, monthly and other periodic for internal and external audiences. The Division also submits tax policy proposals to the Ministry of Finance based on the assessment of current policy and their revenue implications.

The Division is also responsible for providing strategic planning support to the senior executive management by developing a five year Corporate Strategic Plan and regular annual Business Plans. By liaising with HR and EQARD, (the Enterprise Quality Assurance and Results division) the PSSPD monitors and reports to senior management on the progress of implementing the annual Business Plan and performance monitoring and evaluation.

The Division also liaises with the Legal Department in working out administrative regulations and other tax policy related functions including those on tax treaties, International Taxation and establishing of external partnership.

POLICY DIVISION FY 15/16 MAJOR ACCOMPLISHMENTS

- ✓ Collaboration with MFDP and review draft of amended Liberia Revenue Code
- ✓ Development of a strategic framework for VAT implementation through stakeholder consultation
- ✓ Publishing the Corporate Strategic Plan
- ✓ Planning of Divisional and organizational annual business plans
- ✓ Producing Periodic revenue outturn, daily flash reports and trade statistical reports
- ✓ Producing and publish Tax Expenditures and Customs Exemptions Statement for FY/2015-2016
- ✓ Conducting Annual revenue forecast & risk analysis as well as publishing Forecasting methodology and evaluation reports developed
- ✓ Assessing administrative readiness for VAT with external support from ECOWAS
- ✓ Conducting quarterly internal staff training to improve specific capacity need within the division
- ✓ Supporting the coordination and facilitation of the IMF Technical assistance to the LRA for FY 15/16
- ✓ Finalizing CET migration plan in collaboration with MFDP
- ✓ Implementing quarterly analytical review of LRA revenue and corporate performance and identifying performance gaps to set detailed targets for the next fiscal year

Professional Ethics and Staff Integrity

The Professional Ethics Division (PED) is traditionally responsible for investigating all allegations of employees' misconduct. In order to ensure the integrity of all employees of LRA and to maintain the public trust, each allegation must be thoroughly examined. If a formal investigation is required, the investigation must be painstaking, unbiased and completed in a timely and impartial manner. The authority of LRA to regulate the conduct of its employees is contained in the LRA Professional Ethics & Code of Conduct, the Human Resource Management Policy (HRMP) and other related regulations and statutory laws of the Republic of Liberia.

- A. Investigation** - During the period under review, the PED received a total of 72 cases of alleged employees' misconduct. Of the total number of cases reported, 57 investigations were completed, 7 cases were transferred to LNP for further criminal investigations and court prosecution, while 8 cases are still pending. 30 of the investigations conducted were sustained against the accused employees; they were concluded and submitted to management for further action. Accordingly, management meted out dismissal action against 11 staff, 1 staff received written reprimand, while a total of 27 staffs were exonerated. (See attached PED Case Dispositions Matrix).
- B. Collaboration with security intelligence and other departments** - During this reporting period, PED and the Senior Security Consultant collaborated with other units within the LRA, including Anti-Smuggling & Intelligence Unit (ASIU). PED proactively developed actionable intelligence and participated in numerous successful anti-smuggling operations with the ASIU. Most of the cases resulted into tax related criminal prosecutions by Legal & Board Department in conjunction with the local County prosecutors. In addition, the LRA Senior Security Consultant (SSC) provides daily technical consultations on all PED investigations and other related matters. The SSC is located in the office of the PED and works closely with the Assistant Commissioner.
- C. PED collaboration with LACC on the fight against corruption** - During the period under review, the Liberia Revenue Authority (LRA) and the Liberia Anti-Corruption (LACC) on August 16, 2016 signed a Memorandum of Understanding (MOU) that obligates both institutions in fighting corruption. The MOU framework is intended, inter alia, to further strengthen collaboration for the effective and expeditious investigation of corruption and related crimes within the LRA. The MOU also delegated some investigative powers to the Professional Ethics Division of the Liberia Revenue Authority including the authority to receive filings of Asset declarations, conduct verifications of all assets declared by employees of the LRA who are not covered under the National Code of Conduct.

D. Other proactive PED leeward initiatives - During the reporting period, PED conducted proactive initiatives in the rural areas that resulted in the seizure of smuggled motor bikes and other consignment of undeclared goods. In November of 2015, based on intelligence gathered by PED, sixteen motor bikes (16) were discovered at a warehouse belonging to the D.S. God First Business Center. Hence, the Ganta CBO was compelled to raise a bill of US\$ 2,972.76 as duty and a fine of LD200, 000.00.

On June 16, 2016, PED also seized the total of twelve (12) smuggled motorbikes in Ganta, Nimba County.

E. Nationwide ethics training or awareness on the code of conduct - During this reporting period, the professional Ethics Division (PED) adapted and implemented a multi-prong approach to enforcing the professional Ethics and Code of Conduct of the LRA. Instead of waiting for staff to violate the Code of Conduct and be investigated and sanctioned, the PED designed an awareness program to create awareness around the Code which served as a reminder, emphasized the provisions of the code and encouraged hefty dialogue around the code with the view of engendering the spirit of compliance amongst employees.

The PED undertook a robust nationwide awareness program on the Professional Ethics and Code of Conduct with all LRA staff. About Ninety-seven percent (97%) the LRA employees across all Six (6) departments participated in the ethics training. The cooperation from the different heads of departments/ commissioners and staff was particularly commendable.

PED gathered feedback comments from staff about the relevance of the Ethics training. They unanimously welcomed the awareness program and recommended that it becomes a routine annual exercise.

Communication and Media

The Communications, Media and Public Affairs (CMPA) Section of the Liberia Revenue Authority (LRA) is responsible media engagements, public relations, public education on activities of the LRA within the public domain. The CMPA Section reports directly to the Commissioner General. During FY2015-2016, the Section performed the following activities:

- ✓ Built strong relations with the Liberian media through free and timely dissemination information, and responded to queries from the media and eased public doubts about the LRA and has also established effective media monitoring mechanism.
- ✓ Issued 41 press releases, 63 public service announcements, Public notices, vacancy announcements as well as special government notices on 30 urban and rural radio stations and 15 newspapers in country.
- ✓ Developed an overarching Communications, Media and Outreach strategy.
- ✓ Facilitated 30 radio talk shows on various issues (tax awareness, customs and enforcement) in Montserrado Bong, Nimba, Grand Gedeh, Sinoe, Grand Bassa and Maryland counties and media coverage on three enforcement and seizure exercises.
- ✓ Introduced the publication of a 2-page newsletter (LRA Flash) that has provided and entertainment to employees of the LRA.

The CMPA Section produced signage on each floor at the LRA's HQ which have effectively communicated the LRA Mission and Vision to the employees and visitors.

Economic environment 2015/16

TABLE 2 : LIBERIA'S ECONOMIC OUTLOOK

Year	2011	2012	2013	2014	2015
Nominal GDP	1,540	1,746	1,962	2,012	2,035
Real GDP	1,398	1,511	1,643	1,654	1,654
Real GDP growth		8.0%	8.7%	0.7%	0.0%
GVA* in Agriculture, Forestry and Fishing	270	252	248	258	256
GVA in Mining and Quarrying	177	262	385	285	272
GVA in Secondary Sector (Industry)	407	529	668	588	609
GVA Tertiary Sector (Services)	797	885	960	1,026	1,149
Average US\$/L\$ Exchange Rate	US\$1/L\$73.1	US\$1/L\$74.0	US\$1/L\$81.9	US\$1/L\$84.5	US\$1/L\$88.5

Source: Central Bank of Liberia & Liberia Institute for Geo Information Services

The PESTEL analysis in the following table highlight the main factors affecting the LRA as an institution for FY 2015/2016. The efforts on domestic revenue mobilization remain promising as actual domestic revenue collected by the Liberian Revenue Authority during the FY/2015-2016 exceeded the revised forecast of US\$ 416.3M by US\$36.6M or 8.8 percent. This performance was on account of the extensive outreach in tax awareness, enforcement and improving service delivery consistent with the mandate of the LRA. Also contributing to this positive performance was interest on acquisition price amounting to US\$15.2M- a windfall from the takeover of Celom GSM by Orange Cote D'Ivoire.

Political

The United Nations Mission in Liberia has been assisting with the nation's security for the past decade and has commenced its drawdown from Liberia. The drawdown is expected to be staggered over the period of the next two years.

A national election is due in October of 2017 which is the first election in the absence of UNMIL in the post conflict period.

Economic

The persistent decline in international prices of commodities affected the extractive sector's activities in the country, mainly the mining and rubber sectors.

Dollarization - This remains a major challenge to tackle as the revenue is currently collected and accounted in both American and Liberian dollars which either way is causing losses from the differential of the exchange rate.

Inflation and Exchange rate - The depreciation in the exchange rate was mainly on account of deteriorating terms of trade, high demand for imports, and increased in government expenditure in Liberian dollars

Socio Economic

Ebola created a significant arrest of economic activities in Liberia, which affected the overall average incomes of households, thereby shrinking the overall tax base further. The GDP growth plummeted to 1.8% in 2014/2015 due to the Ebola Epidemic and falling commodity prices.

The real GDP did not grow at all between 2014 and 2015.

70% of the population is under the age of 30. The concentration of youth without significant formal employment in urban areas presents a stability risk.

Technological

Increasing adoption of new technology requires the staff to be trained adequately to adapt to new systems and methods

Lack of interface with the Central Bank of Liberia and other Commercial Banks. Daily collection is transported to the banks (CBL and Commercial) by way of external drives.

Lack of banking facilities in all rural areas of Liberia. Weak wide area network infrastructure to facilitate real time connectivity with HQ System and technical capacity.

Environmental

The fiscal year 2015-2016 was marked by the end of the Ebola Pandemic (EVD) which limited economic activities in Liberia during FY2014/2015 and the impact continued to be felt in 2015/2016 - though in June 2016, Liberia was declared Ebola free by the WHO.

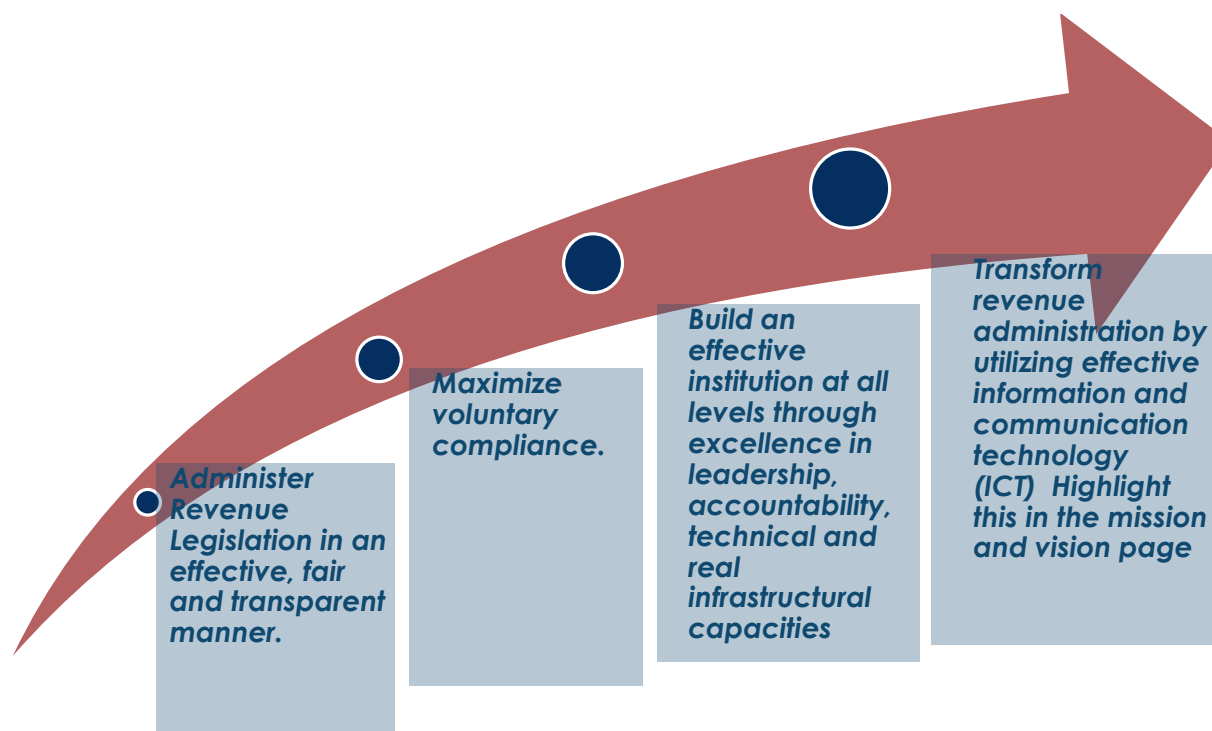
Legal

The Legal environment was challenging both in terms of revenue enforcement activities and Labor cases in it's zero tolerance drive against corruption in the revenue system.

The efforts on domestic revenue mobilization remain promising as actual domestic revenue collected by the Liberian Revenue Authority during the FY/2015-2016 exceeded the revised forecast of US\$ 416.3M by US\$36.6M or 8.8 percent. This performance was on account of the extensive outreach in tax awareness, enforcement and adequate service delivery consistent with the mandate of the LRA. Also contributing to this positive performance was interest on acquisition price amounting to US\$15.2M- a windfall from the takeover of Celom GSM by Orange Cote D'ivoire.

Executive Summary

The creation of the Liberia Revenue Authority (LRA) was approved through an act of the National Legislature on September 19, 2013 as part of government's broader reform process. The LRA became operational on July 1, 2014. Its mandate to collect all revenues in accordance to the Liberia Revenue Code. The LRA is pleased to present its 2nd annual report covering the period FY2015/2016. The report highlights initiatives embarked upon by the LRA as well as challenges faced during the period. One of such key initiatives is the consummation and implementation of the five-year "Corporate Strategic Plan". The corporate strategic plan delineates four broad strategic goals that LRA seeks to achieve between 2016 and 2021:



Revenue Performance: During the second year of its operation as a semi-autonomous body, the LRA has had commendable success along the primary avenue of its mandate, the collection of national revenues. The actual consolidated collection of revenues exceeded the corresponding

revised forecast by US\$18.2M or 3.3%. The LRA has been able to raise revenue to help facilitate GOL investments in schools, hospitals, roads and the delivery of public services including the timely payment of salary and benefits to public servants. The Department of Customs collection totaled US\$194.2M or 34%, Domestic Tax Department, US\$258.6M or 45.3%, External Resources contribution was US\$96.1M or 16.8% and a brought forward of US\$22.0M or 3.9%. In order to achieve the revenue target, the LRA undertook various initiatives, such as sensitization campaigns aimed at improving voluntary compliance, strengthening of service delivery, intelligence and enforcement exercises and the execution of various audits. We also increased our tax register by 33%

Fight against corruption: To maintain credibility and preserve the integrity of the Authority, the Management made series of efforts to combat corruption during FY/2015-2016. Internal and external intelligence gathering were undertaken. These efforts culminated in identification of some employees of the LRA who were engaged in unscrupulous acts of misconduct, as well as businesses on account of tax evasion, smuggling, under-declaration and other tax frauds. During the period under review, the LRA uncovered a total of 72 cases of alleged employees' misconduct, 57 of the cases were investigated and concluded, 7 cases of criminal nature were transferred to LNP for further criminal investigations and court prosecution, while 8 cases are still pending. Actions taken included administrative and or legal against offending parties.

The anti-smuggling intelligence gathering discovered 28 smuggled motor bikes for which a bill of US\$2.9M was raised as duty and L\$200K as fine. Extensive internal and external intelligence-gathering exercises on illegal activities have been undertaken. The results of these undertakings range from administrative and legal actions against the offending parties.

Strategic Management System: An effective and efficient revenue administration requires improved internal systems based on strategic management practices. To this end, the LRA has published a Five-Year Corporate Strategic Plan, an Annual Business Plan for FY/2015-2016, and work plans for each Department and Division of the LRA. Monitoring the progress along these plans is crucial, thus employees and corporate performance measurement systems are also being implemented. There still remain challenges in this area and the mitigation of those challenges are planned for the ensuing year. These efforts were undertaken in close collaboration with the International Monetary Fund's (IMF) Fiscal Affairs Department.

Taxpayer Outreach Programs: During the reporting period, the management of the Revenue Authority continued battling the low compliance rates across tax types, the low levels of tax awareness among taxpayers, and the rapidly changing needs of taxpayers. Substantial efforts were made by LRA's Taxpayer Services Division (TPSD) to build tax awareness among the public through various outreach programs. Informational materials that were disseminated widely include forms, brochures, posters, billboards, radio talk shows, and community engagements.

Enforcement Exercises and Audits: To ensure the proper administration of the Liberia Revenue Code (LRC) and the fair, equitable and transparent enforcement of regulations within the LRA's jurisdiction, the Authority conducted various types of audits including post-clearance audits of taxpayers based on established audit selectivity criteria. The results of the audits enabled bills to be generated and served to the concerned clients, and enforcement actions were undertaken to recover the assessed revenues. Consequently, the 715 audits of various kinds were conducted revenue recovered from the delivery and enforcement of audit bills amounted to US\$13.9M and L\$105.9M. In addition, the LRA's Internal Audit Department conducted internal audits of the LRA's business processes, customs and tax business offices to construct an entity-wide-risk profile.

Collaborative partnerships: During FY2015/2016, the LRA collaborated with various local stakeholders such as the Ways and Means Committee of the National Legislature, Ministry of Finance and Development Planning (MFDP), Ministry of Commerce and Industry (MOCI), Ministry of Transport (MOT), Ministry of Labor (MOL), Liberia National Police (LNP), National Port Authority (NPA), National Investment Commission (NIC), Financial Intelligence Unit (FIU), Central Bank of Liberia (CBL), the Chamber of Commerce, Liberia Business Association (LIBA), to name a few and external partners which included, the United Nations Development Program (UNDP), United States Agency for International Development (USAID), Organization for Economic Co-operation and Development (OECD), African Development Bank (AfDB), International Finance Corporation (IFC), Open Society Initiative for West Africa (OSIWA), Gesellschaft für Internationale Zusammenarbeit (GIZ) and important others. Key partnerships include:

1. In collaboration with the MFDP, the LRA reviewed the Liberia Revenue Code (LRC) proposed key recommendations in various sections of the Code.
2. Concluded plan with the UNDP for the hosting of four regional dialogues and a "National Revenue summit" to obtain inputs to the National Domestic Revenue Mobilization strategy in line with the post-2015 Sustainable Development Agenda.
3. Establishment of a partnership with Her Majestic Revenue and Customs office (HMRC) to strengthen the capacity in revenue forecasting. The collaboration helped to assess and establish a "Transformation and modernization" Division (T&M) responsible to coordinate the delivery of projects and institutional reform processes.
4. Initiated negotiations with the Kenya Revenue Authority (KRA) for the conduct of telecommunication audits intended to strengthen compliance in the telecommunications sector. Towards this initiatives, a mission from the KRA is expected to commence assessment and scoping for Liberia cellular companies (GSM) audit.

5. Collaborated and coordinated the provision of technical assistance with the IMF Fiscal Affairs Department (FAD) to strengthen capacity for audits, improved tax authority management information systems (MIS), strengthen human resources performance management and reinforce capacity for business planning and corporate management.
6. Consummated a program plan with the *IMF AFRIC-TAC WEST 2 Project* through which support was provided to strengthen customs operational capacity.
7. Solicited UNDP's support in procuring two large baggage scanners to be installed at the Roberts International Airport (RIA) for improved service delivery.
8. The United States Agency for International Development (USAID) helped upgrade the service delivery at the revenue collection windows placed in different line ministries and agencies, and enabled the procurement of necessary equipment at the LRA Business Offices.
9. The LRA also participated in regional conferences and knowledge-sharing through the African Tax Administration Forum (ATAF).

Upcoming Initiatives: In the coming year, the LRA shall continue its dynamic enforcement of Liberia's revenue laws. Some of the upcoming initiatives in this regard include:

1. To commence implementation of our five-year Corporate Strategic Plan.
2. To commence transition to the ECOWAS Common External Tariff (CET) and ECOWAS Trade Liberalization Scheme (ETLS) following the expected ratification by the National Legislature and the passage into law.
3. Introduction of e-services, namely e-payments and e-filing which will be firstly piloted in Large Tax Division.
4. Interfacing the IT platforms (ASYCUDA, and SIGTAS).
5. Completion of a Domestic Revenue Mobilization Strategy in line with the post-2015 Sustainable Development Agenda, the Addis Ababa Action Agenda and the Corporate Strategic Plan.

6. Operationalizing two large baggage scanners at the International Airport in collaboration with the UNDP.
7. Submission of key policy reforms including amendments to the LRA act. The key proposed amendments to the LRA act will seek to clearly articulate the responsibility for pension payment to transferred staff from the erstwhile Department of Revenue, MOF and for the retention by the LRA of an agreed percentage to ensure the more effective and efficient operations of the LRA and funding for the appropriate operational and capital investments in the LRA and its more effective and efficient operations and administration for the national good.

TADAT Assessment

At the request of the Liberia Revenue Authority, an assessment of the system of tax administration was undertaken during the period June 6 – 21, 2016 using the Tax administration Diagnostic Assessment Tool (TADAT). It provides an assessment baseline of tax administration performance that can be used to determine reform priorities, and, with subsequent repeat assessments, highlight reform achievements. The assessment report submitted by the TADAT team to the senior executive management of the LRA provided the following assessment on strengths and weaknesses of the LRA.

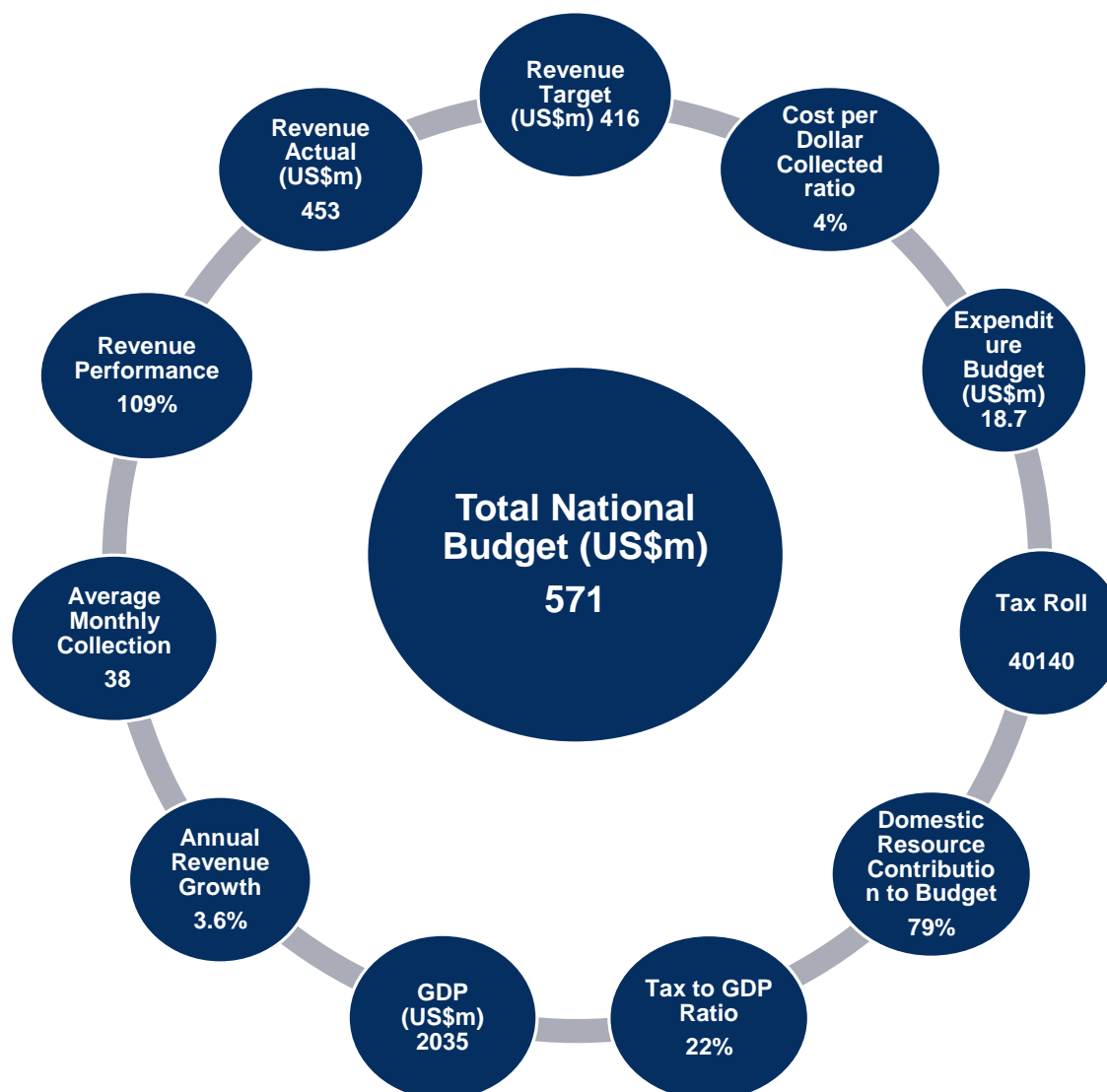
Strengths

- Existence of efficient arrangements for collecting taxes – withholding at source and advance payment for income taxes.
- Presence of a tiered mechanism for tax dispute resolution (although multilayered within the LRA).
- Significant contributions to the tax revenue forecasting and estimation process.

Weaknesses

- Inaccurate and unreliable taxpayer registration database – the number of active and inactive taxpayers is uncertain.
- Weak compliance risk management program
- Some critical enterprise risks are not being adequately addressed
- Poorly resourced taxpayer education function.
- On-time filing and payment rates cannot be ascertained due to low reliability of taxpayer records
- Risk based audit case selection is decentralized and excludes cases outside headquarters.
- Weak data analysis to identify non-filers or monitor inaccurate reporting.
- Revenue accounting system compromised by significant delays in reconciling the revenue account and posting to taxpayer ledgers.
- Actual stock and flow of tax arrears cannot be determined.
- Weak oversight, control and surveillance of LRA and its IT systems.
- Almost all functions conducted outside of SIGTAS
- Lack of proper powers for the internal affairs function to investigate cases of corruption amongst staff

LRA Snapshot for FY 2016



Basic Revenue Performance Indicators

TABLE 3 : REVENUE INDICATORS

Description	FY14/15	FY15/16
Total National Budget (US\$m)	643.5	570.9
Revenue Target (US\$m)	417.2	416.3
Revenue Actual (US\$m)	437.2	452.8
Revenue Performance	105%	109%
Average Monthly Collection	36.4	37.7
Annual Revenue Growth	-7.1%	3.6%
GDP (US\$m)	2012	2035
Tax to GDP Ratio	21.73%	22.25%
Domestic Resource Contribution to Budget	68%	79%
Tax Roll	30514	40140
LRA Expenditure Budget (US\$m)	13.1	18.7
Cost per Dollar Collected ratio	3%	4%

Source: Policy, Statistics & Strategic Planning Division

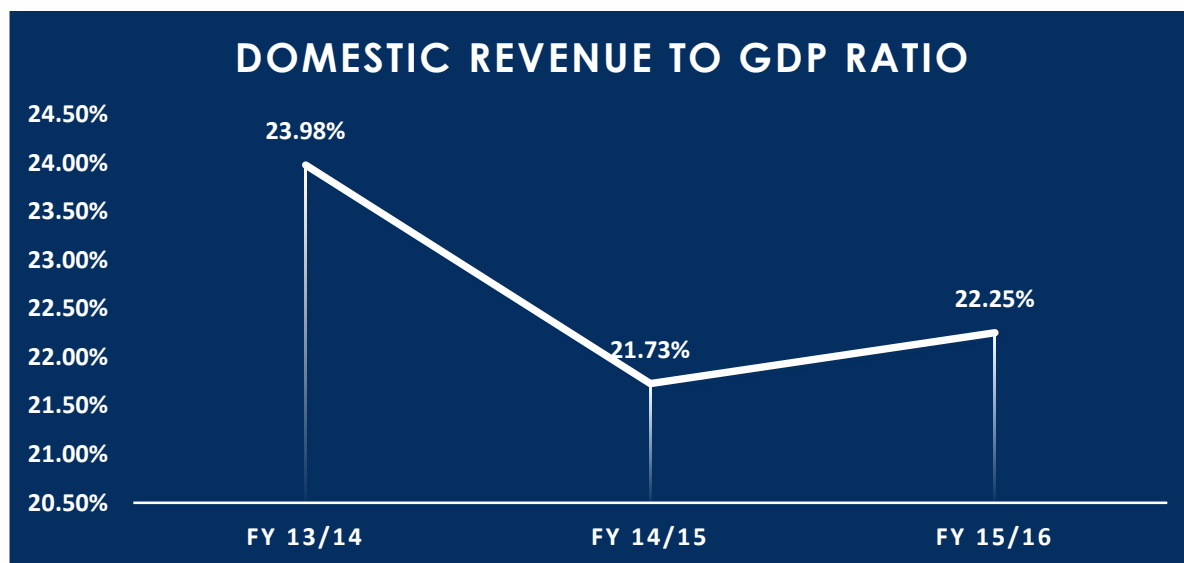
TABLE 4: EXPENDITURE INDICATORS

Expenditure Category	(US\$000)	%
Compensation of Employees	13,980	75%
Use of Goods & Services	4,028	22%
Consumption of Fixed Capital	196	1%
Special Project	414	2%
Total	18,617	100%

In the year under review, domestic resource mobilization yielded an increment in actual collection by 3.4%. This did not include a brought forward from previous year of US\$22m. As displayed in the above table, domestic resources accounted for a higher percentage shared of total revenue (inclusive of external resources – borrowings and grants), accounting for 79% of total resources. Tax roll increased by 24%, while tax to GDP ratio

has marginally increased to 22.4%. The cost per dollar collected has increased from 3% to 4% which indicates that the process of revenue collection will grow to be costlier in the initial stages of development given the need in the embryonic years for major investments. This necessitates keen focus on accelerating the transformation and investment in revenue protection and efficiency technology.

FIGURE 1 : DOMESTIC REVENUE TO GDP RATIO



Operational performance indicators

Domestic Tax Department

The Domestic Tax Department (DTD) is one of the core public service departments of the LRA, charged with the responsibility to exercise control over all categories of taxpayers. The Department has a primary responsibility of collecting national domestic revenues, thus applying the revenue laws of the Republic of Liberia.

During the period FY2015-2016, the DTD has accomplished its 4 core functions:

Control of taxpayers' returns:

The Section in charge of the assessment, analysis and accounting of tax payers returns increased the monitoring and validation of the lodgement of returns and developed reports by economic sectors.

The audit program and desk review performed during this fiscal year have adequately assessed the compliance level, the tax roll, and have mitigated the risks identified in the previsions.

The Department is successfully implementing the verification of taxpayer's information through the Standard Integrated Government Tax Administration System (SIGTAS). The process involves the manual and automated calibration of structured taxpayers' profiles. However, the process requires further funding and improvements.

TABLE 5: DOMESTIC TAX OPERATIONAL FIGURES

Indicators	FY 15/16
Number of registered taxpayers;	41042
Number of taxpayers who account for 80% of tax revenues	295
Regional DTD: (TBO's)	19
Number of taxpayers/ per employee	49
Tax arrears (US\$m)	73.4

Services:

The Department collaborated with the Division of Taxpayer Service to effectively conduct awareness in order to inform taxpayers about the service delivery standards to enable taxpayers to get to know their rights, duties and responsibilities to the LRA and the Government at large.

Major campaigns of awareness were conducted to target the stakeholders within the mining, agriculture and forestry sectors. Within the government important initiatives of awareness were conducted in ministries, agencies and national representative commissions.

Myriad campaigns were developed for outreach in printed and electronic media. The main topics of these campaigns were information on return filling and concept of the withholding tax on wages and salaries, taxes on rent, on real property, on personal income and business income. The result of these interactions was an increase in the level of compliance from taxpayers.

Audit:

In the Fiscal Year 2015-2016, the Department identified 715 audits through its audit program¹. 169 audit were issued on account of the Large Tax Audit Section and 546 for the Medium, Small and Micro Tax Section. For the same period, 98 audits were completed by the Large Tax Section and 506 completed by Medium, Small and Micro Tax Section.

¹ The Department in collaboration with the IMF/FAD in 2014 developed a risk management program for audit intended to mitigate loss of potential revenue. The program is run through risk based selection criteria. To date, the program has been very effective and has yielded dividend.

TABLE 6: AUDIT STATISTICS

Audit Status	Comprehensive	Specific	Desk	Total
Audit B/fwd from 2014/2015	79	-	-	79
Audits Added during 2015/2016	519	116	-	636
Total audits available for 2015/2016	598	116	-	715
Audits Completed	522	81	-	604
Audit in Progress	76	35	-	111
% of Completed audit to audit added	101%	70%	-	95%
% of Completed audit to audit available	87%	70%	-	84%

TABLE 7: AUDIT PROCEEDS

	No. of Audits	Amt. Assessed US\$ (000)	Amt. Assessed L\$ (000)	Losses Overturn- US\$(000)
Large Tax Audit	98	9,160	169,080	8,294
Small, Medium & Micro Audit	506	3,627		
Grand Total	604	12,787	169,080	8,294

Collection and Enforcement:

The Department designed a debt management program that was implemented by teams well-structured according to economic sectors. As a result, the enforcement teams, the debt collectors and AAA section collected US\$17.15M (US\$15.96M and L\$105.87M) for the period under review. The total collection from the audits accounts for 6% of the DTD revenue intake and 3% of the total revenue for the fiscal year.

TABLE 8: PROCEEDS FROM ENFORCEMENT (000)

Description	Debt Collected from Audit		Amount collected from AAA		Consolidated Amt. Collected(Audit & AAA)		Total Coll. in USD
	USD	LRD	USD	LRD	USD	LRD	USD
Large Tax Enforcement	5,795	78,023	8,110	27,851	13,905	105,874	15,104
Small & Medium Tax Enforcement	1,134			919	2,053		2,053
Grand Total	6,929	78,023	8,110	28,771	15,958	105,874	17,157

Customs and Excise Department

The Department of Customs is one of the two core businesses of the Liberia Revenue Authority. It consists of three Divisions with a broader mandate to administer and enforce all Customs laws of the Revenue Code of Liberia and other laws relevant to the collection of border taxes, the facilitation of legitimate trade, border management and social protection... The Department has embarked on several transformation and modernization activities to enhance the execution of its m.

Customs Department collected US\$ 194.2M against a projection of US\$183.7M; thereby, resulting into a revenue over performance of US\$10.5M or 5.7%. This over performance was largely driven by US\$8.6M over performance of tax revenue, thus contributing US\$184.75M against a forecast of US\$176.1M.

Trade Facilitation and Tariff Management

Forty five (45) cases were filed by business. Valuation cases accounted for a 60% or 27 cases. This is an indication of the complex challenge for the implementation of the WTO GATT Valuation Agreement. Cases involving classification amounted to 12 or 28% of the total. The remaining 6 or 13% of cases pertained to appeals against other customs-related matters.

TABLE 9: TRADE FACILITATION ACTIVITIES

Protested cases by various categories		
Valuation	27	60%
Classification	12	27%
Others	6	13%
Total Cases Protested	45	100%
Of the total forty-five (45) cases, thirty (30) of them or 66% was ruled in favor of customs and fifteen (15) or 34% in favor of the taxpayers.		

Objection	Total Number	Ruled in Favor of Customs		Ruled in favor of Taxpayer	
Valuation	27	15	56%	12	44%
Classification	12	9	75%	3	25%
Others (Excise, Origin)	6	6	100%	0	0%
Total	45	30	66%	15	37%

Bonded Warehouses, Transit & Transshipment -

The total customs value of goods bonded in FY15/16 was US\$19.8M. The total tax expenditure on account of goods withdrawn from bonded warehouses was US\$1.86M while the duties and taxes collected on bonded goods amounted to US\$1.65M. The total collection of quarterly fees for customs warehousing services was US\$39K. The quarterly fees are revised to reflect the personnel and logistical cost for the deployment of LRA officers including the petroleum facilities outside the LPRC premises.

During FY2015-2016 there were six transit transactions for Ivory Coast in FY15/16 while Sierra Leone which used to be the main transit destination prior to the civil crisis recorded no transit transactions during the period under review. There is a huge potential for customs revenue from transit operations but it needs to be developed by paving port-to-border roads. It is also worth noting that the current ad-valorem transit fees in the Revenue Code of Liberia will have to be changed to a flat fee commensurate with the transit services offered by customs in order to be WTO compliant.

Compliance & Enforcement Intervention

The Compliance and Enforcement Division consists of Post Clearance Audit (PCA), Anti-Smuggling, Risk Management and Collection Enforcement units. Their activities are summarized in the tables as follows,

TABLE 10: INDICATORS FOR OPERATIONAL PERFORMANCE

Operational Activities		
Total imports declaration by Percentages	Declarations	Percentages
Pre shipment Inspection	15,929	63%
Destination Inspection	9,029	35%
Others(Special Release or Temporary Importation)	538	2%
Total Import Declaration	25,496	100%
Maximum time taken to issue a tariff ruling	3 Days	
Compliance Activities		
Number of post clearance audits	32	17%
Number of PCA System Review	81	43%

Number of Anti-Smuggling Intervention	77		41%	
Total Infractions	190		100%	
Duties and taxes raised from infractions	USD		LRD	
Bill raised from Post clearance audits	408,040		14,400,000	
Amount collected / amount raised from PCAs.	382,438	94%	7,600,000	53%
Duties and taxes raised from infractions	USD		LRD	
Amount Uncollected from Post Clearance Audits	25,602	6%	6,800,000	47%
Amount raised from PCA Systems Review	1,101,744		2,500,000	
Amount collected / amount raised from PCA System Review	1,061,423	96%	1,400,000	56%
Amount Uncollected from PCA System Review	40,321	4%	1,100,000	44%
Amount raised from Anti-Smuggling Intervention	126,591		4,900,000	

Amount collected / amount raised from Anti-Smuggling Intervention	122,492	97%	3,599,500	73%	
Amount Uncollected from Anti-Smuggling Intervention	4,100	3%	1,300,500	27%	
During the reporting period, FY 15.16, forty-five (45) objections were received and investigated. There were 27 for Valuation, 12 for Classification and six (6) other cases (excise and/or origin). The tables below depict the outcomes of investigation on these cases.					

FIGURE 2: INFRACTION ANALYSIS

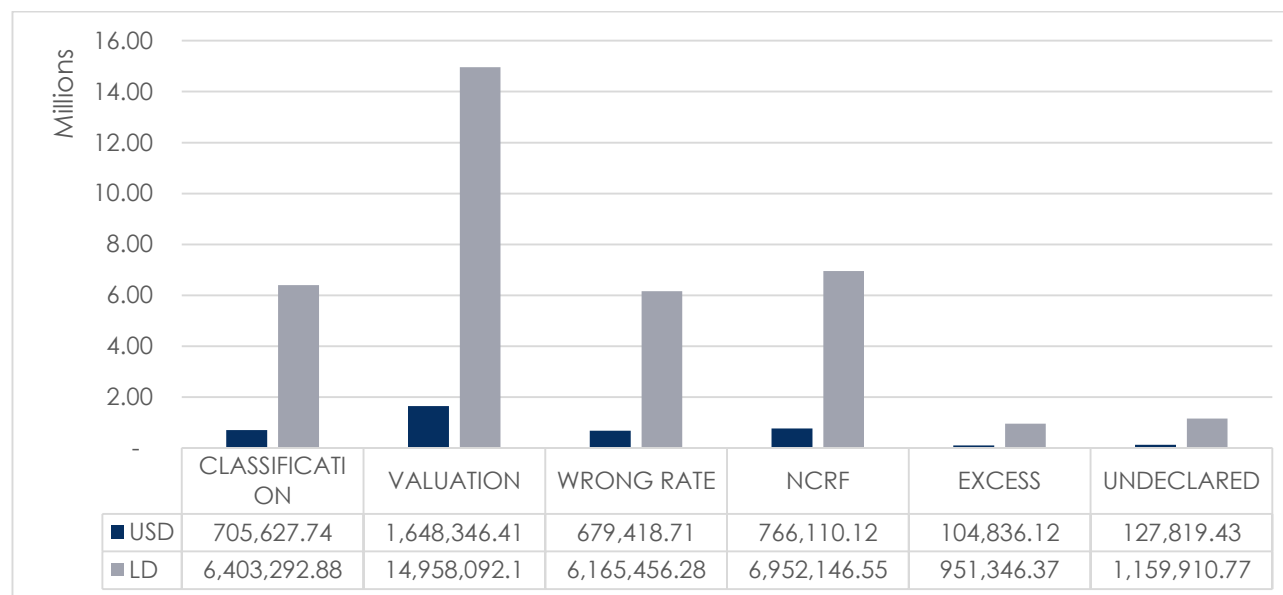


FIGURE 3 : AMOUNTS RECOVERED BY TYPE OF INFRACTION

This details the infractions for the period under review in the major categories including classification, under-valuation, and non-clean report of findings (NCRF) penalties, excess and undeclared goods. System audit investigations by PAC account for 64.75% while ASIU interventions account for 35.25% of the total post clearance collections by customs. The report is an indication that data mining and data analysis from the system is the most effective tool for customs compliance and enforcement activities. Undoubtedly, under-valuation remains the biggest source of infractions with the average importer seeking to undercut Government taxes. Customs Anti-Smuggling operations will be most successful if it utilizes the system to its full potential.

There were One Hundred and Six (160) Anti-Smuggling and Intelligence interventions. The values of those interventions include US\$1,6M and L\$ 12.6M.



Risk Management

The Customs Risk Management Section completed the compliance review exercise of Four Hundred four (404) Importers/Taxpayers. The review focused on reports from the ASYCUDA, PCA (PCAU), ASIU, Customs Collection & Enforcement Unit (CCEU), and the Domestic Tax Divisions. The reviews are undertaken regularly to determine the compliance level of importers and exporters. One Hundred and twenty one (121) importers were recommended to be placed on the Blue lane and 187 for the yellow lane. At total of 96 importers were recommended to be placed on red lane while 56 importers have been proposed for black-listing considering the high compliance risk they pose to customs. These recommendations will be further reviewed by the customs compliance risk management committee and action taken in FY16/17.

During the same fiscal year, compliance trader program (CTP) was launched with the objective of promoting voluntary compliance. Notwithstanding, of the 38 importers placed on the program, 10 were inactive during the last fiscal year for reasons largely linked to the economic slow-down especially in the mining sector. The number of participants will be further expanded in FY16/17.

TABLE 11: COMPLIANCE TRADE PROGRAM

Selectivity Lane	Importers Recommended	Importers Approved And Placed In The
		ASYCUDA
Red Lane	96	10
Blacklist/Red Lane	56	56
Blue Lane	121	38
Yellow Lane	187	47

Tax Payer services

This division has the responsibility to provide customer services to the clients of the Liberia Revenue Authority. Being the LRA's touch point for taxpayers, the Division's focus is to maximize taxpayers' satisfaction as well as ensuring uninterrupted services and information flow to the public. TPSD operates three sections that support the activities of the Domestic Tax and Customs Departments nationwide. These are:

1. Registration, Returns Processing,
2. Bank Services and Service Delivery Monitoring, and
3. Inquiries, Complaints and Taxpayer Education

Together, these three sections of the Taxpayer Services Division provide a menu of services aimed at enhancing tax awareness, tax compliance and payment, and adequate revenue generation. This division took initiatives in the following areas for better services:

Taxpayer Services Division's Customer Service

Mobile Registration

Taxpayer Services provide off-site support to banks, government agencies enabling them to obtain TINs for their staff. Taxpayer services also collaborated with Ministry of Commerce and Industry, USAIF FED, and the petty traders union to help over 2000 SMEs formalize their business through TIN registration.

Upgrade Service Locations

To bring service delivery closer to taxpayer, LRA in partnership with USAID GEMS rehabilitated 11 Service Windows.

Taxpayer Service Division's Information and Education

Outreach

Taxpayer Services also collaborated with Domestic Tax, Customs and Administration to deploy billboards participate on radio show. Taxpayer Services also provided person-to-person taxpayer assistance at headquarters and service windows. LRA outreach/tax clinics and website emerged

as new sources of tax information. In the October 2015 service survey, taxpayers reported that they received information from the following mediums: billboards (80.0%), person-to-person (40.0%), LRA outreach-tax clinic (20.0%), radio (20.0%), and website (10.0%). It was noted that the use of Short Message Service (SMS) were not a widely used source, as only 3.7% reporting having received tax-related SMS.

To demonstrate the commitment to modernization of services, the Division conducted a workshop in which it presented a demo on an anticipated e-service payment project for selected twenty (20) taxpayers.

Taxpayer Services also undertook the following efforts:

Brochures:

Taxpayer Services developed a series of brochures that provided guidance to taxpayers on customs and tax processes and procedures. They included

New Call Center:

To make it easier for taxpayer to get information, the Taxpayer Services Division set up a call center 0770.572.572 and 0888.572.572.

Surveys

In partnership with USAID GEMS, LRA survey taxpayer at the rehabilitated windows to determine their impact on revenue collection. Taxpayers Services also hosted two focus groups for local SMEs to ascertain their unique needs and the types of educational materials/mediums they found to be most helpful.

Website

Taxpayer Services reviewed up the website content and hosted a series of meetings to review changes with Domestic Tax and Custom Departments.

Revenue Performance Indicators

The downward trends in world prices of Liberian exports (iron ore, rubber, etc.) resulted in an unforeseen contraction in the Liberian extractive industries and agriculture sector, leading to an economy-wide downturn in aggregate demand. Consequently, due to lower collection than anticipated across several tax lines, the Revenue Forecast for FY/2015-2016 was revised downward in November, 2015.

The Domestic Revenue for FY/2015-2016 was forecasted at US\$473.7M, but this was revised downward by 12.1% to US\$416.3M. The revision of the budget is largely due to the plummeting prices of major export commodities on the global market, particularly iron ore and rubber, which are Liberia's major exports. This price shock reduced the prospects of revenue inflows not only for the primary sector-specific taxes, but also from income taxes, consumption taxes, real property taxes and administrative fees.

The reasons underlying the revision in the FY15/16 forecast for key tax lines were:

1. Personal Income Tax (PIT): The downward revision of PIT from US\$ 127.24M to US\$ 106.09M (17%) for FY/2015-2016 can be ascribed to two key factors. The first is the decline in mining sector's activities brought to bear by falling iron ore prices, including the shutdown of Putu Iron Ore Mining, suspension of activities by China Union, and the layoff of workers by Arcelor Mittal Liberia. The second reason is the near shutdown of the petroleum sector where huge contract service taxes from Chevron and Anadarko were not expected not be realized due to continued falling of the investments in the sector.
2. Real Property Tax: The downward revision of real property taxes from US\$7.06M to US\$4.69M (34%) for FY/2015-2016 was based on the lack of funding to implement the block mapping. Despite this revision, to offset the low prospects for subsequent months, the LRA has planned more community engagements to increase the number of properties in the tax net.
3. Taxes of Goods and Services (GST): The downward revision in GST from US\$53.78M to US\$51.87M (4%) for FY/2015-2016 was due to the low performances for business registration and licenses, and motor vehicle licenses. The performance of Maritime revenue was also low and not in line with the monthly schedule. However, no revision was made to Maritime Revenue. The LRA planned collaborative enforcement exercises with Ministry of Transport and Liberia Business Registry to reverse the anticipated shortfall in motor vehicle taxes and business registration and license fees but the necessary funding for these enforcement activities was not made available.
4. Other Taxes (Social Development Contributions): The forecast for Other Taxes was revised downward significantly from US\$13.06M to US\$67.0M (99%) for FY/2015-2016 as most of these amounts have passed their respective due dates without being paid. Moreover, as a result of the crisis in the natural resource sector, most companies have requested indefinite deferment of the FY2015-2016 payments of SDCs.

5. Property Income: The downward adjustment from US\$42.01M to US\$26.18M (38%) made for the property income revenue lines again can be ascribed to the crisis in the natural resources sector, particularly the slow performance of royalties and rents. Royalties from Arcelor Mittal, China Union and Putu Iron ore declined as a result of a decline in their respective production levels. The revision in forestry revenues was mainly on account of deteriorating value of log stockpiles as legal issues regarding ownership were being resolved. The value of these logs declined from US\$190/m³ to US\$95/m³, leading to a decline in revenues from the sector.
6. Administrative Fees: The tax line on Administrative fees from Government Sector Ministries and Agencies was revised downward from US\$15.08M to US\$11.72M (22%) for FY/2015-2016 due to revenue risks from the Ministry of Foreign Affairs, Bureau of Immigration and Naturalization (BIN) and Ministry of Labor (MOL). Initial revenue estimates from passports was high due to the increase in the passport fees from US\$30M to US\$50M. However, the performance was low over the first few months. Revenues from BIN and MOL also showed low prospects due to decline in alien and expatriate activities attributable to the crisis in the natural resource sectors.
7. External Resources: The forecast for External Resources (grants and borrowings received by GoL) was adjusted downward from US\$124.84M to US\$112.28M(10%) due to expected exchange rate losses and partly because of other administrative constraints (unmet conditionality), thereby lowering the expectations from sources.

Overall Revenue Performance

In the period under review the total revenue collection was US\$570.9M, of which domestic revenue collected by the LRA was 82% or US\$ 452.8M, and external resources represented 18% or US\$96.1M of the collection. The collection of Domestic Revenue was higher (9% above) compared to the FY2014-2015 actual outturn. This over performance is explained by the higher collection from customs. The expected grants were not received mainly due to major administrative constraints and delays in the agreed schedules with international partners.

TABLE 12 : REVENUE PERFORMANCE

Description	Fiscal Year 2015/2016			
	Approved Budget	Revised Budget	Change	% Change
TOTAL REVENUE (Thousands of US Dollars)	622,743	552,765	(69,978)	-11%
DOMESTIC REVENUE	473,727	416,310	(57,418)	-12%
Tax Revenues	412,336	372,906	(39,430)	-10%
Taxes on income and profits	162,303	140,140	(22,163)	-14%
Personal Income Tax (PIT)	127,244	106,093	(21,151)	-17%

Corporate Income Tax (CIT)	32,182	31,695	(487)	-2%
Other Income Taxes ²	2,877	2,352	(525)	-18%
Real property tax	7,055	4,691	(2,364)	-34%
Taxes on goods and services	53,779	51,866	(1,913)	-4%
Taxes on international trade	176,141	176,141	-	0%
Other Taxes	13,058	67	(12,991)	-99%
Non-Tax Revenues	61,391	43,404	(17,988)	-29%
Property income	42,008	26,176	(15,832)	-38%
Administrative fees	15,081	11,722	(3,359)	-22%
Fines, penalties and forfeits	4,213	5,466	1,253	30%
Miscellaneous and unidentified revenue	90	40	(50)	-56%
EXTERNAL RESOURCES	124,837	112,277	(12,560)	-10%
CARRY FORWARD	24,179	24,179	-	0%

TABLE 13: REVENUE OUTTURN FOR FY2015/2016 (THOUSANDS OF US DOLLARS)

Description	FY14/15 Actual Collection	FY15/16 Actual Collection	% of Actual FY15/16 over Actual FY14/15
TOTAL REVENUE	643,467	570,947	-10%
DOMESTIC REVENUE	437,179	452,816	9%
Domestic Tax Department	259,350	258,578	-5%
Customs Department	177,829	194,238	34%
EXTERNAL RESOURCES	206,288	96,131	-56%
Grants	60,140	68,234	-38%
Borrowings	146,148	27,897	-74%
CARRY-FORWARD	-	22,000	-

² Other Income Taxes include Presumptive taxes and Additional Taxes on Annual Gross Margin of GSM Companies.

FIGURE 4: COMPARISON OF REVENUE OUT TURN IN FY 2015 vs FY 2016

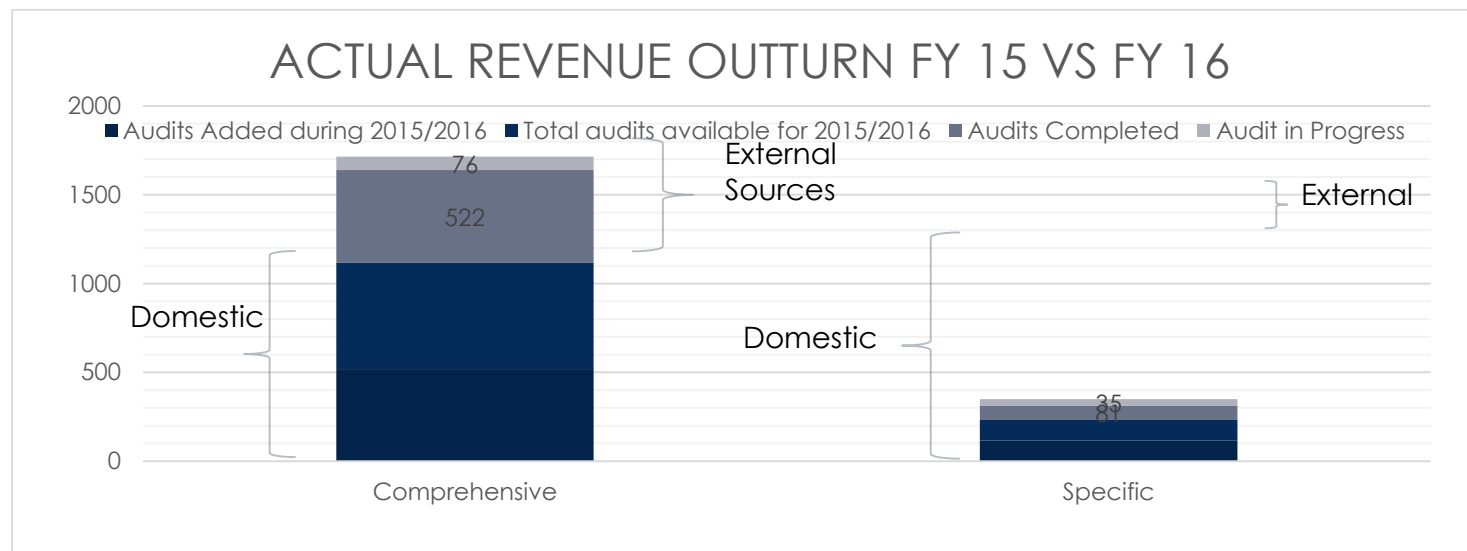
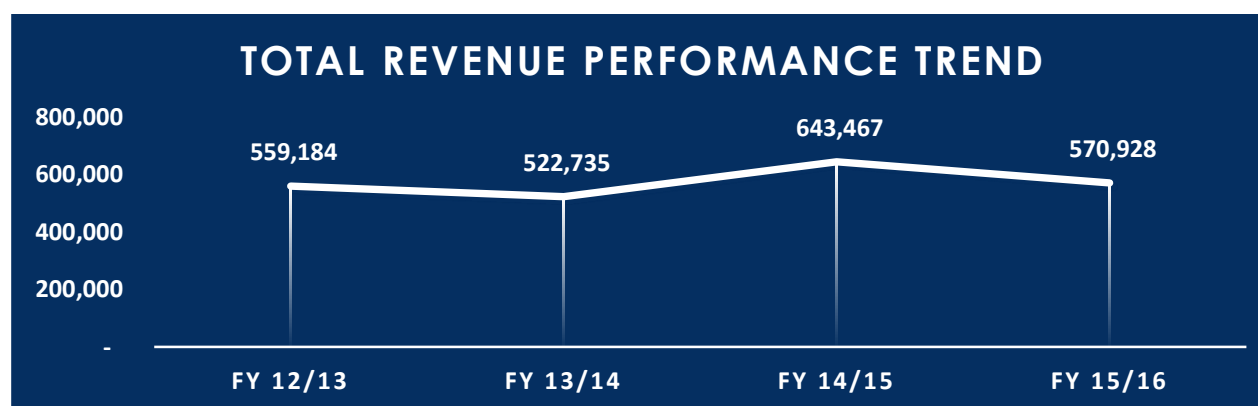


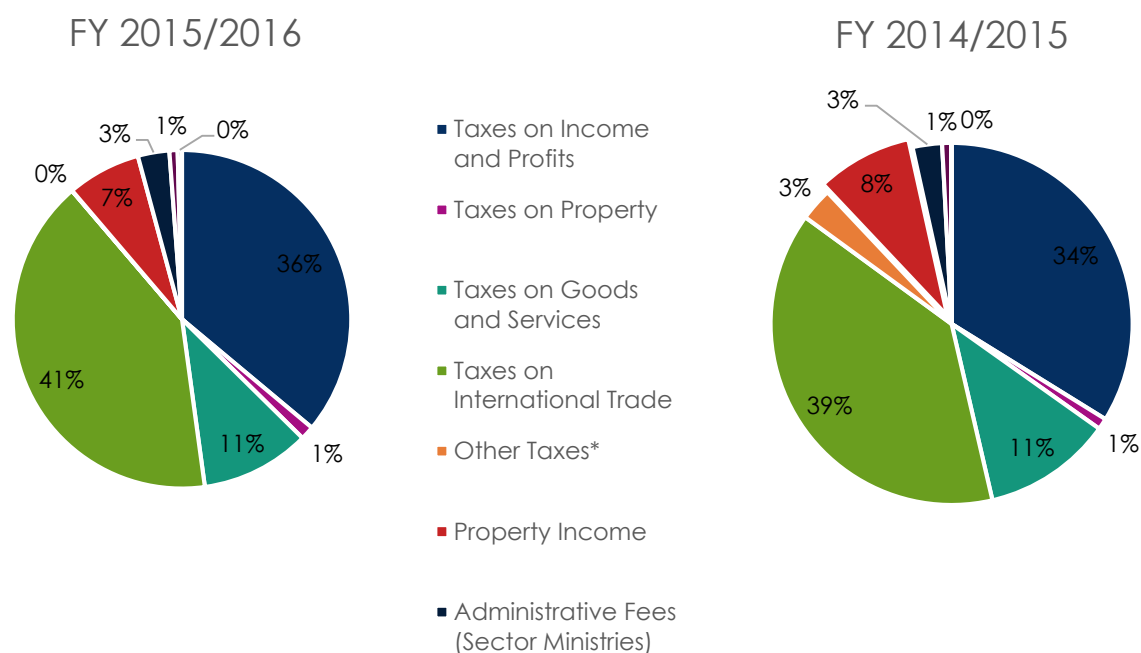
FIGURE 5: TOTAL REVENUE PERFORMANCE TREND Y-O-Y



Domestic Revenue by tax lines

Domestic Revenue is constituted by tax revenue (89%), Non-Tax revenue (11%) indicating that tax revenue is the highest contributor. The collection of Domestic revenue above the revised budget estimate is due to Taxes on International Trade. Tax revenue was above the target in 7% or US\$27.8M; while, Non-tax Revenue performed above the revised budget estimate target in 17% or US\$7.5M, mainly on account of the property income and administrative fees (Sector ministry). We see that although property income decreased from 8% to 7% of the revenue, Taxes on income on profit (which is one of the key contributors to the revenue) increased from 34% to 36%.

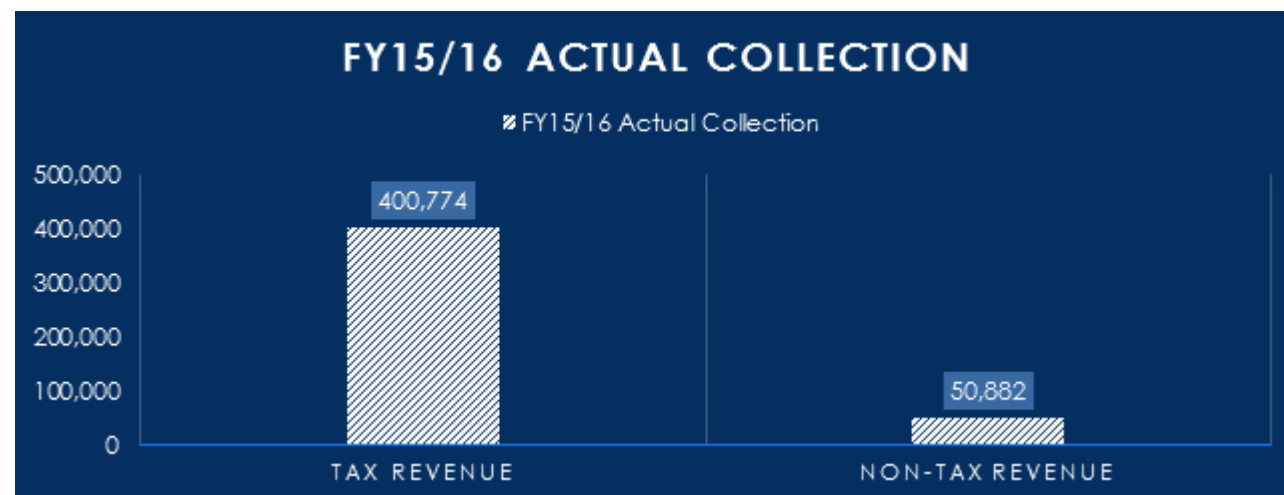
TABLE 14: DOMESTIC REVENUE - KEY CONTRIBUTING TAX LINES



Thousands of US Dollars)

Description	Approved Budget Estimates FY 15/16	Revised Budget Estimates FY15/16	FY15/16 Actual Collection	% of Actual FY15/16 over Projected (Rev) FY15/16	% of Actual FY15/16 over Projected (App) FY15/16	Var +/- (Revised Budget)
DOMESTIC REVENUE	473,728	416,309	452,816	9%	-4%	36,507
TAX REVENUE	412,336	372,906	401,881	8%	-3%	28,975
Taxes on Income and Profits	162,303	140,140	163,339	17%	1%	23,199
Personal Income Tax (PIT)	127,244	106,093	126,944	20%	0%	20,851
Corporate Income Tax (CIT)	32,182	31,695-	34,433	9%	7%	2,738
Other Income Taxes	2,877	2,352	1,962	-17%	-32%	-390
Taxes on Property	7,055	4,691	5,940	27%	-16%	1,249
Taxes on Goods and Services	53,778	51,866	47,332	-9%	-12%	-4,534
Taxes on International Trade	176,141	176,141	185,157	5%	5%	9,016
Other Taxes	13,058	67	113	69%	-99%	46
NON-TAX REVENUE	61,392	43,404	50,934	17%	-17%	7,530
Property Income	42,008	26,175	31,899	22%	-24%	5,724
Administrative Fees (Sector Ministries)	15,081	11,722	13,622	16%	-10%	1,900
Fines, Penalties and Forfeits	4,213	5,466	3,553	-35%	-16%	-1,913
Miscellaneous and Unidentified Revenue	90	40	1,860			1,820

FIGURE 6: TAX REVENUE AND NON TAX REVENUE



Tax Revenue

The crucial responsibility of collecting domestic revenue is shared by two ‘core business’ arms within the LRA, the Domestic Tax Department (DTD) and the Customs Department.

The DTD is charged with domestic tax administration and has the basic objective to increase and coordinate control over all categories of taxpayers, and to improve taxpayers’ compliance thereby increasing revenue. The Department has six divisions: Large Taxpayers, Medium Taxpayers, Small Taxpayers, Rural, Real Estate, and Sector Ministry. Together, these divisions ensure the collection of domestic revenue due to the Government.

A glance at departmental performances showed that the Domestic Tax Department’s collection stood at US\$258.6M, or 57% with a positive variance of US\$25.9M; while the Customs Department contributed US\$194.2M, or 42% of Total Domestic Revenue – showing performance of over US\$10.5M.

A. Taxes on Income & Profits

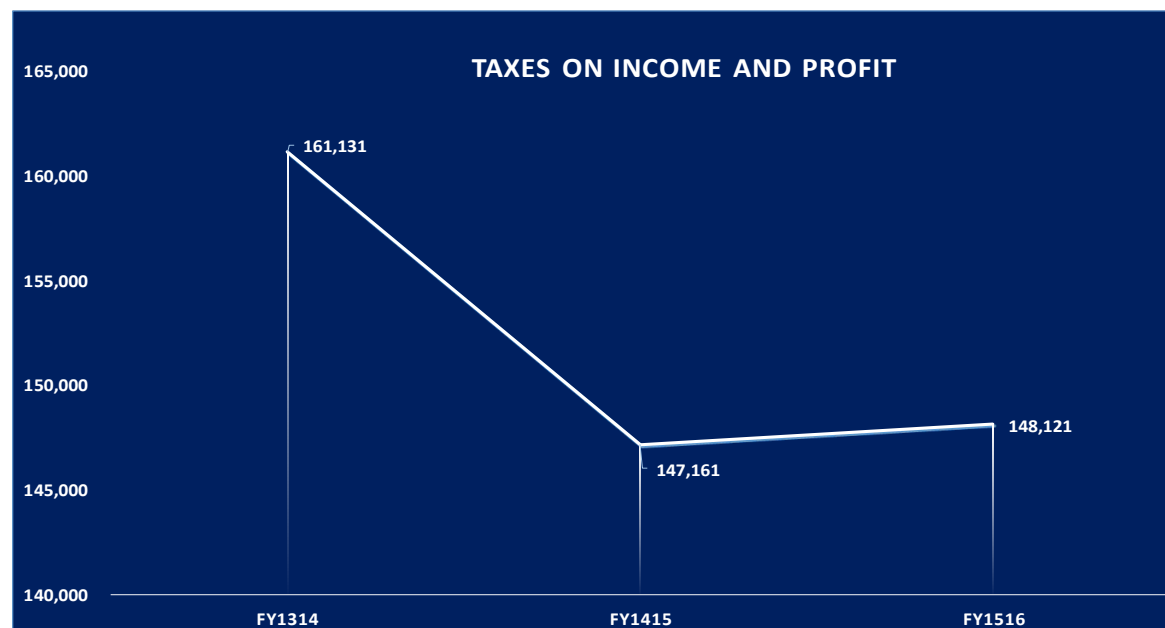
Total actual collections of Taxes on Income and Profits for FY 2015/2016 was US\$163.3M, against a Budget approved forecast of US\$140.1M, resulting in an over performance of US\$23.2M or 17%. This high over performance was due to a US\$3.1M arrears payment by Civil Service Agency, US\$15.2M windfall from an acquisition price for the Cellcom Orange deal.

The PIT performance was 20% or US\$20.9M higher than the forecasted figure of US\$106.9M. The tax line that performed higher than the expected target was the withholding taxes on nonresidents. Other taxes accounted for a sluggish downturn compared to the forecasted estimates due to slowdown in foreign investment as consequence of the fluctuation in the prices of commodities. However, CIT reversed the previous year negative outturn to reach a 9% excess of the forecast by US\$2.7M. Details can be seen in table 13 below.

TABLE 15: TAXES ON INCOME AND PROFIT

Description	Approved Budget Estimates FY 15/16	Revised Budget Estimates FY15/16	FY15/16 Actual Collection	% of Actual FY15/16 over Projected (Rev) FY15/16	% of Actual FY15/16 over Projected (App) FY15/162	Var +/- (Revised Budget)
TAXES ON INCOME AND PROFITS	162,303	140,140	163,339	17%	1%	23,199
PERSONAL INCOME TAX (PIT)	127,244	106,093	126,944	20%	0%	20,851
Taxes on Residents	141,873	132,791	143,060	8%	1%	10,269
<i>PIT Section 200A (Residents)</i>	<i>71</i>	<i>71</i>	<i>164</i>	<i>130%</i>	<i>130%</i>	<i>93</i>
<i>Withholding Taxes (Residents)</i>	<i>107,788</i>	<i>99,575</i>	<i>106,754</i>	<i>7%</i>	<i>-1%</i>	<i>7,179</i>
Taxes on Non-Residents	19,384	6,446	20,025	211%	3%	13,579
CORPORATE INCOME TAX (CIT)	32,182	31,695	34,433	9%	7%	2,738
OTHER INCOME TAXES	2,877	2,352	1,962	-17%	-32%	-390
Presumptive Section 200C (Small Tax)	1,831	1,449	1,708	18%	-7%	259
GSM annual gross margin tax	1,046	903	254	-72%	-76%	-649

FIGURE 7: TAXES ON INCOME AND PROFIT TREND (US\$000)



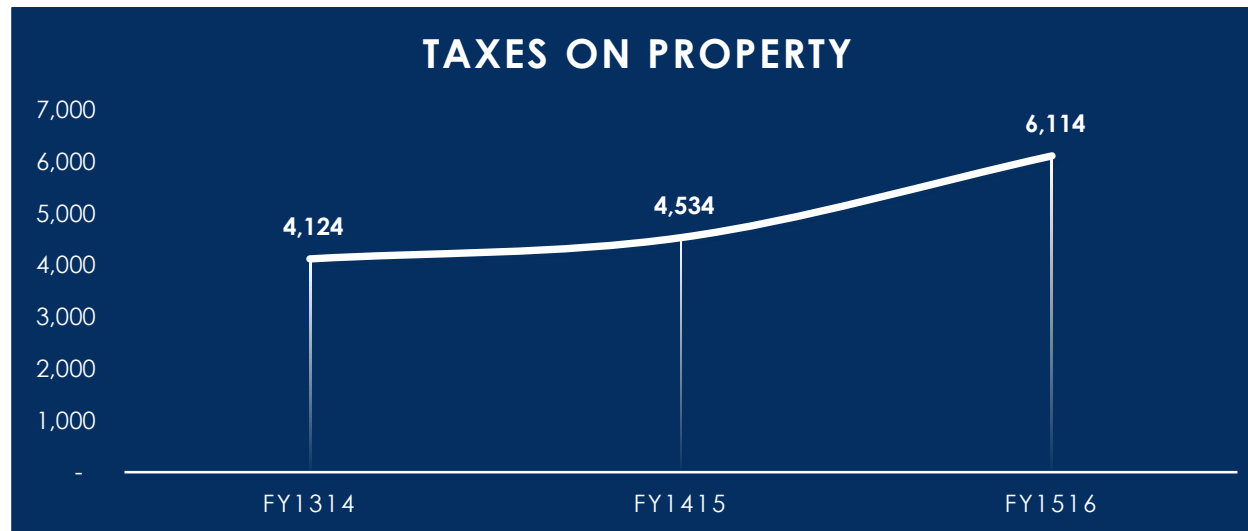
The graph above depicts a significant decline in revenue collection on income and profit, which consist of PIT and CIT. Comparatively, revenue has declined by 8.5% on average in the last three fiscal years. The decline has been largely on account of the contractionary effect of fall in commodity prices and the deadly Ebola epidemic.

B. Taxes on Property

Actual revenue from real property taxes grew from **US\$4.1M** in FY1314 to **US\$4.5M** in FY1415 and **US\$6.1M** in **FY1516** respectively. This upward movement in real property tax collection over the period was due to education and awareness of taxpayers on real property taxes, increase in the staff for the division by 30 personnel, of which some of those staff members were used to increase the scope of real property taxes to four potential counties in FY1516. The upward trend is also attributable to enforcement activities which included closures and court actions for diligent real property taxpayers in FY1415. Lastly, the trend was favorable due to robust collaboration with local authorities, the penalties and waivers effect and arrears

collected in FY1516. The increased in the revenue from real property from FY1314 to FY1415 was US\$411 or 10% and from FY1415 to FY1516 was 34%.

FIGURE 8: REAL ESTATE TAX COLLECTION TREND (US\$000)



C. Taxes on Goods & Services

The revenue projected for Taxes on Goods and Services declined by US\$4.6M or 9% against a revised forecast of US\$51.9M. The negative performance is partly due to the default in payment from Maritime and low intake of taxes due from the services sector. However, there is an expected future boom in this tax line if Liberia accedes to the Common External Tariff (CET) of ECOWAS. Given this high expectation, the LRA may develop new policy proposals for future budgets in accordance with its mandate.

FIGURE 9: TREND ON GOODS AND SERVICES TAX

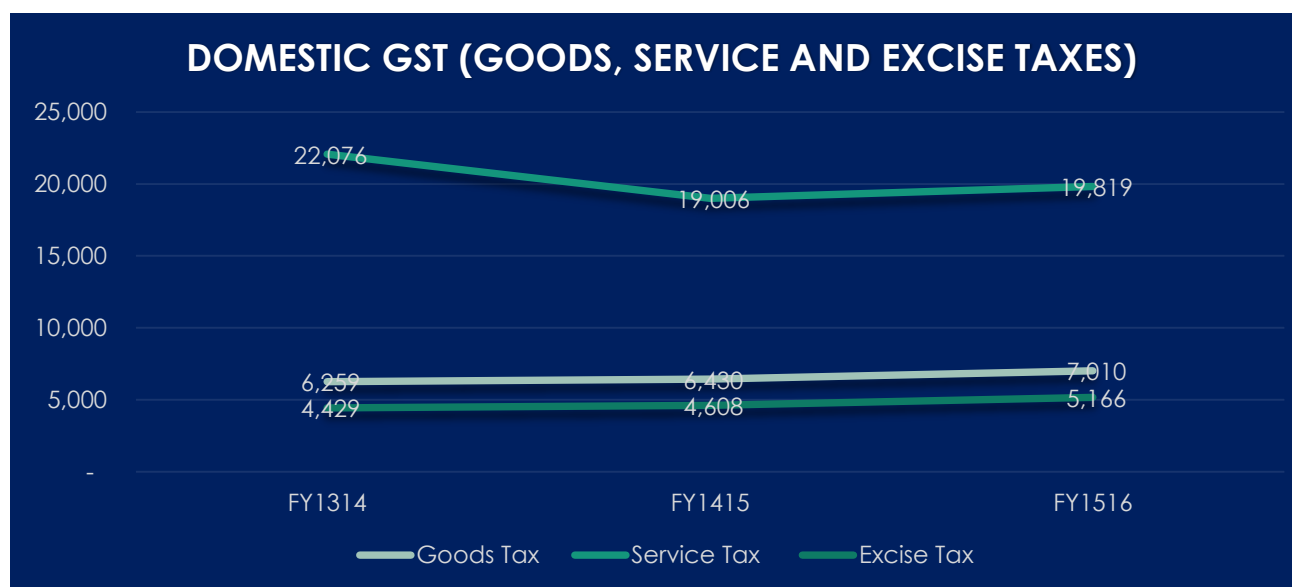


TABLE 16: GOODS & SERVICES TAX ANALYSIS (US\$000)

Description	FY14/15	FY15/16	Growth
Total Goods & Service Tax	50,192	47,332	-6%
GST excluding Motor Vehicle	25,437	26,973	6%
Excise Domestic	4,608	5,166	12%
Motor Vehicle	4,507	5,277	17%
Use of Goods and Permission to use	1,646	1,595	-3%
Maritime	13,994	8,321	-41%

D. Taxes on International Trade

The total revenue collected by the Department of Customs during the period (FY2015/2016) was US\$194.2M against a budget of US\$183.7M, thus accounting for an over-performance of US\$10.49M or 6% during the fiscal period. The major driver for the over performance was tax revenue which contributed US\$184.75M against a forecast of US\$176.1M. The tax revenue represents 95% of total customs revenue for the period and a 5% or US\$8.6M excess of the annual target.

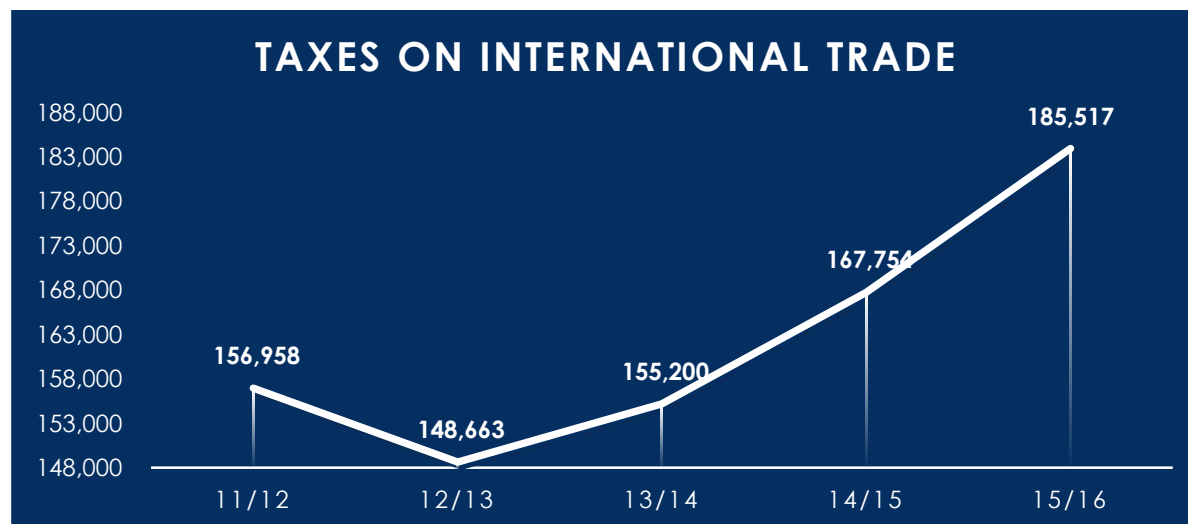
Non tax revenue contributed only 1% to the total customs revenue collected during the period.

For another year the actual collection from Taxes on International Trade recorded a positive outcome, with an actual revenue collected of US\$184.6M. This was US\$9.01M or 5% above the approved Budget figure of US\$176.1M. The main reason of this positive result was the improvement of the administrative vigilance and the streamlined activities in collection.

TABLE 17 CUSTOMS REVENUE ANALYSIS (US\$000)

	FY 14/15	FY 15/16	Growth
Customs Department	177,829	194,238	9.6%
Customs & Other Import Duties	167,293	184,604	10.1%
ECOWAS Trade Levy	5,037	4,287	-14%
Fees & Other Levies on Exports	461	553	19.9%
Log & Wood Products Exports Fees	2,406	2,383	-0.9%
Mineral Royalties	7,635	6,660	-12.7%
Rental of Bonded Warehouse	35	38	8.5%

FIGURE 10: TAXES ON INTERNATIONAL TRADE (CUSTOMS DUTIES AND EXPORT FEES ONLY)



Non Tax Revenue

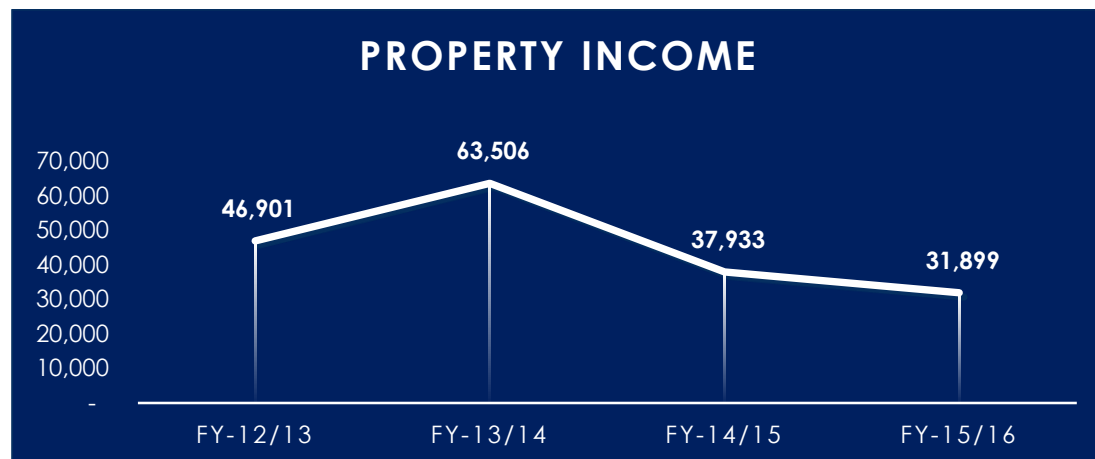
Property Income

In the Non-Tax Actual Revenue category, actual collections under “Property Income” exceeded the revised estimates by US\$5.7M or 22% against an estimate of US\$26.2M. The high performance was largely on account of payments from royalties and rents from the forestry sector US\$3.1M excess, Mineral mining US\$1.9M and the aggregate of Agriculture and petroleum US\$400K. The underperformance of non-tax revenue is largely attributed to the persistent decline in global commodity prices, i.e., gold and iron ore from which royalties are collected on exports. The quarterly fees collected from licensed warehouse operators contributed only a minimal amount marginally above zero percent of the total revenue collected during the period.

TABLE 18: PROPERTY INCOME (US\$000)

	Approved Budget Estimates FY 15/16	Revised Budget Estimates FY15/16	FY15/16 Actual Collection	% of Actual FY15/16 over Projected(Rev) FY15/16	Var +/- (Revised Budget)
PROPERTY INCOME	42,004	26,175	31,899	22%	5,724
Interest Income	-	-	-	-	-
Dividends	5,000	5,000	5,271	5%	271
Forestry	13,013	6,150	9,259	51%	3,109
Agriculture	1,080	910	1,183	30%	273
Mineral Mining	14,569	6,723	8,635	28%	1,912
Petroleum Mining	876	10	137	1270%	127
Intangible Non- produced Assets	7,072	6,959	7,192	3%	233
Rent and rates - other non-produced assets	-	0	26	100%	26
Others	394	423	195	-54%	-227

FIGURE 11 PROPERTY INCOME TREND ANALYSIS (US\$000)



Administrative Fees

Revenue from Administrative Fees was US\$13.6M against a revised forecast of US\$11.7M. This positive result was due to the enforcement of collection and remittances (into the GoL account) of withholdings of fees paid to agencies of the Government.

TABLE 19 : SECTOR MINISTRIES REVENUE (ADMINISTRATIVE FEES)
(Thousands of US Dollars)

Description	Approved Budget Estimates FY 15/16	Revised Budget Estimates FY15/16	FY15/16 Actual Collection	% of Actual FY15/16 over Projected(Rev) FY15/16	Var +/- (Revised Budget)
Sector Ministries & Agencies' Fees	15,081	11,722	13,622	16%	1,900
Agriculture Ministry	451	144	229	59%	85
Bureau Of Immigration & Naturalization	3,686	3,242	3,791	17%	549
Center For National Documents And Records	237	354	319	-10%	(35)
Commerce Ministry	55	69	32	-54%	(37)
Education Ministry	3	5	12	154%	7
Foreign Affairs Ministry	2,035	1,844	2,246	22%	402
Forestry Development Authority	68	49	19	-61%	(30)
Health And Social Welfare Ministry	266	143	179	25%	36
Industrial Property Office	22	21	27	30%	6
Information Ministry	35	30	45	48%	14
Internal Affairs Ministry	97	34	68	99%	34
Justice Ministry	62	65	56	-13%	(8)
Labor Ministry	5,610	3,514	3,897	11%	383
Lands, Mines And Energy Ministry	28	96	140	45%	43
Liberia Copyright Office	0	0	1	100%	1
Liberia National Police	171	173	37	-79%	(136)
Liberian Business Registry	1,430	1,145	1,444	26%	299
National Fire Service	31	34	58	73%	24
Other Ministries And Agencies	115	70	7	-90%	(63)
Post And Telecommunications Ministry	45	61	81	32%	19
Public Works Ministry	456	331	585	77%	254
Temple Of Justice	22	18	28	58%	10
Transport Ministry	156	281	322	15%	41
Youth And Sports Ministry	-	-	0	0%	0

Fines, Penalties and Forfeits

Fines, Penalties and Forfeits revenue under performed by US\$1.9M from a forecast of US\$5.5M due to a more rigid enforcement in this sector. (Compliance and waivers)

Revenue by Operations

The operational divisions within the Domestic Tax Department are the Large Tax Division (LTD), Micro, Small and Medium Tax Division (MSMTD), Real Estate Tax Division (RETD) and Sector Ministries Section (SMS). The revenue collected by these operational divisions is sourced from Montserrado County, as well as from the major Concessions companies operating in the other counties, which pay their taxes in Monrovia. Other revenues from the remaining counties (i.e. excluding taxes paid by major concession companies) are collected by DTD's rural outposts and the Tax Business Offices (TBOs).

For the period under review, the three operational divisions which drove the above-target performance were MSMTD, RETD and SMS:

1. Medium, Small and Micro Tax (MSMTD) registered a positive variance of US\$9.8M (22%) over its target, and contributed 21% of DTD's actual revenue collections.
2. Sector Ministries Section (SMS) registered a positive variance of US\$6.8M (42%) over its target, and contributed 9% of DTD's actual revenue collections.
3. Real Estate Tax Division (RETD) registered a positive variance of US\$1.2M over its target, and contributed 2% of DTD's actual revenue collections.

TABLE 20 : SECTIONS CONTRIBUTIONS

(Thousands of US Dollars)

Section	Revised Budget Estimates FY15/16	FY15/16 Actual Collection	% of Actual FY15/16 over Projected(Rev) FY15/16	Var +/- (Revised Budget)
LTD	166,134	157,039	-5%	-9,095
MSMTD	43,929	53,719	22%	9,791
RETD	4,906	6,064	24%	1,158
SMS	16,249	23,035	42%	6,786
TBOs	1,507	4,047	169%	2,540
TOTAL	232,724	243,904	5%	11,180

Revenue by Tax Business Offices (TBOs)

Revenues from counties other than Montserrado County are collected by 19 strategically located Tax Business Offices (TBOs). In total, the TBOs collected US\$4.05M, which exceeded their collective target by 169% or US\$2.5M. The detailed contribution of different Tax Business Offices (TBOs) to DTD's revenue intake in FY2015/2016 is shown in Table 9.

As seen in the table, the five TBOs that contributed the highest revenues during the period under review are as follows:

1. Harper TBO contributed US\$977K, or 24% of the amount contributed by all TBOs.
2. Buchanan TBO contributed US\$829K, or 20% of the amount contributed by all TBOs.
3. Marshall TBO contributed US\$658K, or 16% of the amount contributed by all TBOs.
4. Gbarnga TBO contributed US\$325K, or 8% of the amount contributed by all TBOs.
5. Ganta TBO contributed US\$325K, or 6% of the amount contributed by all TBOs.

TABLE 21: CONTRIBUTION BY TAX BUSINESS OFFICES (TBOs)
(Thousands of US Dollars)

TBO	Revised Budget Estimates FY15/16	FY15/16 Actual Collection	% of Actual FY15/16 over Projected(Rev) FY15/16	Var +/- (Revised Budget)
Buchanan/Rivercess	341	829	143%	488
Harper	366	977	167%	611
Zwedru	54	95	77%	42
Webbo	10	23	135%	13
Greenville/Juarzon	14	33	135%	19
Tappita	10	22	123%	12
Grand Kru	5	11	108%	6
Ganta	66	241	265%	175
Sanniquellie	66	130	98%	64
Gbarnga	103	325	215%	222
Rivercess	3	10	197%	7
Bensonville	40	75	88%	35
Marshall	229	658	188%	429
Bomi	28	100	262%	72
Cape Mount	56	240	324%	183
Kakata/Salala	76	149	96%	73
Kolahun/Foya	8	21	149%	13
Bopolu/Gbarma	6	15	167%	10
Voinjama/Zorzor	26	92	259%	67
TOTAL	1,507	4,047	169%	2,540

Revenue by Customs business Offices

The total tax revenue collected from the CBOs over the last fiscal year was US\$184.75M; representing 95% of the total collection while the non-tax revenue from exports of unprocessed forest products and natural minerals was US\$ 9.46M; representing 4.9% of the total Customs Collection.

Border revenue collected for FY2015/2016 disaggregated in Table 10 with the Freeport of Monrovia accounting for over 70 percent of total customs revenue and followed by LRPC CBO with 18 percent. The Rural CBOs, comprising 11 border offices, combined contribution remain as low as under 3 percent for the fiscal year in retrospect. Bad road network continues to impede intra-regional and/or cross border trade while the absence of automation increases the potential risk to revenue intake at land borders.

TABLE 22: CONTRIBUTION TO CUSTOMS REVENUE BY CUSTOMS BUSINESS OFFICES (CBOs)

(Thousands of US Dollars)

DESCRIPTIONS	FY15/16 Budget	% Of Forecast	Actual FY15/16	% Of Actual	Var. +/-	% Of Var
TOTAL CUSTOMS	183,730	100%	194,222	100%	10,492	100%
INTERNATIONAL TRADE	176,141	96%	184,752	95%	8,611	82%
URBAN PORTS	173,349	94%	181,873	93.6%	8,525	81.25%
Freeports	132,214	72.0%	139,884	72.0%	7,670	73.10%
RIA	3,183	1.7%	3,078	1.6%	(105)	-1.00%
JSP	-	0.0%	-	0.0%	-	0.00%
Parcel Post	13	0.0%	12	0.0%	(1)	-0.01%
MLM&E	-	0.0%	-	0.0%	-	0.00%
LPRC	35,536	19.3%	36,478	18.8%	943	8.98%
BIVAC	2,403	1.3%	2,421	1.2%	18	0.17%
RURAL PORTS	2,792	2%	2,879	1.5%	87	0.83%
Loguatu	252	0.1%	301	0.2%	50	0.47%
Ganta	898	0.5%	797	0.4%	(102)	-0.97%
Buchanan	6	0.0%	8	0.0%	2	0.02%
Greenville	51	0.0%	139	0.1%	88	0.84%
Toe Town	237	0.1%	302	0.2%	65	0.62%
Harper	184	0.1%	163	0.1%	(21)	-0.20%
Yealla	360	0.2%	371	0.2%	11	0.10%
Jorwah	149	0.1%	196	0.1%	47	0.45%

Butuo	13	0.0%	10	0.0%	(3)	-0.03%
Mendicorma	144	0.1%	135	0.1%	(9)	-0.08%
Bo-Waterside	499	0.3%	458	0.2%	(41)	-0.39%
Non- Tax	7,589	4%	9,469	4.9%	1,881	17.92%
Log and wood product export	1,629	0.9%	2,383	1.2%	755	7.19%
Mineral Royalty	5,927	3.2%	7,049	3.6%	1,122	10.69%
Bonded Warehouse	33	0.0%	38	0.0%	4	0.04%

External Resources

The detailed breakdown of external resources (core and contingent grants and borrowings) is shown below

Table 18. External Resources

(Thousands of US\$)

Description	Approved Forecast 2015/2016	Revised Forecast 2015/2016	Actual Collection 2015/2016	Var +/-	% Var to revised forecast
Total External Resource	124,836	112,277	96,131	-16,146	-14%
Grants	66,231	63,671	68,234	4,563	7%
From Norway	10,000	10,000	5,000	5,000	-50%
From European Union	47,040	44,480	50,119	5,639	13%
Int. Org. Fixed Agreement/USAID FARA	9,191	9,191	13,114	3,923	43%
Borrowings	58,606	48,606	27,897	-20,709	-2%
African Development Bank	28,606	28,606	27,897	-709	-2%
World Bank-IDA	30,000	20,000	-	-20,000	-100%

The difference in the amount expected from AfDB is on account exchange rate differential. The amount was sent in euros, comes to the central bank and then goes to the general revenue account.

The amount expected from World Bank IDA was not realized in the period due to shortfall in conditions and or administrative arrangements. However, the shortfall in meeting the donor conditionality does not suggest that the amount will not be realized but will rather be delay for the next fiscal period.

The amount expected from the European Union was realized with additional support after review and assessment of somehow unfavorable economic constraints face by the Government of Liberia during the reporting period.

Norway initially committed to provide US\$10M but the Government received only US\$5M as grant from Norway.

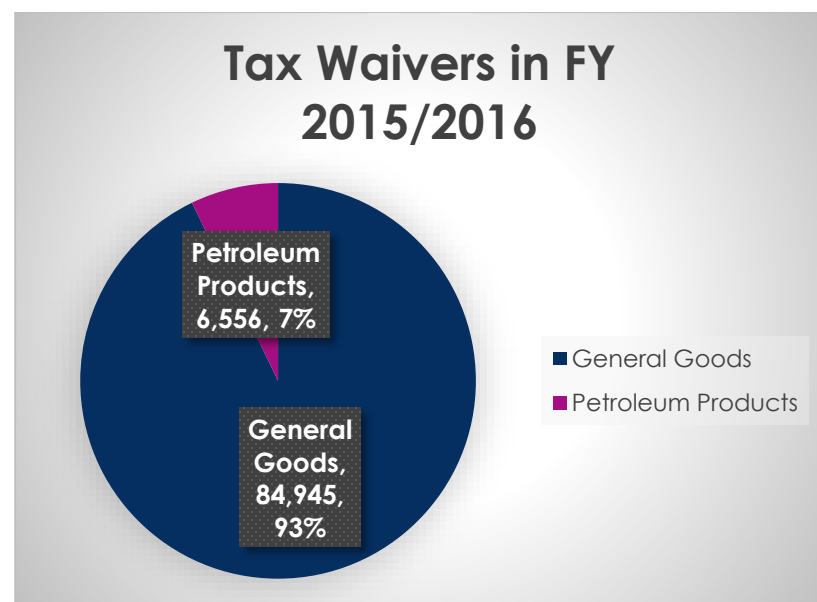
Tax Expenditure Reporting

Duty Free Imports in FY2015/2016

Customs Duty Waivers constitute an important tool in the GoL's public financial management repertoire. These tax incentives are granted to concession companies, educational, medical and other institutions, NGOs, Government MACs, organizations with diplomatic and consular privileges (including UN branches), and individuals.

Customs duties and tax exemption remain to be one of the major impairments to customs revenue collection. Exemptions in the form of tax expenditure are granted to concession companies, educational & medical institutions NGOs, diplomatic missions and Government ministries & agencies to reduce overhead costs and or to fulfill international treaties. The total tax waiver on imports in FY15/16 was US\$91.5M and Government-related projects, concessions and diplomatic missions account for the largest shares of total tax expenditures. Table 11 and Figure 8 summarize the waiver by type.

FIGURE 12 : TAX WAIVERS



General Good Duty Waivers in FY2015/2016

In general, 93% of duty waivers awarded in the period under review was for general goods (i.e. imports of goods other than petroleum products). When the duty waiver for general goods is disaggregated by recipient, it is seen that 50% of all general good waivers (302.4 US\$M) was awarded for Government-related purposes (to GoL projects, MACs, Legislature and Public Corporations), while the remaining 50% (302.4 US\$M) was awarded for Non-governmental purposes, including those waivers awarded under Concession Agreements, as Investment Incentives and to Diplomatic Missions.

Table 12 summarizes the duty waived on general goods by Recipient Category. Table A1 in Appendix A presents the detailed listing by beneficiary for general goods waivers in FY2015/2016.

TABLE 23 : GENERAL GOODS WAIVER BY RECIPIENT CATEGORY IN FY2015/2016

(Thousands of US Dollars)

SECTORS	CIF	DUTY	DUTY	% OF	% OF
	VALUE	PAID	WAIVED	WAIVER	CIF VALUE
GOVERNMENT OF LIBERIA PROJECTS	134,837	4	20,186	24%	22%
CONCESSIONS	139,697	2,076	18,134	21%	23%
INVESTMENT INCENTIVES	107,552	1,909	15,052	18%	18%
DIPLOMATIC MISSIONS	58,614	-	12,187	14%	10%
EXECUTIVE ORDERS	103,047	30	8,977	11%	17%
MAC's	42,617	28	6,915	8%	7%
INTERNATIONAL NGO	13,946	126	1,984	2%	2%
NATIONAL LEGISLATURE	4,399	62	819	1%	1%
MEDICAL INSTITUTIONS	2,671	11	279	0%	0%
LOCAL NON-GOVERNMENTAL ORGANIZATION	846	11	130	0%	0%
RELIGIOUS INSTITUTIONS	759	28	116	0%	0%
RETURNEE / STUDENTS	182	5	31	0%	0%
SPECIAL EXEMPTION (SECTION 1001 E)	42	2	3	0%	0%
TOTAL	610,070	4,297	84,945	100%	100%

From Table 22, it is seen that a substantial amount of general good duty waivers are awarded under Concession Agreements (23%), followed by GoL Projects (22%), Investment Incentives (18%) and Executive Orders (17%). The amount of duty waived for the individual recipients in these recipient categories is detailed in Table A1 (Appendix A). We definitely need to compare with previous year's collections on this because compared to previous years, the total CIF value has declined but Duty paid has been increased and duty waived has decreased

Petroleum Good Duty Waiver

Similarly, when the duty waived on petroleum goods is disaggregated by recipient category, it is seen that 43% (US\$2.8M) of all waivers are awarded for Government-related purposes, and 57% (US\$3.7M) for non-Governmental purposes.

Table 13 summarizes the duty waived on Petroleum goods by sector. Table A2 in Appendix A presents the detailed listing of petroleum good waiver beneficiaries.

TABLE 24: PETROLEUM DUTY WAIVER BY RECIPIENT CATEGORY

SECTORS	PRODUCT TYPE (IN GALLONS)		DUTY WAIVED (000 US\$)	% OF WAIVER
	AGO	PMS		
DIPLOMATIC MISSIONS	5,357,206	66,500	2,173	33%
MAC'S	5,863,000	-	2,051	31%
CONCESSION	3,284,975	1,000	820	13%
NATIONAL LEGISLATURE	451,000	1,330,000	779	12%
INVESTMENT INCENTIVE	975,000	-	390	6%
SPECIAL PROJECT	721,500	-	289	4%
INTERNATIONAL NON-GOVERNMENTAL ORGAN.	137,800		55	1%
TOTAL	16,790,481	1,397,500	6,556	100%

In Table 23, it is seen that the leading beneficiaries of petroleum duty waivers are Diplomatic Missions (33%), followed by Government of Liberia MACs (31%), and Concessions (13%). The amount of duty waived for the individual

Key Challenges

Inadequate Funding: Significant lack of funding to support implementation of our corporate strategic plan coupled with the delay in the receipt of the appropriations notwithstanding the collection.

The Tax paying culture: There exist an epidemic problem of false declaration, under-declaration, smuggling, mispricing and all forms of tax evasion, related avoidance and crimes. The informal sector still remains untapped as well as a portion of the formal sector.

Infrastructure challenges:

Technological Infrastructure

The lack of an automated HR system for effective and efficient records keeping has posed serious risk to personnel records. Limited IT infrastructures and low knowledge of employees on the use of ASYCUDA, SIGTAS and TAS platforms have sometimes hindered revenue report generation and data analysis. Significant issues in how data quality is maintained and shared poses a risk to the accuracy of the information and causes bottlenecks in analysis. Limited server capacity and electricity issues hinder the utility of SIGTAS and consequently Taxpayer services.

Physical Infrastructure

Limited space in the HQ to accommodate all functions necessitating the leasing of other structures. Additionally most CBOs and TBOs offices are below standard and lack major work tools thereby posing a risk to more effective revenue collection. The TBOs also lack the necessary IT infrastructure to support the interface between the offices and the HQ.

Management Services Automation: Lack of automation of Accounting/Budget and Finance and HR Procurement and Logistics functions poses risks to the accountability of these functions and needs to be addressed urgently.

Financial Statement

UNAUDITED / FY2015/2016

The Liberia Revenue Authority (LRA) herein presents its financial statements for the twelve (12) months ended June 30, 2016. For the period mentioned, funds received came from the Government of Liberia and APM Terminals. The Liberia Revenue Authority falls within the Public Administration Executive Sector of the Budget. For the Fiscal Year 2015/2016, the Public administration was given US\$143,646,475 which represented 23.07% of the approved total national budget of US\$622,743,420. Inclusive in the enacted Sector and National Budgets is the LRA's US\$16,108,017 budget for the fiscal year submitted to the National Legislature by the Ministry of Finance & Development Planning (MFDP), representing 11.21% of the Sector Budget and 2.59% of the National budget.

It is important to note that the LRA draft budget approved by the Board of Directors and subsequently submitted to the MFDP was US\$21,486,119. Global economic trends resulted in the decline in revenue collection, thus compelling the MFDP to recast the National Budget to US\$552,765,000 from US\$622,743,420, down by US\$69,978,420 (or 11.24%). This overall reduction in the National Budget led to a corresponding reduction in the Sector Budget by 6.20% from US\$143,646,475 to US\$134,743,795.

The LRA received an additional allocation of US\$2,453,222 on account of items that were earlier removed from its expenditure budget for the FY 2015/16 on account of: a Real Estate Project, the GSM Sector Audit, the rental for the LRA Headquarters, Critical Utilities such as fuel for generators and vehicles, payments to LEC, internet services from LIBTELCO, bringing the amount to a total of US\$18,561,239. (See the Appendix B in Pages 76-77 for the detailed statements)

STATEMENT OF CASH RECEIPTS AND PAYMENTS FOR THE TWELVE (12) MONTHS ENDED JUNE 30, 2016

	Note	RECEIPTS/ PAYMENTS CONTROLLED BY ENTITY	PAYMENTS BY EXTERNAL PARTIES	TOTAL
				US\$
RECEIPTS:				
Authorized Allocation	4	17,572,268	-	17,572,268
Other Receipt				
<i>Performance Bonus</i>	4	400,000	-	400,000
<i>BIVAC</i>	4	-	232,764	232,764
<i>APM Terminal</i>	4	-	92,456	92,456
External Assistance				
Multilateral Grants (IPFMRP*)	4	-	873,470	873,470
Bilateral Grants		-	-	-
Total Receipt		<u>17,972,268</u>	<u>1,198,690</u>	<u>19,170,958</u>
EXPENDITURE				
Operations:				
Compensation of Employees	5	15,925,009	-	15,925,009
Use of Goods and Services	6	4,538,296	967,560	5,505,856
Capital Expenditure:				
Consumption of Fixed Capital	7	1,270,605	231,130	1,501,735
Special Project:				
Real Estate Block Mapping and Database Project	8	<u>219,797</u>	<u>-</u>	<u>219,797</u>
Total Expenditure		<u>21,953,707</u>	<u>1,198,690</u>	<u>23,152,397</u>
Decrease in Cash		(3,981,439)	-	(3,981,439)
Cash at the beginning of the Period	9	<u>5,517,016</u>	<u>-</u>	<u>5,517,016</u>
Cash at the End of the Period	9	<u>1,535,578</u>	<u>-</u>	<u>1,535,578</u>

** Data provided by Project Financial Management Unit (PFMU), Ministry of
Finance & Development Planning (MFDP).*

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

	Original Budget	Final Budget	Actual Amounts	Variance	Percentage Variance
	US\$	US\$	US\$	US\$	(%)
Inflows					
Authorized Alloc./Appropriations	16,108,017	18,617,268	17,572,268	1,045,000	5.61
Total Receipts	16,108,017	18,617,268	17,572,268	1,045,000	5.61
Outflows					
Compensation Employees	15,450,496	13,979,961	14,076,020	(96,059)	(0.69)
Use of Goods & Services	624,096	4,027,912	2,820,931	1,206,981	29.97
Consumption of Fixed Capital	33,425	195,594	144,769	50,825	25.99
Projects	-	413,801	-	413,801	100.00
Total Expenditure	16,108,017	18,617,268	17,041,720	1,575,548	8.46

USE OF GOODS AND SERVICES have been summarized into five (5) categories as follow: Travel (Domestic & Foreign), Rental and Lease, Operation Expense, Utilities, and Repair & Maintenance.

Travel (Domestic & Foreign) comprises Domestic and Foreign Means of Travel; Domestic and Foreign Daily Subsistence Allowance; and Domestic & Foreign Incidental.

Utilities comprises expenditure on Electricity, Water and Sewage, and Communications (Telephone and Internet).

Rental and Lease comprises expenditure on residential property for rural Customs and Tax Business Office Staff, as well as Lease of Office Buildings (LRA Headquarters and various Tax and Customs Business Offices).

Repairs and Maintenance relates to cost incurred to maintain and repairs the fixed assets owned and leased by the LRA. Repairs are made on Buildings (Civil works), Vehicles, Generators, motorcycles, etc.

Operation Expenses comprise expenditure made for fuel and lubricants for Vehicles, Generators, and Motorcycles; cleaning materials, stationeries, etc. This also includes operational expenses made mainly through petty cash for the day-to-day running of the LRA.

	FY 2015/16	APM Terminal	BIVAC	IPFMRP	BONUS	FY 2014/15	Total
USE OF GOODS AND SERVICES							
Travel (Domestic & Foreign)	335,520	-	-	-	-	62,149	397,669
Utilities	249,837	-	-	-	-	166,544	416,381
Rental and Lease	745,075	-	-	-	-	1,628	746,703
Repairs & Maintenance	210,142	-	-	644,046	-	143,984	998,171
Operation Expenses	1,280,358	-	94,090	229,424	394,581	948,479	2,946,932
	<u>2,820,932</u>	<u>-</u>	<u>94,090</u>	<u>873,470</u>	<u>394,581</u>	<u>1,322,783</u>	<u>5,505,855</u>

4. **CONSUMPTION OF FIXED CAPITAL** refers to acquisition of fixed or long-lived assets used in the running of the Liberia Revenue Authority.

	FY 2015/16	Terminal	BIVAC	IPFMRP	BONUS	FY 2014/15	Total
CONSUMPTION OF FIXED CAPITAL							
Transport Equipment	-	-	-	-	-	736,653	736,653
Machinery & Other Equipment	24,819	-	-	-	-	270,432	295,251
Security Equipment	-	-	-	-	-	-	-
Furniture & Fixture	63,049	56,876	22,750	-	-	51,436	194,111
ICT Infrastructure	47,672	35,580	115,924	-	-	67,314	266,490
Other Fixed Assets	9,229	-	-	-	-	-	9,229
	<u>144,769</u>	<u>92,456</u>	<u>138,674</u>	<u>-</u>	<u>-</u>	<u>1,125,836</u>	<u>1,501,735</u>

5. **SPECIAL PROJECT** refers to projects intended to boost the revenue collection process. This special project is the Real Estate Block Mapping which is intended to organize real property into zones and blocks in an effort to establish a database of real property owner and assess the taxes associated with these properties.

Page 14

	FY 2015/16	Terminal	BIVAC	IPFMRP	BONUS	FY 2014/15	Total
SPECIAL PROJECT							
Real Estate Block Mapping Project	-	-	-	-	-	219,797	219,797
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>219,797</u>	<u>219,797</u>
Total Expenditure	<u>17,041,721</u>	<u>92,456</u>	<u>232,764</u>	<u>873,470</u>	<u>394,581</u>	<u>4,517,405</u>	<u>23,152,396</u>

JUNE 30, 2016 JUNE 30, 2015

9. CASH

(A) Cash Balance

Cash at Bank – LRD (Ecobank Liberia)	919,434	4,927,150
Cash at Bank – USD (Ecobank Liberia)	601,144	574,866
Cash on Hand (Petty Cash)	<u>15,000</u>	<u>15,000</u>
	<u>1,535,578</u>	<u>5,517,016</u>

(B) Cash Balance by Source

Cash at the beginning of the period-----	5,517,016
Receipts for the period-----	<u>17,972,268</u>
Net available cash for the period-----	23,489,284
Expenditure for the period-----	<u>(21,953,707)</u>
Cash at the end of the period-----	<u>US\$1,535,578</u>

	FY 2015/16	FY 2014/15	Total
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10. Liabilities

Provident Fund (Employer's)	26,422	-	26,422
Provident Fund (Employees')	26,422	-	26,422
NASSCORP Employer's Contrib.	592,088	271,103	863,191
NASSCORP Employees Contrib.	<u>95,718</u>	<u>-</u>	<u>95,718</u>
	<u>740,650</u>	<u>271,103</u>	<u>1,011,753</u>

Conclusion

With the mandate to “administer and enforce revenue laws in accordance to the Liberia Revenue Code (and other related laws under which it is assigned responsibility) for the purpose of assessing, collecting, auditing, and accounting for all national revenues to facilitate legitimate international trade and customs border management-enforcement”, the LRA, for a second year has succeeded in meeting its mandate to ensure the economic development of Liberia.

Since the beginning of its operation, the LRA as a semi-autonomous body has improved revenue collection and has built a credible reputation for the revenue administration. During this fiscal year, the LRA had continuously pursued different strategies to encourage the voluntary compliance of taxpayers and the business community. Among them the most important to mention are the improvement of access to tax information to facilitate tax returns and payments, as well as the improvement of revenue collection operations in all the counties of Liberia. The evidence of all these is characterized by the positive result on the revenue collection of this year.

In order to consider the unexpected changes in the budget, the projection was revised 16% downward from the initial approved envelope of US\$622 M to US\$552 M. The LRA strengthened its execution program to meet the new revenue target. Challenges, such as logistical constraints, human capacity needs and the necessity to widen the tax base were overcome minimally through strategic management plans. The positive balance in the revenue collection was US\$18.2M in spite of profound external economic shocks which adversely affected the revenue collection.

The achievements outlined in this report were realized as a direct result of the support from the Government of Liberia, the Board of Directors of the LRA, the Ministry of Finance and Development Planning of Liberia, the Liberian business community, the external development partners and other relevant stakeholders. The achievements of this term were possible, thanks to the professional attitude of the staff in their various capacities.

In the coming Fiscal Year 2016/2017, the Authority seeks to continuously modernize the revenue administration by improving the operational and corporate service delivery to the public. The LRA endeavors to provide series of trainings to its personnel for the provision of prompt, efficient, effective and quality services to its clients and stakeholders. Accordingly, the management wishes to eliminate existing archaic management processes and simplify the Revenue Code for better comprehension by taxpayers. To this end, we call for greater support from the general public, the Government of Liberia, stakeholders, development partners, business community and employees.

List of Abbreviations

AAA	Assessment, Analysis and Accounting
AfDB	African Development Bank
ASIU	Anti-smuggling Intelligence Unit
ASYCUDA	Automated System of Customs Data
ATAF	African Tax Administration Forum
BIVAC	Bureau of Inspection, Valuation, Assessment and Control
BOD	Board of Directors
CBL	Central Bank of Liberia
CBO	Customs Business Office
CG	Commissioner General
CSE	Compaigne Sahelienne D'Enterprises
CSP	Corporate Strategic Plan
CUF	Custom User Fees
DCGAA	Deputy Commissioner General of Administrative Affairs
DCGTA	Deputy Commissioner General of Technical Affairs
DTD	Domestic Tax Department
EDQARD	Enterprise Design and Quality Assurance Result Division
ERMCD	Enterprise Risk Management Compliance Division
EU	European Union
EVD	Ebola Virus Disease
FOB	Free on Board
FY	Fiscal Year
GDP	Gross Domestic Product
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GOL	Government of Liberia
GSM	Global System for Mobile Communication
HMRC	Her Majesty's Revenue and Customs
HRM	Human Resource Management
HRMP	Human Resource Management Policy
IAA	Internal Audit Agency
IAD	Internal Audit Division
ICRC	International Committee of the Red Cross
ICT	Information and Communication Technologies
IFC	International Finance Corporation
IT	Information Technology
KRA	Kenya Revenue Authority

LBDI	Liberia Bank for Development and Investment
LD	Liberian Dollar
LITP	Liberia Institute of Tax Practitioners
LRA	Liberia Revenue Authority
LRC	Liberia Revenue Code
MFDP	Ministry of Finance and Development Planning
MIS	Management Information System
MOJ	Ministry of Justice
NASSCORP	National Social Security and Welfare Corporation
NCB	National Competitive Bidding
NOCAL	National Oil Company of Liberia
NRARS	National Revenue Accounting Reconciliation Section
OCC	Office of Chief Council
OECD	Organization for Economic Cooperation and Development
OPRS	Office of Professional Responsibility Section
OTA	Office of Technical Affairs
PAE	Pacific Architects and Engineers Incorporated
PED	Professional Ethics Division
PRSPD	Policy, Research and Strategic Planning Division
SEGAL	Security Expert Guard Agency of Liberia
SIGTAS	Standard Integrated Government Tax Administration System
SMS	Security Management Section
SOP	Standard Operating Procedure
TADAT	Tax Administration /diagnostic Assessment Tool
TAS	Tax Administration System
TBO	Tax Business Office
TOT	Training of Trainers
TPSD	Taxpayer Services Division
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
USD	United States Dollars
WATAF	West Africa Tax Administration Forum
WTO	World Trade Organization
ZIMRA	Zimbabwe Revenue Authority

APPENDIX A: Duty Free

Table A1: General Goods Waiver: Detailed Listing
 (Thousands of US Dollars)

RECIPIENT	CIF	DUTY	DUTY	% of WAIVER	% of
	VALUE	PAID	WAIVED		CIF VALUE
TOTAL	610,070	4,297	84,945	100%	100%
GOVERNMENT OF LIBERIA PROJECTS	134,837	4	20,186	23.80%	22.10%
LIBERIA ELECTRICITY CORPORATION	117,795	-	17,406	20.50%	19.31%
MINISTRY OF PUBLIC WORKS	14,958	4	2,447	2.90%	2.45%
MT COFFEE HYDRO PROJECT	988	-	158	0.20%	0.16%
LIBERIA WATER & SEWER CORPORATION	622	-	97	0.10%	0.10%
RURAL & RENEWABLE ENERGY AGENCY	192	-	36	0.00%	0.03%
MINISTRY OF PUBLIC OF WORKS	177	-	23	0.00%	0.03%
TRANSCO CLSG	64	-	10	0.00%	0.01%
MINISTRY OF YOUTH AND SPORT	14	-	5	0.00%	0.00%
ETA BETA OMEGA	28	-	4	0.00%	0.00%
CONCESSIONS	139,697	2,076	18,134	21.30%	22.90%
BEA MOUNTAIN MINING CO.	34,779	174	4,906	5.80%	5.70%
ARCELOR MITTAL	21,451	107	3,092	3.60%	3.52%
MNG GOLD LIB. INC.	24,575	488	3,073	3.60%	4.03%
FIRESTONE LIBERIA	17,760	530	2,131	2.50%	2.91%
GOLDEN VEROLEUM LIBERIA	10,936	219	1,362	1.60%	1.79%
SIME DARBY PLANTATION	11,372	227	1,178	1.40%	1.86%
APM TERMINALS LTD	6,400	128	881	1.00%	1.05%
LIBERIA AGRAICULTURAL COMPANY	4,714	94	586	0.70%	0.77%
CHINA UNION INVESTMENT	3,774	29	487	0.60%	0.62%
MARYLAND OIL PALM	2,012	40	205	0.20%	0.33%
CAVALA RUBBER CORP.	739	15	91	0.10%	0.12%
LIBENCO OIL PALM INC.	826	18	87	0.10%	0.14%
SALALA RUBBER CO.	307	6	47	0.10%	0.05%
CHEVRON LIBERIA LTD	27	0	4	0.00%	0.00%
EXXOM MOBIL EXPLORATION	9	0	3	0.00%	0.00%

RECIPIENT	CIF	DUTY	DUTY	% of WAIVER	% of
	VALUE	PAID	WAIVED		CIF VALUE
NOVAFONE	9	0	1	0.00%	0.00%
BHP BILLITON	7	-	1	0.00%	0.00%
INVESTMENT INCENTIVES	107,552	1,909	15,052	17.70%	17.63%
DURA PLAST	21,847	228	3,007	3.50%	3.58%
SETHI BROTHERS INC.	16,419	155	2,079	2.40%	2.69%
FOUANI BROTHERS CORP.	12,228	376	1,775	2.10%	2.00%
PREMIER MILLING CORP.	15,098	302	1,675	2.00%	2.47%
MANCO	3,531	66	742	0.90%	0.58%
CGGC MINING SERVICES	3,643	73	579	0.70%	0.60%
LCCBC	3,223	64	550	0.60%	0.53%
LIPFOCO	3,046	61	502	0.60%	0.50%
JEETY TRADING CORP.	3,822	76	484	0.60%	0.63%
RIA HOTEL & RESORTS	2,950	59	481	0.60%	0.48%
TIBA INDUSTRIAL GROUP	2,118	42	443	0.50%	0.35%
NB INDUSTRIAL COMPLEX	2,431	49	358	0.40%	0.40%
INT'L ALUMINUM FACTORY	2,822	77	357	0.40%	0.46%
LIBERIA CEMENT CORP.	2,006	45	225	0.30%	0.33%
MONROVIA BREWERIES INC.	1,950	41	210	0.20%	0.32%
LIBERIA SOAP & DETERGENT CO.	617	11	207	0.20%	0.10%
METALUM LIBERIA LTD	1,442	18	168	0.20%	0.24%
SUPREME LIBERIA	1,014	20	131	0.20%	0.17%
ZIRCON INDUSTRIAL ENGINEERING	781	16	103	0.10%	0.13%
MANEX LIMITED	623	12	101	0.10%	0.10%
MONTERRADO GROUP OF INDUSTRIES	504	10	98	0.10%	0.08%
LIBERIA PLASTIC INC.	806	16	93	0.10%	0.13%
GOYAL FARM	511	10	89	0.10%	0.08%
RAINBOW PAINT IND.	708	19	89	0.10%	0.12%
NATIONAL TOILETORIES	348	7	69	0.10%	0.06%
S S S PRIVATE LTD	268	5	54	0.10%	0.04%
MADINA ROCK CRUSHER	366	7	52	0.10%	0.06%
MHM EKO LIBERIA	458	9	51	0.10%	0.08%
MILA GROUP INC.	307	6	45	0.10%	0.05%
ENISUL GROUP OF COMPANIES	340	7	43	0.10%	0.06%

RECIPIENT	CIF	DUTY	DUTY	% of WAIVER	% of
	VALUE	PAID	WAIVED		CIF VALUE
MISSION BUILDERS INT'L	215	4	42	0.00%	0.04%
GLOBAL LOGISTICS SERVICES	359	1	41	0.00%	0.06%
ROYAL GRAND HOTEL	194	3	40	0.00%	0.03%
ARROW ALLIANCE GROUP	191	4	22	0.00%	0.03%
JUMP PHARMACEUTICAL CORP.	152	3	18	0.00%	0.02%
WOODWORK CONSTRUCTION	63	1	8	0.00%	0.01%
LIBERIA FOAM PLATES FACTORY	65	1	7	0.00%	0.01%
CORINA HOTEL	12	0	6	0.00%	0.00%
BELA CASA HOTEL	24	0	5	0.00%	0.00%
VISION INDUSTRIES	26	1	3	0.00%	0.00%
ACQUARIUS BEVERAGES INC.	14	0	2	0.00%	0.00%
EDGAIL INC.	9	0	2	0.00%	0.00%
DIPLOMATIC MISSIONS	58,614	-	12,187	14.30%	9.61%
UNMIL	23,067	-	5,791	6.80%	3.78%
UNICEF	12,351	-	1,838	2.20%	2.02%
US EMBASSY	7,458	-	1,692	2.00%	1.22%
WORLD HEALTH ORGANIZATION	5,130	-	831	1.00%	0.84%
WORLD FOOD PROGRAM	3,166	-	731	0.90%	0.52%
ROBERT FLIGHT INFORMATION REGION	1,250	-	294	0.30%	0.20%
UNDP	1,238	-	231	0.30%	0.20%
UNOPS	1,728	-	222	0.30%	0.28%
UNFPA	1,253	-	149	0.20%	0.21%
CHINESE EMBASSY	298	-	96	0.10%	0.05%
UNHCR	288	-	53	0.10%	0.05%
EUROPEAN UNION	289	-	47	0.10%	0.05%
QATAR EMBASSY	122	-	35	0.00%	0.02%
WORLD BANK	172	-	23	0.00%	0.03%
UN WOMEN	110	-	20	0.00%	0.02%
SWEDISH EMBASSY	113	-	19	0.00%	0.02%
EMBASSY OF SWEDEN	64	-	14	0.00%	0.01%
AFRICAN DEVELOPMENT BANK	72	-	14	0.00%	0.01%
ICRC	65	-	12	0.00%	0.01%
PEACE CORPS	67	-	11	0.00%	0.01%

RECIPIENT	CIF	DUTY	DUTY	% of WAIVER	% of
	VALUE	PAID	WAIVED		CIF VALUE
GERMAN EMBASSY	51	-	10	0.00%	0.01%
GTZ	51	-	9	0.00%	0.01%
JAPANESE INT'L CORPORATION AGENCY (JICA)	30	-	7	0.00%	0.00%
AMB. MARJON KAMARA	40	-	6	0.00%	0.01%
UNIDO	35	-	6	0.00%	0.01%
FRENCH EMBASSY	17	-	5	0.00%	0.00%
UNAIDS	27	-	5	0.00%	0.00%
FOOD & AGRICULTURE ORG.	20	-	5	0.00%	0.00%
UNODC	20	-	4	0.00%	0.00%
MINISTRY OF FOREIGN AFFAIRS	14	-	2	0.00%	0.00%
HER EXEC. YOUNGER TELEWODA	8	-	2	0.00%	0.00%
INT'L FINANCE CORP.	3	-	0	0.00%	0.00%
INT'L BANK FOR RECONSTRUCTION & DEV.	1	-	0	0.00%	0.00%
EXECUTIVE ORDERS	103,047	30	8,977	10.60%	16.89%
UNITED COMMODITIES INC.	31,589	-	2,578	3.00%	5.18%
K&K TRADING	29,259	-	2,429	2.90%	4.80%
SUPPLY WEST AFRICA TRADERS INC.	21,836	1	2,173	2.60%	3.58%
FOUTA CORPORATION	8,498	-	749	0.90%	1.39%
FLUDOR LTD	5,990	-	470	0.60%	0.98%
LIBERIA WATER & SEWER CORP.	929	-	150	0.20%	0.15%
JOMANDAY AND SONS IMPORT & EXPORT	1,453	-	140	0.20%	0.24%
LIBINCO OIL PALM INC.	1,151	23	109	0.10%	0.19%
FIRESTONE LIBERIA	494	1	59	0.10%	0.08%
MILA COMMODITIES	1,226	-	54	0.10%	0.20%
HARMONY TRADING / JOMANDAY & SONS	376	-	35	0.00%	0.06%
MANDRA FORESTRY LIBERIA LTD	150	3	20	0.00%	0.02%
PUMAH FARM COMPANY	92	2	10	0.00%	0.02%
NORDWAY GROUP INC.	6	0	1	0.00%	0.00%
GOL (MINISTRIES, AGENCIES, PUBLIC CORPORATIONS)	42,617	28	6,915	8.10%	6.99%
MINISTRY OF HEALTH	13,490	-	1,678	2.00%	2.21%
INCIDENT MANAGEMENT SYSTEMS	4,296	-	675	0.80%	0.70%
MINISTRY OF EDUCATION	3,807	-	459	0.50%	0.62%
MINISTRY OF YOUTH & SPORTS	2,232	-	417	0.50%	0.37%

RECIPIENT	CIF	DUTY	DUTY	% of WAIVER	% of
	VALUE	PAID	WAIVED		CIF VALUE
MINISTRY OF DEFENSE	623	-	362	0.40%	0.10%
MINISTRY OF TRANSPORT	1,479	-	328	0.40%	0.24%
NAT'L MALARIA CONTROL PROGRAM	1,256	-	287	0.30%	0.21%
GENERAL SERVICE AGENCY	1,397	-	257	0.30%	0.23%
MINISTRY OF AGRICULTURE	994	-	189	0.20%	0.16%
LIBERIA WATER & SEWER CORP	694	-	161	0.20%	0.11%
FORESTRY DEVELOPMENT AUTHORITY	687	-	141	0.20%	0.11%
MINISTRY OF PUBLIC WORKS	822	-	132	0.20%	0.13%
LIBERIA REVENUE AUTHORITY	681	-	124	0.10%	0.11%
NATIONAL TRANSIT AUTHORITY	399	-	115	0.10%	0.07%
LIBERIA TELECOMMUNICATIONS CORP.	611	1	110	0.10%	0.10%
NATIONAL SECURITY AGENCY	547	-	100	0.10%	0.09%
MINISTRY OF FINANCE & DEV. PLANNING	1,000	-	100	0.10%	0.16%
EXECUTIVE PROTECTION SERVICE	465	-	99	0.10%	0.08%
LIBERIA FOOTBALL ASSOCIATION	441	-	91	0.10%	0.07%
HOUSE OF REPRESENTATIVES	438	-	85	0.10%	0.07%
LIBERIA POST GRADUATE MEDICAL COUNCIL	582	-	76	0.10%	0.10%
OFFICE OF VICE PRESIDENT	367	-	72	0.10%	0.06%
MINISTRY OF INTERNAL AFFAIRS	427	-	71	0.10%	0.07%
LIBERIA BROADCASTING SYSTEM	305	0	61	0.10%	0.05%
LIBERIA NATIONAL POLICE	289	-	59	0.10%	0.05%
JUDICIAL BRANCH	272	-	59	0.10%	0.04%
LIBERIA CIVIL AVIATION AUTHORITY	772	-	57	0.10%	0.13%
MINISTRY OF LANDS MINE & ENERGY	262	-	42	0.00%	0.04%
MINISTRY OF FOREIGN AFFAIRS	176	-	35	0.00%	0.03%
PAYNESVILLE CITY CORP.	311	-	32	0.00%	0.05%
CIVIL SERVICE AGENCY	190	-	30	0.00%	0.03%
MINISTRY OF GENDER,	260	-	57	0.10%	0.04%
INTERNAL AUDIT AGENCY	153	-	28	0.00%	0.03%
LIBERIA BANK FOR DEV. & INV.	236	26	24	0.00%	0.04%
LIBERIA NATIONAL FIRE SERVICE	128	-	23	0.00%	0.02%
MINISTRY OF LABOR	121	-	21	0.00%	0.02%
MINISTRY OF COMMERCE	109	-	20	0.00%	0.02%

RECIPIENT	CIF	DUTY	DUTY	% of WAIVER	% of
	VALUE	PAID	WAIVED		CIF VALUE
MINISTRY OF JUSTICE	107	-	19	0.00%	0.02%
SGS LIBERIA	90	-	19	0.00%	0.01%
LIBERIA ANTI CORRUPTION COMM.	104	-	19	0.00%	0.02%
MINISTRY OF STATE	72	-	17	0.00%	0.01%
ENVIRONMENTAL PROTECTION AGENCY	74	-	15	0.00%	0.01%
CENTER FOR NATIONAL DOCUMENT & RECORDS	80	-	15	0.00%	0.01%
LIBERIA SENATE	42	-	12	0.00%	0.01%
NATIONAL IDENTIFICATION REGISTRY	66	-	11	0.00%	0.01%
LIBERIA RUBBER DEVELOPMENT AUTHORITY	64	-	11	0.00%	0.01%
NATIONAL INVESTMENT COMMISSION	52	-	9	0.00%	0.01%
NATIONAL BUREAU OF CONCESSION	25	-	8	0.00%	0.00%
SENATE PRESIDENT PRO TEMPORE	39	-	7	0.00%	0.01%
TEMPLE OF JUSTICE	44	-	7	0.00%	0.01%
LIBERIA NATIONAL COMMISSION OF SMALL ARMS	54	-	7	0.00%	0.01%
LBDI	32	1	6	0.00%	0.01%
LIBERIA BOARD FOR NURSING AND MIDWIFERY	34	-	6	0.00%	0.01%
NATIONAL COUNCIL OF CHIEFS	30	-	5	0.00%	0.00%
LIBERIA MEDICINE & HEALTH PRODUCT REG.	27	-	5	0.00%	0.00%
NATIONAL LEGISLATURE	25	-	5	0.00%	0.00%
L I B R	61	-	7	0.00%	0.01%
NATIONAL HOUSING AUTHORITY	28	-	4	0.00%	0.00%
LIBERIA PHARMACY BOARD	22	-	4	0.00%	0.00%
FINANCIAL INTELLIGENCE UNIT	21	-	4	0.00%	0.00%
NATIONAL AIDS COMMISSION	19	-	4	0.00%	0.00%
MINISTRY OF POST AND TELECOM	19	-	3	0.00%	0.00%
LIBR	23	-	2	0.00%	0.00%
MONROVIA CITY CORPORATION	14	-	2	0.00%	0.00%
LIBERIA FOOTBALL ASSOC.	8	-	2	0.00%	0.00%
PUBLIC PROCUREMENT &	11	-	2	0.00%	0.00%
LICPA	12	-	2	0.00%	0.00%
LAB - LIBERIA TECH. SUPPORT	7	-	1	0.00%	0.00%
MINISTRY OF INFORMATION	14	-	1	0.00%	0.00%
LIBERIA INSTITUTE FOR BIOMEDICAL	1	-	0	0.00%	0.00%

RECIPIENT	CIF	DUTY	DUTY	% of WAIVER	% of
	VALUE	PAID	WAIVED		CIF VALUE
INTERNATIONAL NON-GOVERNMENTAL ORGANIZATIONS	13,946	126	1,984	2.30%	2.29%
MARY'S MEAL	1,963	17	211	0.20%	0.32%
SAMARITAN'S PURSE	1,002	20	207	0.20%	0.16%
USAID	1,194	0	179	0.20%	0.20%
PARTNERS IN HEALTH	1,088	-	169	0.20%	0.18%
CHRISTIAN AID MINISTRIES	1,324	26	145	0.20%	0.22%
LIVING WATER INT'L	759	15	142	0.20%	0.12%
MEDICINES SAN FRONTIERS	1,049	-	120	0.10%	0.17%
SAVE THE CHILDREN	797	5	103	0.10%	0.13%
FHI DEVELOPMENT 360	353	0	74	0.10%	0.06%
INT'L RESCUE C'TTEE	659	6	70	0.10%	0.11%
RIDERS FOR HEALTH	256	-	44	0.10%	0.04%
WELT HUNGER LIFE LIB	203	-	37	0.00%	0.03%
LAST MILE HEALTH	201	2	35	0.00%	0.03%
LTPP	221	-	35	0.00%	0.04%
ACTION CONTRE LA FAIM	294	6	34	0.00%	0.05%
GIZ	149	-	26	0.00%	0.02%
MINISTRY OF AGRICULTURE	154	-	25	0.00%	0.03%
MEDICINE DU MONDE	246	5	23	0.00%	0.04%
GLOBAL FUND	221	-	23	0.00%	0.04%
JAPAN INTERNATIONAL CORP.	99	2	21	0.00%	0.02%
EHEALTH AFRICA	113	-	21	0.00%	0.02%
WORLD HOPE INTERNATIONAL	158	3	20	0.00%	0.03%
SOS CHILDREN'S VILLAGE	131	3	20	0.00%	0.02%
THE CARTER CENTER	80	1	20	0.00%	0.01%
STABLE OUTCOMES INC.	121	2	16	0.00%	0.02%
PEACE CORPS LIBERIA	98	-	15	0.00%	0.02%
CATHOLIC RELIEF SERVICE	87	2	15	0.00%	0.01%
LAND O'LAKES	63	0	15	0.00%	0.01%
MERCY CORPS	88	1	13	0.00%	0.01%
PLAN LIBERIA	77	2	12	0.00%	0.01%
PAE GOVERNMENT SERVICE	58	-	11	0.00%	0.01%
GERMAN AGRO ACTION	55	-	10	0.00%	0.01%

RECIPIENT	CIF	DUTY	DUTY	% of WAIVER	% of
	VALUE	PAID	WAIVED		CIF VALUE
WILD CHIMPANZEE FOUNDATION	39	1	6	0.00%	0.01%
NEW SIGHT EYE CENTER	61	0	6	0.00%	0.01%
IFEX/USAID	33	-	6	0.00%	0.01%
ADAM SMITH INT'L	33	-	6	0.00%	0.01%
PSI - LIBERIA	45	0	6	0.00%	0.01%
SIGHT SAVERS	33	1	5	0.00%	0.01%
IBIS - LIBERIA	22	-	5	0.00%	0.00%
ICRC	31	-	4	0.00%	0.01%
CHRISTIAN HEALTH ASSOCIATION	38	-	4	0.00%	0.01%
INTERNATIONAL FEDERATION OF RED	15	-	3	0.00%	0.00%
MENTOR INITIATIVE	12	0	3	0.00%	0.00%
OXFAM GB	18	0	2	0.00%	0.00%
INT'L FED. OF RED CROSS	9	-	2	0.00%	0.00%
SALT REHAB. CLINIC/MOH	9	-	2	0.00%	0.00%
CHAL	16	-	2	0.00%	0.00%
LIBERIA MAP INT'L PROJECT	14	0	1	0.00%	0.00%
UNIVERSAL OUTREACH FOUNDATION	7	0	1	0.00%	0.00%
LIVING WORD MISSIONS	3	0	1	0.00%	0.00%
GLOBAL COMMUNITY	6	-	1	0.00%	0.00%
ALFALIT LIBERIA	103	5	1	0.00%	0.02%
WE CARE FOUNDATION	9	0	1	0.00%	0.00%
HEART FOUNDATION	6	-	1	0.00%	0.00%
EVERY HOME FOR CHRIST	6	0	1	0.00%	0.00%
CHECCHI AND COMPANY - LIB	3	-	1	0.00%	0.00%
TETRA TECH-PROSPER	2	0	0	0.00%	0.00%
WORLD HARVEST CHRISTIAN MINIS	4	0	0	0.00%	0.00%
JOHN SNOW INC.	2	-	0	0.00%	0.00%
DEVELOPMENT ALTERNATIVE INC.	3	-	0	0.00%	0.00%
AFRICARE - LIBERIA	1	0	0	0.00%	0.00%
INTERNATIONAL LABOR ORGAN.	0	-	0	0.00%	0.00%
NATIONAL LEGISLATURE	4,399	62	819	1.00%	0.72%
HON. HAJA FATA SIRYON	111	1	27	0.00%	0.02%
HON. MARY N. KAWOR	103	1	21	0.00%	0.02%

RECIPIENT	CIF	DUTY	DUTY	% of WAIVER	% of
	VALUE	PAID	WAIVED		CIF VALUE
HON. ALEX C. GRANT	116	1	21	0.00%	0.02%
HON. GEORGE S. MULBAH, SR.	60	0	19	0.00%	0.01%
HON. DANIEL F. NAATEHN	67	0	19	0.00%	0.01%
HON. G. WESSEH BLAMO	67	0	19	0.00%	0.01%
HON. ROLAND OPE COOPER	116	4	18	0.00%	0.02%
HON. MOSES Y. KOLLIE	84	0	18	0.00%	0.01%
HON. SAMUEL G.Z. WOLEH	90	0	17	0.00%	0.01%
HON. MATHEW ZARZAR	79	0	14	0.00%	0.01%
HON. JEREMIAH W. N. McCAULLEY	79	0	14	0.00%	0.01%
HON. EDWIN M. SNOWE, JR.	80	1	14	0.00%	0.01%
HON. COMMANY B. WESSEH	78	0	14	0.00%	0.01%
HON. MUNAH E. PELHAM	70	0	13	0.00%	0.01%
HON. STEPHEN J. H. ZARGO	69	0	12	0.00%	0.01%
HON. WILLIAM V. DAKEL, SR.	66	0	12	0.00%	0.01%
HON. BEN A. FOFANA	66	0	12	0.00%	0.01%
HON. ALFRED G. KOIWOOD	65	0	11	0.00%	0.01%
HON. ADAM BILL CORNEH	44	0	11	0.00%	0.01%
HON. GETRUDE LAMIN	63	0	11	0.00%	0.01%
HON. J. GBLEH-BO BROWN	66	0	11	0.00%	0.01%
HON. CORPU G. BARCLAY	66	0	11	0.00%	0.01%
HON. G. ALPHONSO GAYE	61	0	11	0.00%	0.01%
HON. RICHMOND S. ANDERSON	59	4	10	0.00%	0.01%
HON. TOKPAH J. MULBAH	59	0	10	0.00%	0.01%
HON. SAAH JOSEPH	53	2	10	0.00%	0.01%
HON. MATTHEW ZARZAR	48	3	10	0.00%	0.01%
HON. CHARLES K. BARDYL	26	11	10	0.00%	0.00%
HON. HENRY B. FAHNBULLEH	52	0	9	0.00%	0.01%
HON. LARRY P. YOUNQUOI	58	0	9	0.00%	0.01%
HON. PETER S. COLEMAN	51	1	9	0.00%	0.01%
HON. ALBERT T. CHEA	32	0	9	0.00%	0.01%
HON. S. GAYAH KARMO	51	0	9	0.00%	0.01%
HON. WORLEA-SAYWAH DUNAH	52	0	9	0.00%	0.01%
HON. VARNEY SHERMAN	47	0	9	0.00%	0.01%

RECIPIENT	CIF	DUTY	DUTY	% of WAIVER	% of
	VALUE	PAID	WAIVED		CIF VALUE
HON. EMMANUEL J. NUQUAY	45	0	9	0.00%	0.01%
HON. THOMAS P. FALLAH	46	0	8	0.00%	0.01%
HON. MAIMAI GBOGAR	47	0	8	0.00%	0.01%
HON. GEORGE TENGBEH	46	0	8	0.00%	0.01%
HON. SEKOU S. KANNEH	45	0	8	0.00%	0.01%
HON. SAMUEL G. KOGAR	44	0	8	0.00%	0.01%
HON. BYRON W. ZAHNEH	45	0	8	0.00%	0.01%
HON. NYOUNBLEE K. LAWRENCE	43	0	8	0.00%	0.01%
HON. OSCAR COOPER	41	0	8	0.00%	0.01%
HON. EMMERSON V. KAMARA	43	1	8	0.00%	0.01%
HON. MORIAS T. WAYLEE	48	0	8	0.00%	0.01%
HON. OSCAR A. COOPER	44	0	8	0.00%	0.01%
HON. BILL TWEHWAY	42	0	7	0.00%	0.01%
HON. EDWARD FORH	42	0	7	0.00%	0.01%
HON. RICKS Y. TOWEH	42	0	7	0.00%	0.01%
HON. H. DAN MORIAS	42	0	7	0.00%	0.01%
HON. JAMES P. BINEY	42	0	7	0.00%	0.01%
HON. PRINCE K. MOYE	42	0	7	0.00%	0.01%
HON. ISAAC D. ROLAND	44	0	7	0.00%	0.01%
HON. JEFFERSON KANMOH	40	0	7	0.00%	0.01%
HON. CHRISTIAN S. CHEA, SR.	48	1	7	0.00%	0.01%
HON. JULIUS F. BEERIAN	39	0	7	0.00%	0.01%
HON. EDWARD KAFFIE	39	0	7	0.00%	0.01%
HON. GARRISON YEALUE, KR.	37	0	7	0.00%	0.01%
HON. JOSEPHINE G. FRANCIS	43	0	7	0.00%	0.01%
HON. JULIE FARTOMA WIAH	39	0	7	0.00%	0.01%
HON. FRANCIS S. PAYE	39	0	7	0.00%	0.01%
HON. EDWARD B. DAGOSEH	39	0	7	0.00%	0.01%
HON. PRINCE Y. JOHNSON	39	0	7	0.00%	0.01%
HON. PRINCE O.S TOGBAH	39	0	7	0.00%	0.01%
HON. STEPHEN N. KAFI	39	0	7	0.00%	0.01%
HON. ABRAHAM V. CORNEH	39	0	7	0.00%	0.01%
HON. DR. BORFAI CHAMBERS	39	0	7	0.00%	0.01%

RECIPIENT	CIF	DUTY	DUTY	% of WAIVER	% of
	VALUE	PAID	WAIVED		CIF VALUE
HON. AARON P. VINCENT	39	0	7	0.00%	0.01%
HON. JEREMIAH KOUNG	39	0	7	0.00%	0.01%
HON. LESTER M. PAYE	43	0	7	0.00%	0.01%
HON. JIM W. TORNANLAH	44	0	7	0.00%	0.01%
HON. ROBERTSON SIAWAY	42	0	6	0.00%	0.01%
HON. JEH BYRON BROWN	31	0	5	0.00%	0.01%
HON. SANDO D. JOHNSON	35	0	5	0.00%	0.01%
HON. SOLOMON GEORGE	23	0	5	0.00%	0.00%
HON. ZOE EMMANUEL PENNUE	29	0	5	0.00%	0.00%
HON. MOSES ACARIUS GRAY	29	0	5	0.00%	0.00%
HON. HENRY W. YALLAH	34	0	5	0.00%	0.01%
HON. DALLAS A.V GUEH	27	0	5	0.00%	0.00%
HON. GEORGE M. WEAH	23	0	4	0.00%	0.00%
HON. THOMAS S. GRUPEE	28	0	4	0.00%	0.00%
HON. BALLAH G. ZAZA	26	0	4	0.00%	0.00%
HON. R. MATENOKAY TENGBAN	26	0	4	0.00%	0.00%
HON. ADOLPH A. LAWRENCE	23	0	4	0.00%	0.00%
HON. A. MARSHALL DENNIS	20	0	3	0.00%	0.00%
HON. JOHNSON TOE CHEA	18	0	3	0.00%	0.00%
HON. JOHATHAN L. KAIPAY	22	0	3	0.00%	0.00%
HON. JONATHAN L. KAIPAY	9	0	3	0.00%	0.00%
HON. NYOMBLE KARNGA LAWRENCE	14	0	2	0.00%	0.00%
HON. JEWEL HOWARD TAYLOR	11	1	2	0.00%	0.00%
HON. HANS M. BARCHUE	10	0	2	0.00%	0.00%
HON. GABRIEL B. SMITH	5	0	1	0.00%	0.00%
HON. A. ZOLU JALLAH	4	13	1	0.00%	0.00%
HON. JOHN TOE CHEA	6	0	1	0.00%	0.00%
HON. EDWARD DAGOSEH	3	0	1	0.00%	0.00%
HON. J. MILTON TEAHJAY	3	0	0	0.00%	0.00%
HON. LARRY W. YOUNQUOI	2	0	0	0.00%	0.00%
MEDICAL INSTITUTIONS	2,671	11	279	0.30%	0.44%
NATIONAL DRUGS SERVICE	824	-	83	0.10%	0.14%
LIBERIA POST GRADUATE MEDICAL	391	-	40	0.00%	0.06%

RECIPIENT	CIF	DUTY	DUTY	% of WAIVER	% of
	VALUE	PAID	WAIVED		CIF VALUE
REDEMPTION HOSPITAL	279	-	35	0.00%	0.05%
ELWA HOSPITAL	334	7	28	0.00%	0.05%
PHEBE HOSPITAL	242	1	25	0.00%	0.04%
ST.JOSEPH CATHOLIC HOSPITAL	171	2	18	0.00%	0.03%
J F K MEEDICAL CENTER	97	-	12	0.00%	0.02%
GANTA METHODIST HOSPITAL	84	2	9	0.00%	0.01%
JACKSON F. DOE HOSPITAL	51	-	7	0.00%	0.01%
GERLIB CLINIC	62	-	6	0.00%	0.01%
FIDELITY HEALTH CARE SERVICE INC.	57	-	6	0.00%	0.01%
SOS CLINIC	37	-	4	0.00%	0.01%
ROBERT MOORE MEMORIAL HEALTH	18	0	4	0.00%	0.00%
TMW FOUNDATION	12	0	1	0.00%	0.00%
BENSON HOSPITAL	12	0	1	0.00%	0.00%
CLINICAL RESEARCH MANAGEMENT	2	0	0	0.00%	0.00%
LOCAL NON-GOVERNMENTAL ORGANIZATION	846	11	130	0.20%	0.14%
PLANNED PARENTHOOD ASSOCIATION	134	-	30	0.00%	0.02%
FIRST RESPONDER - LIB.	277	2	26	0.00%	0.05%
LUTHERAN DEVELOPMENT SERVICE	71	1	19	0.00%	0.01%
LIBERIA RED CROSS SOCIETY	91	1	12	0.00%	0.01%
NYONBLEE CARES FOUNDATION	45	1	10	0.00%	0.01%
ALBINO SOCIETY IN LIBERIA	35	-	5	0.00%	0.01%
THE ROTARY CLUB OF LIBERIA	21	0	4	0.00%	0.00%
HOPE FOR WOMEN INT'L	32	0	3	0.00%	0.01%
EBOLA ORPHANS CARE	12	0	3	0.00%	0.00%
HANDS OF HOPE FOUNDATION LIBERIA	17	0	3	0.00%	0.00%
CONSERVATION INTERNATIONAL	10	0	3	0.00%	0.00%
CAVARY MISSION SCHOOL * ORPHANAGE	13	0	2	0.00%	0.00%
GBOWEE FOUNDATION	14	0	2	0.00%	0.00%
KIDS EDUCATIONAL ENGAGEMENT PROJECT	3	-	2	0.00%	0.00%
LIBERIA GIRLS GUIDE ASSOCIATION	15	-	1	0.00%	0.00%
COMMUNITY HELP INSIGHT LIBERIA	16	0	1	0.00%	0.00%
GREAT COMMISSION VICTORY MINISTRIES	9	0	1	0.00%	0.00%
HARIET AMELIA ROSS MINISTRY	5	0	1	0.00%	0.00%

RECIPIENT	CIF	DUTY	DUTY	% of WAIVER	% of
	VALUE	PAID	WAIVED		CIF VALUE
YMCA LIBERIA	13	0	1	0.00%	0.00%
MY BROTHER KEEPER ORPHANAGE VOCATIONAL	3	2	0	0.00%	0.00%
TOUCHING HUMANITY IN NEED OF KINDNESS	2	-	0	0.00%	0.00%
ISLAMIC DEVELOPMENT REFORMATION	8	1	0	0.00%	0.00%
EDUCATIONAL INSTITUTIONS	860	3	129	0.20%	0.14%
MOTHER PATTERN COLLEGE	324	2	36	0.00%	0.05%
W V S TUBMAN UNIVERSITY	117	-	23	0.00%	0.02%
WEST AFRICAN EXAMINATION COUNCIL	107	-	17	0.00%	0.02%
LOFA COMMUNITY COLLEGE	57	-	10	0.00%	0.01%
HARBEL COMM. COLLEGE	57	-	10	0.00%	0.01%
BONG TECHNICAL COLLEGE	46	-	9	0.00%	0.01%
UNIVERSITY OF LIBERIA	41	-	6	0.00%	0.01%
PHEBE SCHOOL OF NURSING	27	-	5	0.00%	0.00%
RICKS INSTITUTE	20	0	5	0.00%	0.00%
BOMI COMM. COLLEGE	22	-	4	0.00%	0.00%
STELLA MARIS POLYTECHNIC	36	1	4	0.00%	0.01%
DOMFAH ACADEMY	2	0	0	0.00%	0.00%
GRAND BASSA COMMUNITY COLLEGE	3	-	0	0.00%	0.00%
RELIGIOUS INSTITUTIONS	759	28	116	0.10%	0.12%
GREAT COMMISSION VICTORY MIN.	197	7	44	0.10%	0.03%
UNITED METHODIST CHURCH	98	3	19	0.00%	0.02%
LIVING WORD MISSIONS	55	5	9	0.00%	0.01%
CHRISTIAN CONGREGATION OF JEHOVAH'S	140	3	7	0.00%	0.02%
END TIME TRAIN EVANGELISTIC MIN.	48	1	7	0.00%	0.01%
FINN CHURCH AID FOUNDATION	27	1	4	0.00%	0.00%
CATHOLIC ARCHDIOCESE OF MON.	23	0	4	0.00%	0.00%
BIBLE SOCIETY IN LIBERIA	52	1	4	0.00%	0.01%
AFRICAN CHRISTIAN FELLOWSHIP INT'L	16	1	3	0.00%	0.00%
WORLD HARVEST CHRISTIAN MIN.	31	1	3	0.00%	0.01%
LIBERIA ANNUAL CONFERENCE/UMC	16	0	2	0.00%	0.00%
CHURCH OF GOD IN CHRIST	8	0	2	0.00%	0.00%
ST. JOHN UMC/LAC	7	2	1	0.00%	0.00%
EVENG. LUTHERAN CHURCH OF LIB.	10	1	1	0.00%	0.00%

RECIPIENT	CIF	DUTY	DUTY	% of WAIVER	% of
	VALUE	PAID	WAIVED		CIF VALUE
UNITED LIBERIA INLAND CURCH	3	1	1	0.00%	0.00%
THE GIDEONS INTERNATIONAL	11	0	1	0.00%	0.00%
CHRISTIAN UNITED CHURCH OF CHRIST	7	1	1	0.00%	0.00%
GOSPEL FOR AFRICA CH. & MIN	4	0	0	0.00%	0.00%
OVERCOMER OUT REACH CHURCH	2	0	0	0.00%	0.00%
CHRIST EMBASSY	3	0	0	0.00%	0.00%
MILITARY BAPTIST CHURCH	2	0	0	0.00%	0.00%
RETURNEE / STUDENTS	182	5	31	0.00%	0.03%
JOANNA M. TAPLAH	29	1	8	0.00%	0.00%
JAMES R. BERNARD	20	0	3	0.00%	0.00%
ERIC F. BONDO	20	0	3	0.00%	0.00%
JOCELIA TARPLAH & OTHERS	13	0	3	0.00%	0.00%
BOAKAI MAMEY	14	0	2	0.00%	0.00%
MAKEDA K. GURLEY	13	0	2	0.00%	0.00%
PATRICIA ADADEVVOH	22	0	2	0.00%	0.00%
WILLIAM K. GLAY	11	2	2	0.00%	0.00%
MACDONALD MITCHELL/LRA	5	0	1	0.00%	0.00%
MARGARET TOTOE PAGE	6	0	1	0.00%	0.00%
OTIS WESSEH DARPOE	5	0	1	0.00%	0.00%
COLINS S. BOWAH	8	0	1	0.00%	0.00%
JESSE JEFFERSON FAHN	3	0	1	0.00%	0.00%
JAILAH NYNNUE	7	0	0	0.00%	0.00%
BOAKAI MURPHY DORLEY	2	0	0	0.00%	0.00%
GEORGE P. JACOB	2	0	0	0.00%	0.00%
ALBERTHA K. MULBAH	2	0	0	0.00%	0.00%
SPECIAL EXEMPTION (SECTION 1001 E)	42	2	3	0.00%	0.01%
TODEE COCOA FARM	42	2	3	0.00%	0.01%

Table A2: Petroleum Goods Waiver: Detailed Listing
 (Thousands of US Dollars)

CATEGORIES	AGO (QTY) IN GALLONS	PMS(QTY) IN GALLONS	DUTY WAIVED	% of DUTY WAIVED
Total	16,790,481	1,397,500	6,556.29	100.00%
DIPLOMATIC MISSIONS	5,357,206	66,500	2,172.81	33.14%
UNMIL	4,328,206	38,000	1,748.38	26.67%
US EMBASSY	816,000	22,000	336.30	5.13%
CHINESE EMBASSY	81,500	-	32.60	0.50%
UNDP	52,000	-	20.80	0.32%
UNHCR	18,000	-	7.20	0.11%
EUROPEAN UNION	14,000	-	5.60	0.09%
LEBANESE EMBASSY	10,000	3,000	5.35	0.08%
SIERRA LEONE EMBASSY	7,000	3,500	4.38	0.07%
FRENCH EMBASSY	8,500	-	3.40	0.05%
EGYPTIAN EMBASSY	8,000	-	3.20	0.05%
QATAR EMBASSY	8,000	-	3.20	0.05%
SWISS EMBASSY	4,000	-	1.60	0.02%
NIGERIAN EMBASSY	2,000	-	0.80	0.01%
EXECUTIVE ORDERS	3,987,500	-	1,301.00	19.84%
LEC	3,534,500	-	1,135.40	17.32%
LWSC	277,500	-	111.00	1.69%
NTA	135,500	-	42.10	0.64%
LBS	40,000	-	12.50	0.19%
GOVERNMENT PROJECT	2,597,000	-	1,038.80	15.84%
CICO180	1,462,000	-	584.80	8.92%
MT. COFFEE HYDRO PROJECT	721,500	-	288.60	4.40%
CSE	130,000	-	52.00	0.79%
CHICO	122,000	-	48.80	0.74%
DAI NIPPON	86,000	-	34.40	0.52%
CHINA RAILWAY	63,500	-	25.40	0.39%
DNC	12,000	-	4.80	0.07%
CONCESSION	3,284,975	1,000	819.66	12.50%
L A C	724,500	-	289.80	4.42%
GOLDEN VEROLEUM	803,075	-	208.80	3.18%
BEA MOUNTAIN MINING	681,500	-	136.30	2.08%
ARCELOR MITTAL	637,400	-	89.24	1.36%
SIME DARBY	400,500	1,000	80.33	1.23%
SALALA RUBBER	35,000	-	14.00	0.21%
CHEVRON LIB.	3,000	-	1.20	0.02%
NATIONAL LEGISLATURE	451,000	1,330,000	778.90	11.88%
HOUSE OF REP.	302,500	1,094,000	613.30	9.35%
HOUSE OF SENATE	148,500	236,000	165.60	2.53%
INVESTMENT INCENTIVE	975,000	-	390.00	5.95%
CEMENCO	585,000	-	234.00	3.57%
DURA PLAST	390,000	-	156.00	2.38%
INTERNATIONAL NON - GOVERNMENTAL ORGANIZATIONS	137,800	-	55.12	0.84%
PAE	106,500	-	42.60	0.65%
ICRC	19,000	-	7.60	0.12%
PEACE CORPS	12,300	-	4.92	0.08%

APPENDIX B: Financial Statements

Table B: FINANCIAL STATEMENTS

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL FOR THE TWELVE (12) MONTHS ENDED JUNE 30, 2016

	A	B= A x 91	C	D= C x 91	E	F= E x 91	G=C-A	H= G x 91	I
Description / ACCOUNT TITLE	Actual Amounts (US\$)	Actual Amounts (L\$)	Final Budget (US\$)	Final Budget (L\$)	Original Budget (US\$)	Original Budget (L\$)	Difference: Final Budget & Actual (US\$)	Difference: Final Budget & Actual (US\$)	% Var. (US\$)
INFLOWS									
Use of Goods and Services B/F	1,485,404	135,171,588	1,614,285	146,899,958	213,141	19,395,831	128,881	11,728,206	7.98
Repair & Maint. Vehicles	54,203	4,932,471	116,995	10,646,589	70,000	6,370,000	62,793	5,714,118	53.67
Repairs & Maint. Generators	11,913	1,084,078	13,581	1,235,866	1,775	161,525	1,668	151,788	12.28
Repairs & Maint. Of Equipment	5,098	463,900	9,738	886,140	-	-	4,640	422,240	47.65
Repairs & Maint. Motor Cycles	713	64,901	713	64,883	1,420	129,220	-	-	-
Fuel & Lubricants (Utility) -Vehicles	35,569	3,236,770	280,205	25,498,655	38,768	3,527,888	244,636	22,261,885	87.31
Fuel & Lubricants (Generators)	42,420	3,860,206	155,329	14,134,907	39,000	3,549,000	112,909	10,274,701	72.69
Fuel & Lubricants (Utility) - Bikes	5,643	513,496	24,461	2,225,946	9,750	887,250	18,818	1,712,450	76.93
Cleaning Materials & Services	23,475	2,136,268	30,352	2,762,073	-	-	6,877	625,805	22.66
Stationeries & Office Supplies	181,561	16,522,007	183,511	16,699,457	44,359	4,036,669	1,950	177,450	1.06
Printing & Publication Services	78,504	7,143,822	209,897	19,100,615	-	-	131,393	11,956,793	62.60
Newspapers, Books & Specialized Publications	45,708	4,159,430	45,708	4,159,430	7,850	714,350	-	-	-
Other Off. Mat. & Consumables/Notary Seals & Forms	116,700	10,619,700	116,700	10,619,700	3,250	295,750	-	-	-
Consultancy Services	4,290	390,390	4,290	390,390	-	-	-	-	-
Board Fees and Management	70,251	6,392,842	71,389	6,496,400	446	40,586	1,138	103,558	1.59
Uniforms & Specialized Clothing	6,690	608,790	6,690	608,790	-	-	-	-	-
Other Specialized Materials & Services/Veh. Registration	411	37,413	9,111	829,113	-	-	8,700	791,700	95.49
Media relations, Intelligence and Promotions	40,580	3,692,763	40,580	3,692,763	-	-	-	-	-
Local Training	35,386	3,220,151	70,670	6,430,954	2,917	265,447	35,284	3,210,803	49.93
Foreign Training	21,718	1,976,370	21,718	1,976,370	15,749	1,433,171	-	-	-
Tax Education	12,351	1,123,917	59,678	5,430,720	35,000	3,185,000	47,328	4,306,803	79.30
Workshop, Conferences, Seminars, Symposia	9,302	846,520	9,302	846,482	1,045	95,095	-	-	-
Entertainment, Representations & Gifts	25,243	2,297,129	27,561	2,508,067	14,911	1,356,901	2,318	210,938	8.41
Operational Expense/Petty Cash	399,737	36,376,032	432,966	39,399,910	42,733	3,888,701	33,229	3,023,877	7.67
Int'l Organization Fees & Dues	26,597	2,420,362	26,597	2,420,362	15,500	1,410,500	-	-	-
Guard & Security Services	191,038	17,384,449	209,368	19,052,479	48,990	4,458,090	18,330	1,668,030	8.75
Bank Charges and other Bank Related Costs	20,409	1,857,201	20,409	1,857,201	-	-	-	-	-
Revenue Enforcement/Revenue Enhancement Initiative	16,777	1,526,692	16,777	1,526,707	11,000	1,001,000	0	15	0.00
Legal Retainer Fees	13,583	1,236,090	16,583	1,509,090	-	-	3,000	273,000	18.09
Other Compensation/Whistleblower & Refund	9,278	844,310	9,278	844,310	-	-	-	-	-
Personnel Insurance	170,786	15,541,532	170,786	15,541,517	1,934	175,993	-	-	-
Insurance For Vehicles	2,683	244,144	2,683	244,144	4,558	414,760	-	-	-
Total Use of Goods and Services	3,164,021	287,925,735	4,027,912	366,539,986	624,096	56,792,727	863,892	78,614,159	21.45
Projects									
REAL ESTATE PROJECT	-	-	213,801	19,455,891	-	-	213,801	19,455,891	100.00
GSM AUDIT	-	-	200,000	18,200,000	-	-	200,000	18,200,000	100.00
Total Projects	-	-	413,801	37,655,891	-	-	413,801	37,655,891	100.00
GRAND TOTAL	17,285,232	1,572,955,845	18,617,268	1,694,171,420	16,108,017	1,465,829,538	1,332,038	121,215,483	7.15

Appendix C Trade in FY2015/2016

In FY2015/2016, the drastic decline of commodities prices, especially Liberia's main exports as a result of low demand and the surge in imported goods had mix impact not only revenue but also on Liberia's trade balance.

Principal Imports in FY2015/2016

The import value of the top ten principal commodity groups during the period under review was US\$1.26B, or 84% of the total import value (US\$1.50B), while the remainder classified as other goods contributed US\$243.5M or 16% of the total imports. Mineral Products contributed 19% of total imports, followed by Machinery/Electrical equipment with 19% and Transportation with 12%. Vegetable Product with 10%.

Imports by Major Trading Partners

The aggregate of Liberia's ten major import-trading partners for FY2015/2016 amounts US\$1.0B constituting 71% of total imports. As depicted in Table 15, Ivory Coast was the source of the highest value of imports at US\$246.03M or 16% of total imports, followed by China at US\$195M (13%), and United States at US\$151.21M (10%). The high trade value with Ivory Coast is largely on account of petroleum products. Table 14 summarizes the values imported from major trading partners, as well as the key imports derived from each partner.

FIGURE 13: PRINCIPAL IMPORTS COMPOSITION

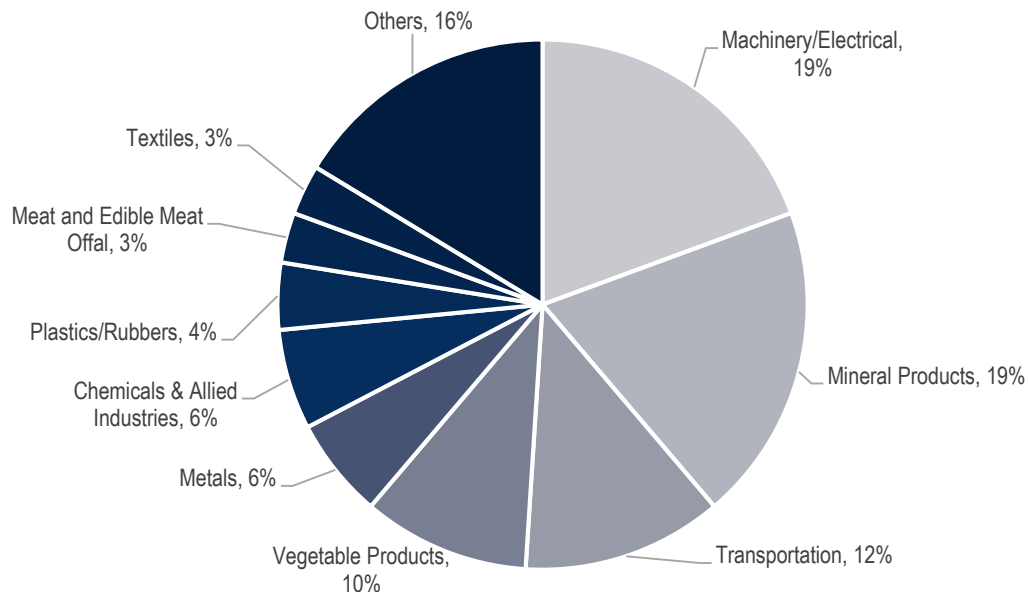


TABLE 25: IMPORTS IN FY2015/2016
(Thousands of US Dollars)

Imports Commodity Group	Commercial Value	Non commercial Value	Total Value	% Of CIF
Machinery/Electrical	80,739	209,791	290,530	19%
Mineral Products	248,001	42,516	290,516	19%
Transportation	52,858	134,285	187,143	12%
Vegetable Products	11,638	145,518	157,156	10%
Metals	29,847	65,967	95,814	6%
Chemicals & Allied Industries	31,681	58,254	89,935	6%
Plastics/Rubbers	16,809	42,419	59,228	4%
Meat and Edible Meat Offal	49,375	1,586	50,961	3%
Textiles	32,487	7,165	39,652	3%
Principal Imports	553,435	707,501	1,260,936	84%
Miscellaneous	14,151	23,424	37,575	2%
Fish and Crustaceans, Mollusks & Invertebrates	24,409	435	24,844	2%
Wood & Wood Products	13,011	10,664	23,675	2%
Prepared Cereals, Flour starch or Milk	20,100	1,885	21,985	1%
Animal or Vegetables Fats & Oil	9,420	12,448	21,868	1%
Mineral Water, Beverages, Spirits and Vinegar	16,072	3,714	19,786	1%
Miscellaneous Edible Preparation	18,294	700	18,993	1%
Stone/Glass	11,689	4,480	16,169	1%
Dairy Product, birds eggs, Natural Honey, edible products of	11,384	1,152	12,536	1%
Sugar and Sugar Confectionary	10,233	1,519	11,753	1%
Prepared Meat, Fish, Crustaceans, mollusks or Aquatic	8,654	877	9,531	1%
Footwear/Headgear	8,540	897	9,436	1%
Prepared Vegetable Fruits, Nuts	6,593	393	6,987	0%
Tobacco and Manufactured tobacco Substitutes	4,771	43	4,814	0%
Raw Hides, Skids, Leather, & Furs	1,720	172	1,891	0%
Cocoa and Cocoa Preparation	816	51	867	0%
Products of Animals origin, not elsewhere specific or included	573	-	573	0%
Prepared Animal fodder	131	37	168	0%
Live Animals	16	46	62	0%
Others Total	180,577.80	629,36.1	243,513.90	16%
Total	734,013	770,437	1,504,450	100%

TABLE 26: IMPORTS BY MAJOR TRADING PARTNERS

(Thousands of US Dollars)

Destination	Commercial Value	Non-Commercial Value	Total Value	% Of CIF
Ivory Coast	226,955	19,085	246,039	16%
Mineral Products	222,750	18,547	241,297	16%
Others	4,205	538	4,743	0%
China	141,528	54,011	195,539	13%
Machinery/Electrical	48,541	21,298	69,839	5%
Metals	15,516	13,708	29,224	2%
Textiles	14,117	1,104	15,222	1%
Others	63,353	17,901	81,255	5%
United States	51,913	99,303	151,216	10%
Transportation	14,529	41,717	56,246	4%
Vegetable Products	1,757	21,994	23,752	2%
Textiles	14,097	1,926	16,023	1%
Machinery/Electrical	4,181	11,787	15,968	1%
Others	17,349	21,879	39,227	3%
India	38,929	85,355	124,284	8%
Vegetable Products	181	61,162	61,343	4%
Chemicals & Allied Industries	9,445	3,098	12,543	1%
Metals	1,957	9,812	11,770	1%
Machinery/Electrical	2,962	4,218	7,181	0%
Others	24,383	7,064	31,448	2%
United Kingdom	7,992	80,212	88,203	6%
Machinery/Electrical	2,446	67,183	69,629	5%
Metals	74	3,981	4,055	0%
Chemicals & Allied Industries	762	1,560	2,322	0%
Meat and Edible Meat Offal	2,079	-	2,079	0%
Others	-	-	-	0%
United Arab Emirates	10,715	64,396	75,111	5%
Vegetable Products	95	52,469	52,563	3%
Mineral Products	3,940	4,667	8,607	1%
Metals	236	3,602	3,838	0%
Others	6,444	3,658	10,103	1%
Turkey	28,345	24,551	52,896	4%
Mineral Products	15,049	3,986	19,035	1%
Metals	5,557	6,016	11,573	1%
Machinery/Electrical	551	9,857	10,408	1%
Others	7,188	4,692	11,880	1%
Ghana	1,029	48,936	49,966	3%
Transportation	-	44,722	44,722	3%
Chemicals & Allied Industries	27	2,263	2,290	0%
Others	1,003	1,951	2,954	0%
Netherlands	18,547	21,718	40,265	3%
Chemicals & Allied Industries	809	11,572	12,381	1%
Transportation	1,344	4,375	5,719	0%
Vegetable Products	4,128	27	4,156	0%
Others	12,266	5,743	18,010	1%
Italy	6,525	31,301	37,826	3%
Machinery/Electrical	944	23,346	24,289	2%
Meat and Edible Meat Offal	3,312	7	3,319	0%
Vegetable Products	64	2,591	2,654	0%
Metals	599	1,805	2,404	0%
Others	1,606	3,554	5,159	0%
Total Major Trading Partner	532,478	528,869	1,061,347	71%
Others	201,535	241,568	443,103	29%

TOTAL	734,013	770,437	1,504,450	100%
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Principal Exports in FY2015/2016

In FY2015/2016, the total value of exports was US\$594.9M of which commercial exports accounted for US\$404.9M with plastic wares and rubber being the commodities with the highest export value at US\$245.6M (60.8%), followed by Mineral Products at US\$117.9M (29%). Figure 17 and the chart that follows show the percentages of the principal exports in FY2015/2016.

Exports by Major Trading Partners

In FY 2015/2016, 94% of all exports was made to at least ten countries. Exports to the United States ranked highest with value of US\$228.1M (56%), Spain followed at US\$29.9M (7%) and the third was Poland with US\$28.3M (6.9%).

Table 16 and Table 17 summarize the export profile for the period under review, and also mentions the key commodities exported to each of the major partner countries.

FIGURE 14: *PRINCIPAL EXPORTS COMPOSITION*

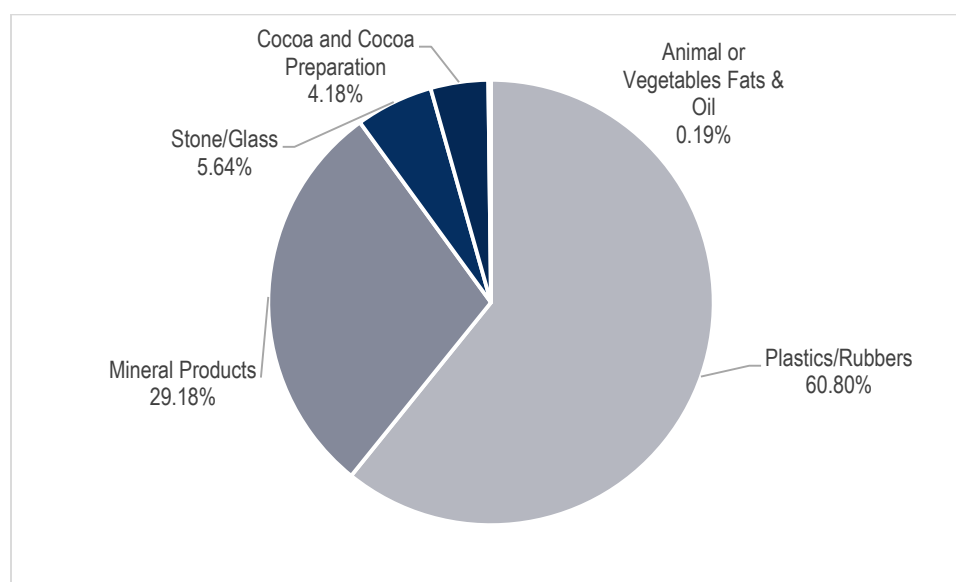


TABLE 27: EXPORTS IN FY2015/2016
Thousands of US Dollars)

Products	Commercial	Non-Commercial	FOB	% FOB*
Plastics/Rubbers	245,615	-	245,615	60.65%
Mineral Products	117,872	-	117,872	29.11%
Transportation	-	116,500	116,500	
Miscellaneous	-	38,492	38,492	
Machinery/Electrical	-	31,997	31,997	
Stone/Glass	22,784	-	22,784	5.63%
Cocoa and Cocoa Preparation	16,887	-	16,887	4.17%
Metals	-	1,791	1,791	
Animal or Vegetables Fats & Oil	783	-	783	0.19%
Textiles	-	749	749	
Principal Exports	403,941	189,529	593,470	99.75%
Vegetable Products	454	-	454	0.11%
Chemicals & Allied Industries	-	397	397	
Wood & Wood Products	318	-	318	0.08%
Fish and Crustaceans, Mollusks & Invertebrates	114	-	114	0.03%
Prepared Cereals, Flour starch or Milk	50	-	50	0.01%
Prepared Meat, Fish, Crustaceans, mollusks or Aquatic Invertebrates	48	-	48	0.01%
Mineral Water, Beverages, Spirits and Vinegar	-	24	24	
Miscellaneous Edible Preparation	17	-	17	0.004%
Prepared Vegetable Fruits, Nuts	-	12	12	
Raw Hides, Skids, Leather, & Furs	-	1	1	
Other Exports	1001	434	1435	0.25%
Grand Total	404,941	189,963	594,904	100%

*FOB % only on commercial products

TABLE 28 EXPORTS BY MAJOR TRADING PARTNERS – EXPRESS THIS AS A STACKED BAR GRAPH
(In Thousands of US Dollars)

Countries	Commercial	Non Commercial	FOB	% FOB
United States	228,092	1,665	229,756	56.33%
Plastics/Rubbers	227,897	0	227,897	56.28%
Others	195	1,664	1,859	0.05%
Spain	29,997	0	29,997	7.41%
Mineral Products	29,817	0	29,817	7.36%
Others	179	0	179	0.04%
Poland	28,307	0	28,307	6.99%
Mineral Products	28,291	0	28,291	6.99%
Prepared Meat, Fish, Crustaceans, mollusks or Aquatic Invertebrates	15	0	15	0.00%
Animal or Vegetables Fats & Oil	2	0	2	0.00%
China	26,379	356	26,736	6.51%
Mineral Products	26,120	0	26,120	6.45%
Machinery/Electrical	0	356	356	0.00%
Vegetable Products	188	0	188	0.05%
Wood & Wood Products	71	0	71	0.02%
Ghana	25,673	206	25,879	6.34%
Stone/Glass	22,012	0	22,012	5.44%
Mineral Products	3,660	0	3,660	0.90%
Others	0	206	206	0.00%
Sierra Leone	24,212	5,472	29,684	5.98%
Plastics/Rubbers	15,928	0	15,928	3.93%
Cocoa and Cocoa Preparation	6,641	0	6,641	1.64%
Machinery/Electrical	0	4,707	4,707	0.00%
Others	1,643	764	2,407	0.41%
France	19,604	522	20,126	4.84%
Mineral Products	17,805	0	17,805	4.40%
Others	1,798	522	2,320	0.44%
Ivory Coast	121	111,693	111,813	0.03%
Transportation	0	111,406	111,406	0.00%
Others	120	286	406	0.03%
Pakistan	0	37,010	37,010	0.00%
Miscellaneous	0	37,010	37,010	0.00%
Gabon	0	22,666	22,666	0.00%
Machinery/Electrical	0	22,612	22,612	0.00%
Metals	0	54	54	0.00%
Top 10 countries	382,385	179,590	561,974	94.43%
Other Countries	22,557	10,377	32,934	5.57%
Total	404,941	189,963	594,904	100.00%

Appendix D: Training & Capacity Development Activities

Training Program Description	Training Type	Services Provider/ Institution	Date July	# of Participants	Dept./Div./Sec/Unit
BIVAC Training on Post Clearing Audit	Local	BIVAC	July 6-10, 2015	14	PCA, Customs

Training Program Description	Training Type	Services Provider/ Institution	Date August	# of Participants	Dept./Div./Sec/Unit
ASYCUDA Refresher Training	Internal	LRA ToTs	August 13-21, 2015	38	Customs

Training Program Description	Training Type	Services Provider/ Institution	Date September	# of Participants	Dept./Div./Sec/Unit
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Seminar on the Inspection of Imports and Export (Food)	Foreign	China Customs Authority	September 9-29, 2015	1	Examination, Customs
Seminar on Maritime Law Enforcement for Customs Officers	Foreign	China Maritime Police Academy	September 9-29, 2015	1	Examination, Customs
Seminar for Construction Technicians	Foreign	FECC/ China Ministry of Agriculture	September 8, 2015 to October 19, 2015	1	General Services

Training Program Description	Training Type	Services Provider/ Institution	Date	# of Participants	Dept./Div./Sec/Unit
Seminar on the Construction and Administration of Small Commodity Markets for Developing Countries	Foreign	AIBO/ china Ministry of Commerce	October 6, 2015 to October 31, 2015	2	Policy, Research and Strategic Planning

ECOWAS Common External Tariff (CET) Training	Local	World Customs Organization	October 12, 2015 to October 30, 2015	90	Customs
Seminar on Tax Administration and Taxpayers Services for Developing Countries	Foreign	AIBO/ China Ministry of Commerce	October 15, 2015 to November 4, 2015	2	Taxpayers Services, Technical

Training Program Description	Training Type	Services Provider/ Institution	Date	# of Participants	Dept./Div./Sec/Unit
Seminar on Illicit Trafficking of Endangered Species of Wild Fauna and Flora for Customs Officers from African Countries	Foreign	n/a	November 2-22, 2015	1	Customs
SIGTAS Audit Module Training	Internal	LRA ToTs	November 9-28, 2015	30	Domestic Tax

LRA Drivers Refresher Workshop	Internal	LRA ToTs	November 28, 2015	58	General Services
ASYCUDA Application	Internal	LRA ToTs	November 20, 2015	3	(MSMTD) Domestic Tax

Training Program Description	Training Type	Services Provider/ Institution	Date December	# of Participants	Dept./Div./Sec/Unit
Leadership, Ethics and Integrity Workshop	Local	REAP & PLI	December 7-8, 2015 & December 10-11, 2015	12	Various Departments
SIGTAS Training for Enforcers	Internal	LRA ToTs	December 21-23, 2015 & December 29-30, 2015	13	Domestic Tax

Training Program Description	Training Type	Services Provider/ Institution	Date January	# of Participants	Dept./Div./Sec/Unit
Advance certificate course in	Foreign		January 2, 2016 to	1	MIS, Technical

CISCO Enterprise Networking		UTL Technologies LTD.	March 27, 2016		
Customs Examinations Techniques and Procedures	Internal	LRA ToTs	January 9 & 16, 2016	22	Examination section (NPA) Customs
SOPs for Tax Collectors	Internal	LRA ToTs	January 13-16, 2016	14	(TBOS) Domestic Tax

Training Program Description	Training Type	Services Provider/ Institution	Date March	# of Participants	Dept./Div./Sec/Unit
EL and Telecom Sector Audit workshop	Local		March 7-12, 2016	19	Domestic Tax, Risk Management and IAD
Data Matching Techniques	Internal	LRA ToTs/ IMF Staff	March 8-24, 2016	3	(MSMTD) Domestic Tax

Excel Data Analysis	Internal	LRA ToTs/ IMF Staff	March 8-24, 2016	17	(LTD-AAA) Domestic Tax
SOPS for Tax collectors	Internal	LRA ToTs	March 17-18, 2016	18	(TBOs) Domestic Tax
Duty Free Operation Refresher Training	Internal	LRA ToTs	March 8-11	7	Duty Free, Customs
Procurement Fraud Awareness Workshop	Internal	LRA ToTs/ IMF Staff	March 22, 2016	28	PED, IAD, Risk Management, General Services, Procurement and Budget and Finance
Basic Training of Trainers Course for Training Officers	Foreign	EAPD/ Egyptian Tax Authority	March 27-April 8, 2016	2	Administrative Affairs/ Human Resources Division
PED Ethics and Integrity Awareness	Internal	LRA ToTs	March 30, 2016 to April 1, 2016	7	(TBOs) Domestic Tax

Training Program Description	Training Type	Services Provider/ Institution	Date April	# of Participants	Dept./Div./Sec/Unit
ATAF Online Training on Tax Audit	Foreign	ATAF	April 1, 2016 to June 12, 2016	7	Domestic Tax and Customs
UNOC Global Containers Control program, Training for Customs officers	Local	UNOC	April 4-15, 2016	2	Customs/Examination Division
Audit Refresher Training	Internal	LRA ToTs	April 7, 14, 28 & May 3, 2016	24	(LTD Auditors) Domestic Tax
Private Sector Growth Strategies Seminar	Foreign	SIDA/ Swedish Government	April 11-29, 2016	1	Domestic Tax/ Medium Tax Division
Customs Trade Facilitation Training	Local	World Customs Organization	April 18-22, 2016	20	Customs/All Divisions

Interpol Boarder Management Training	Foreign	Interpol	April 18- 29,2016	1	Customs/JSP Airport
Risk Management & Compliance	Internal	LRA ToTs	April 25, 2016	19	(LTD, AAA, NRTU) Domestic Tax
PED Ethics Awareness Workshop	Internal	LRA ToTs	April 25-29, 2016	47	Domestic Tax & Customs/ Rural TBOs and CBOs
SIGTAS Audit Module	Internal	LRA ToTs	April 25, 2016 to May 3, 2016	16	(NRTU, MSMTD) Domestic Tax
Data matching techniques	Internal	LRA ToTs	April 28, 2016	26	Domestic Tax/ MSMTD

Training Program Description	Training Type	Services Provider/ Institution	Date May	# of Participants	Dept./Div./Sec/Unit
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International Ship and Facility Security Awareness Course	Local	Frontier Consultancy Incorporated	May 5-6, 2016	128	All Departments
SIGTAS Users Awareness Workshop	Internal	LRA ToTs	May 9-13, 2016	317	Domestic Tax and Technical Department
SIGTAS Super-Users and Functional Team Training	Internal	LRA ToTs	May 16-20, 2016	30	Domestic Tax and Technical Department
SIGTAS Assessment	Internal	LRA ToTs	May 2-June 3, 2016	25	Domestic Tax
SIGTAS Enforcement	Internal	LRA ToTs	May 2-27, 2016	52	Domestic Tax
SIGTAS Assessment Module	Internal	LRA ToTs	May 6-8, 2016	2	Domestic Tax
Profession Ethics Division Rural			May 16-	16	Domestic Tax (TBOs) and Customs (CBOs) in Bomi, Gbarpolu

Awareness workshop (Phase 4)	Internal	LRA ToTs	20, 2016		and Grand Cape Mount
Workshop on the Draft Enforcement Manual	Internal	LRA ToTs	May 11, 2016	16	(LTD Enforcers) Domestic Tax
Assessors and Examiners (Rotation) Refresher Workshop	Internal	LRA ToTs	May 11-16, 2016	24	Customs
Desk Audit Training	Internal	LRA ToTs	May 11-18, 2016	16	(LTD AAA) Domestic Tax
Customs Trade Policy Course	Foreign	Trapca	May 16 – June 24, 2016	2	Customs
TADAT Awareness workshop	Local	Estonia Tax Authority staff	May 23-27, 2016	28	All Departments
TADAT Assessment Training	Local	Liberia TADAT Assessment Team	May 31, 2016 – June	31	All Departments

			3, 2016		
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Training Program Description	Training Type	Services Provider/ Institution	Date June	# of Participants	Dept./Div./Sec/Unit
Customs Modernization Seminar	Foreign	Shanghai Customs College	May 30-June 19	3	Department of Customs
Transfer Pricing Training	Local	IMF	June 15-17, 2016	6	(NRTU, LTD, MSMTD) Domestic Tax
Customs and Tax New Recruits Training	Internal	LRA ToTs	June 18, 2015 to August 6, 2016	28	Customs, Domestic Tax, PED and ASIU
Advance Excel Training	Local	KROL Consultancy LTD	June 21-23, 2016	6	Departments Customs and Internal Audit
Capacity Building for Public	Local	Liberia Information Agency	June 20-24, 2016	1	Communication/ CG Office

Information Officers					
ASYCUDA Refresher Training	Internal	LRA ToTs	June 21-24, 2016	12	National Revenue Accounting Reporting Section

Training Attendance

Departmental Statistics Report FY 2015/2016

Department	Internal Trainings	Local Trainings	Foreign Trainings	Total Attendance	% of Total Attendance
Administrative	0	0	2	2	
Customs	71	189	9	269	
Domestic tax	364	6	1	371	
Technical Operations	12	0	3	15	

Internal Audit	0	0	0	0	
General Services	58	0	1	59	
Legal & Board Affairs	0	0	0	0	
Commissioner General Office	0	1	0	1	
Policy, Research, Statistics & Planning	0	0	2	2	
***Various Departments	403	169	7	579	
Total	908	365	25	1298	
*** Cross cutting trainings where various departments were represented.					

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