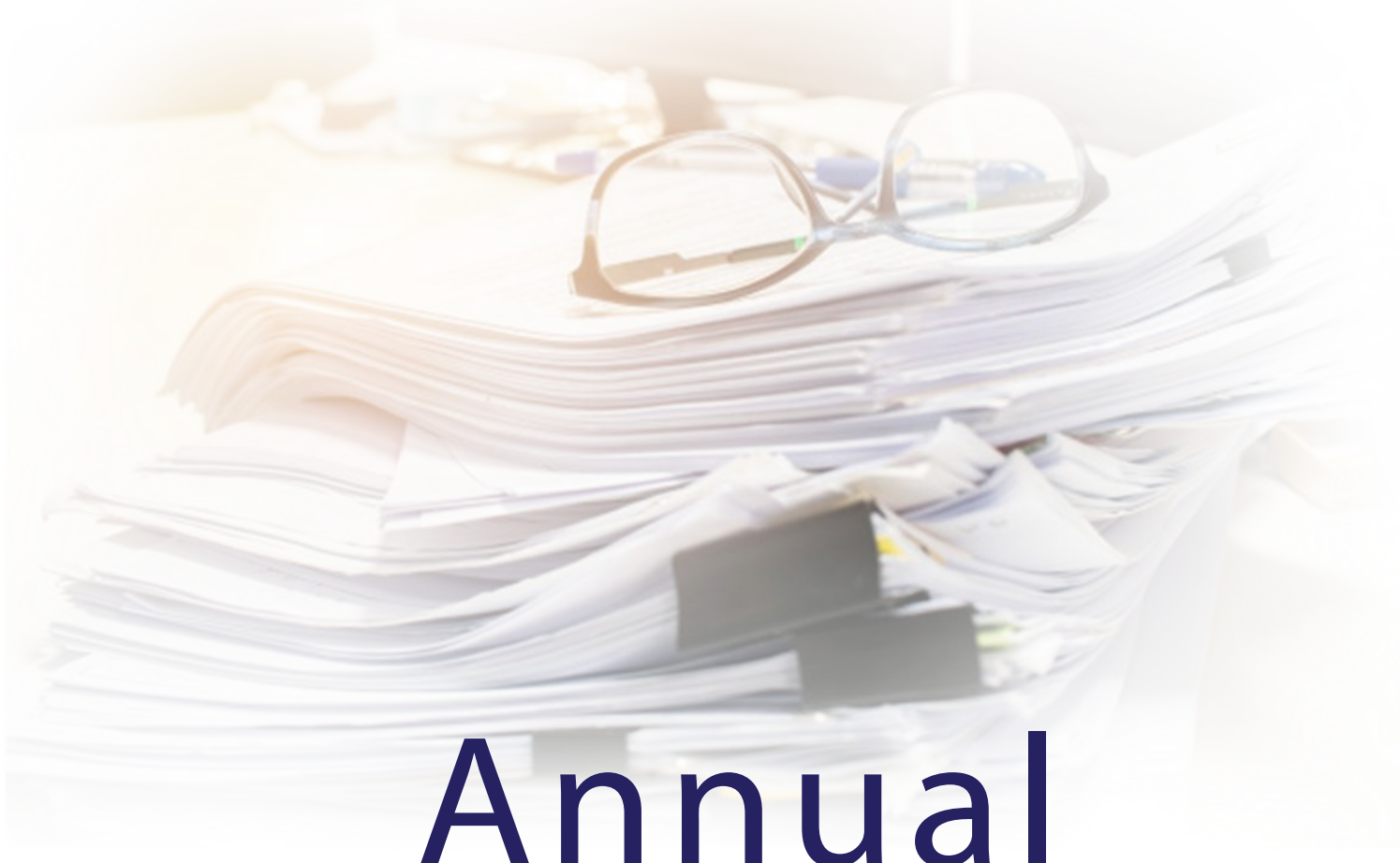


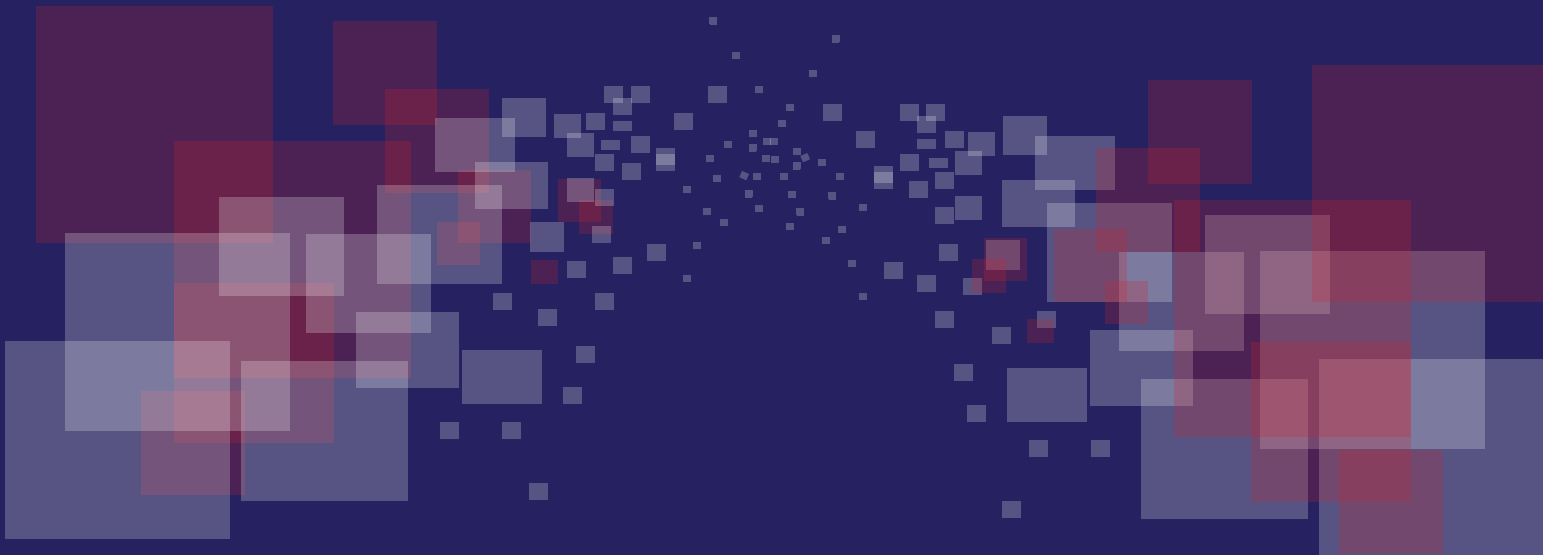


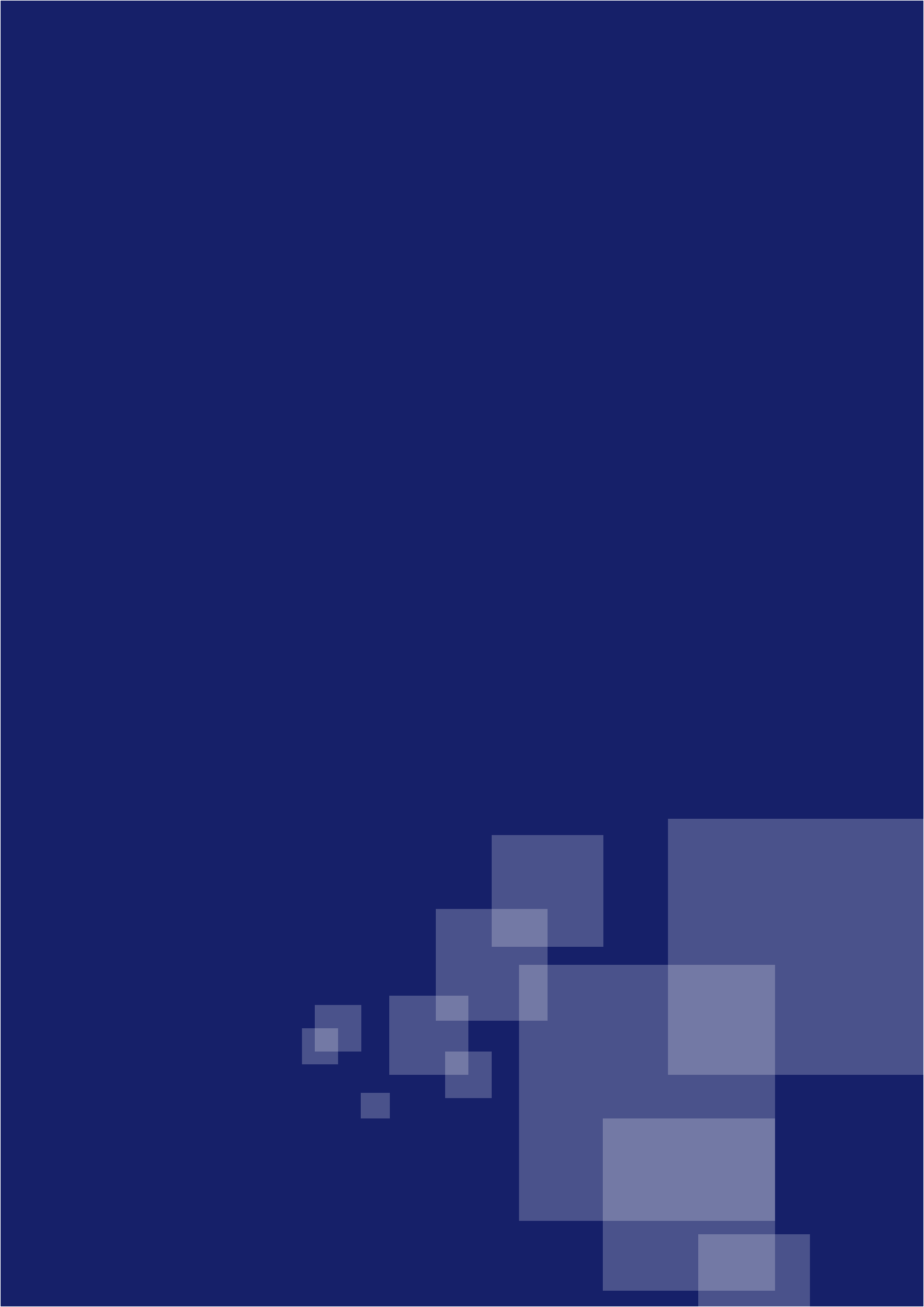
LRA
LIBERIA REVENUE AUTHORITY



Annual **REPORT**

Fiscal Year 2017 / 2018





THE LRA PRINCIPLES OF PROFESSIONAL ETHICS

These principles of Professional Ethics include the following universally accepted guiding principles and values for public service. They are to be personally adopted, embraced and applied by all LRA Staff in their daily duties and include:

ACCOUNTABILITY – Employees of the Authority must implement the Revenue Code of Liberia and associated regulations, and other legislations, and must comply with the HRMP Manual and the Professional Ethics and Code of Conduct, and shall be responsible and accountable for their decisions and actions to the Authority, the government and the public and must submit themselves to whatever scrutiny applicable to their offices;

CONFIDENTIALITY - Employees of the Authority shall not access LRA information without authorization or divulge classified confidential information obtained in the course of their work to anyone other than persons duly authorized to receive such information. Employees shall exercise due caution and discretion in handling confidential information. This caution and discretion shall extend to disclosures made both on-the-job and off-the-job;

DILIGENCE - Employees of the Authority are required to apply their full efforts to the performance of their work, use available time in a judicious, productive, and efficient manner and complete work in a timely fashion;

DISCIPLINE - Employees of the Authority should adhere strictly to the policies (HRMP) and procedures of the LRA Human Resource Management Policy Manual and all other procedures and guidelines. It is imperative that they comply with the Professional Ethics and Code of Conduct and to ensure that their subordinates do the same;

HONESTY – Employees of the Authority have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts or the appearance of conflict that may jeopardize the public interest;

INTEGRITY – Employees of the Authority are prohibited from placing themselves under any financial or other obligation to individuals or organizations within or outside the LRA that might influence them in the performance of their official duties;

JUSTICE AND FAIRNESS – Employees of the Authority should make choices based solely on the merits of the situation without regards for personal feelings and/or opinions in carrying out civil/public business, including making appointments, promotions, awarding contracts, recommending individuals for rewards and benefits, assessing tax liability, or taking enforcement actions;

LEADERSHIP – Employees of the Authority should try to excel in all their endeavors, be a role model to others and encourage them to follow their footsteps. They shall protect the universally accepted principles of good conduct as a proponent of good leadership by exemplifying such conducts;

LOYALTY - Employees of the Authority should be faithful to the Republic. They should show respect for constituted authority and the country at large and endeavor to perform their duties in the most professional, transparent, efficient and effective manner;

NON-DISCRIMINATION - Not discriminate against any member of the public on bases including, but not limited to, their race, gender, ethnic or social origin, color, age disability, religion, political persuasion, and conscience, belief, culture, language and HIV/Aids status.

PROFESSIONALISM - Employees of the Authority shall adhere to the Professional Ethics and Code of Conduct of the Authority and demonstrate a high degree of competence required by their professions;

SELFLESSNESS – Employees of the Authority should take decisions solely in the public interest and not to gain financial or other material benefits and favors for themselves, their families or friends. They must endeavor to perform their duties efficiently and effectively; and

TRANSPARENCY – Employees of the Authority should always be open and transparent about all the decisions and actions that they take. They should give reasons for their decisions and restrict access to information only when the wider public interest demands that the information should not be released. They should establish, popularize and follow the rules and procedures for the delivery of services to the general public.

BOARD CHAIRPERSON FOREWORD



Cllr. Frank Musah Dean, Jr.,
Justice Minister and Attorney General
Board Chairman

It is my pleasure for me, on behalf of the LRA board to present the annual report for fiscal year 2017-2018. The LRA is 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.

This year marks the 3rd year of the LRA since it was operationalized in 2014. From the global perspectives, there were on average a growth experienced during the period under consideration. Howbeit, many countries are still challenged by weak growth and inflation in these economies remain below target.

It is worth noting that during the fiscal year under review (FY2017-2018), unavoidable circumstances impinged the economic transformation of Liberia and posed serious risks to the viability of the Liberia Revenue Authority. Paramount amongst these was the UNMIL drawdown which impacted employment, trade and foreign exchange; the political transition which slowed investment and the exchange rate pressure which impacted inflation.

Given the challenges underpinning tax administration in Liberia and specifically facing the LRA, the board members have again 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, with cognizance of the remarkable successes made since the evolvement of the LRA in 2014 July, I would like to extend my profound gratitude to the Commissioner General, the Board Members, the Government and the National Legislature, our team of highly professional employees, the development partners and donor community, and all the relevant stakeholders for committing their efforts of support to the success of the LRA. The unwavering and generous support of the Government of Liberia cannot be overstressed.

Signed: _____
Board Chairman

COMMISSIONER GENERAL REVIEW

Fiscal year 2017-2018 is a fourth successful year of operations for the LRA. In this year the LRA once again accomplished impressive milestones in revenue administration and collection despite immense challenges. As in the previous years, the LRA faced constraints and challenges in logistics, real, WAN and LAN infrastructure and funding which impeded many other potential achievements under its business plan and corporate strategy. The UNMIL drawdown and Liberian dollar depreciation, coupled with high inflation impeded the LRA performance. The national elections and transition period that witnessed the peaceful turnover of power and lasted from November to January 2018, give rise to a slowdown in economic activities, thus further challenging the LRA operations.

REVENUE PERFORMANCE

The total revenue collected in FY 17/18 was US\$ 468.7M, representing a deficit against the approved forecast by US\$ 79M or 16.9%. Domestic revenue accounted for US\$ 18M or 3.3% of this deficit with the core department of Domestic Tax registering deficits of US\$ 21.9M that was offset by Customs over-performance of US\$4M.

Amidst this performance mainly driven by exogenous factors, the delivery of very strong performance by LRA in revenue collection since its establishment was the result of the ongoing strengthening of core business operations and all HQ supporting units both on administrative and technical projects. 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.

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/2016-2017 and provided technical advice to several MACs.

● Key Transformation Initiatives

- 1 The Electronic Cash Registry is one of the many projects underway at the LRA.
 - A. The LRA has obtained concession certificate for the Electronic Cash Registry from the MFDP and the procurement process has been initiated. Expressions of interest have been received from interested bidders. Evaluation of EOIs will take place in quarter 3.
- 2 The Direct tax payment thru the transitory accounts have been expanded to include the payment of Customs duties.
- 3 The LRA has initiated the process of introducing Excise Stamp- a comprehensive and secured revenue instrument that will combat illicit trade, seal revenue leakages and boost collection and increase efficiency in managing taxpayer compliance.
 - A. The next step is the MFDP approval and onward submission of the Executive Order and the new Excise Law to the president.
- 4 LRA has received the concession certificate for the Destination Inspection Regime. Tender documents have been prepared and the Inter-Ministerial Concession Committee (IMCC) has been set up. The Request for Expression of Interest (REIO) has been submitted to the NIC for publication thru the print and electronic media. A high level implementation plan has been completed and the activities are on track per the implementation plan.
- 5 LRA begun a data cleansing project geared toward improving the correctness, accuracy and integrity of taxpayers data held the Standard Integrated Government Tax Administration System (SIGTAS).
- 6 Mobile money platform was launched April 12, 2018 with the first payment made by the president of Liberia, H.E. Amb. George Manneh Weah.
- 7 Debt Management Division has been established within the LRA to focus on recovery of tax debt.
- 8 Fiscal Investigation Division has been established within the LRA to provide quality and timely tax intelligence, investigation and enforcement services that foster optimum revenue collection.

- 9 In close collaboration with the Ministry of Commerce and Industries and Customs Division, the LRA has finalized the Trade Facilitation Agreement Assessment action plan.

A. The development of an implementation plan for the action plan is underway.

- 10 LRA have begun the rollout of the Balance Scorecard as a Strategic Management Tool

- 11 Within the fiscal year, a Centralized Assessment Unit was established to do all customs assessment using single window and no human interfaces.

Key Technical Assistance Partnership

Ongoing Projects

- 1 USAID: Revenue Generation for Governance and Growth (RG3) has given Support to increase domestic revenue generation, and enhance development with focus on Excise Tax Reform which is expected to build capacity and Introduce excise stamps and control mechanism.
- 2 OSIWA: Strengthening Revenue Authority capacity to facilitate domestic resource mobilization – is supporting the establishment of the School Tax Club programs, establishment of LRA Ambassadors and LRA road show. The Road Show is a one day show to disseminate printed materials and souvenirs that will aid taxpayers' compliance. This show also features dramas and radio shows.
- 3 United Kingdom Overseas Development Institute (ODI) – is providing technical support through the deployment of Overseas Development Institute fellows in the LRA specifically focusing on Statistics and Forecasting.
- 4 Germany Gesellschaft Fur Internationale Zusammenarbeit (GIZ) – is providing technical support for the Natural Resource Tax Administration.
- 5 IMF (Fiscal Affairs Department) – is strengthening capacity in Domestic Tax department through technical support to core domestic tax administration with emphasis on Large Tax Division.

Completed Projects

- 1 European Union (EU) – Provided technical assistance to the Transformation and Modernization of Customs Projects.
- 2 United Nation Development Programme (UNDP) - Supported the development of the Domestic Resource Mobilization Strategy (including fraud and risk management strategies) to expand fiscal space and rollout Sustainable Development Goals, informed by Tax Gap Analysis and a National Revenue summit.
- 3 IMF (AFRITAC West II) – Provided training for four Senior Customs Managers on Customs Risk management, eight Customs and Domestic Tax Managers in compliance risk management, and Technical Assistance to review Customs Standard Operating Procedures.
- 4 China Aid (People's Republic of China) – Provided Infrastructure and office Logistic support.
- 5 Netherland Technical Assistance – provided human capacity development through training in international taxation (Transfer Pricing), and in addition provided support to Port Logistics, Customs capacity, and Trade Facilitation.
- 6 Tax Inspector Without Border (TIWB) - Strengthen capacity of local staff in the conduct of specialize audits with emphasis on the natural resource and manufacturing sector.
- 7 African Development Bank – Provided legal support to LRA on international tax matters by securing best practice advice through International Senior Lawyers Project that provided technical assistance on LRA international tax and specific tax issues, as well as Organization for Economic Cooperation and Development – Exchange of Information implementation.
- 8 Her Majesty's Revenue & Customs – Helped strengthen tax administration's revenue forecasting capacity (Statistics and Tax policy Section).

POLITICAL, ECONOMIC, SOCIAL, TECHNOLOGICAL, ENVIRONMENTAL AND LEGAL ANALYSIS (PESTEL) 2017/2018

The PESTEL analysis below highlights the main factors affecting the LRA as an institution for FY17/18. The efforts on domestic revenue mobilization remain promising as actual domestic revenue collection during the reporting period exceeded previous year actual by US\$9M. This performance was on account of extensive outreach in tax awareness, enforcement and improving service delivery consistent with the mandate of the LRA.

Political

The elections of 2017 was a key driver of skepticism in the investment aura. Businesses and other foreign counterparts slowed down their venture due to the perceived fragility in the security environment which sustainability was highly aided by the UN mission in Liberia.

The mission successfully completed its mandate in March 2018. This final drawdown marked another event for ensuring national commitment.

International partners are still in observance of the level of sustained political stability in spite of the peaceful transition which occurred.

Economical

The economy is less diversified and dominated by a few sectors thereby constraining the efforts to achieve sustainable inclusive growth and macroeconomic resilience. There's also Low overall productivity in the economy.

Inflation remains double digit though it is projected to decline to 11.7% in 2018 from 12.4 in 2017. This trend is mainly a result of depreciation of the Liberian Dollar. (CBL)

Foreign exchange movement shows depreciation at the start (Q1) of the period under review by 6.2% and 21.9% at the end of the last quarter; from 128.34 to 117.24 respectively.

Also, the government openness to foreign investment is below average and the high cost of credit and scarce access to financing hinder private sector development.

Social

Building a tax driven culture for effective tax payment is of key concern which needs to be addressed to mount up the tax base expansion.

The public is key on the trade-off b/w the public benefits received and the taxes they pay to the government. Gov't deliverables need to increase in order to encourage relative increment in revenue.

Poor infrastructure development extension to rural areas limits private sector development and the potential for increased investment in order to enhance additional revenue collection.

Technology

With assistance from donors and International Partners, transformation initiatives including mobile payments and direct bank transfers are being implemented in order to digitalize the tax system. However, these are first-hand efforts which need to be transitioned to a bigger process of automation.

The absence of a holistic e-filing system, e-payment and tax register, amongst other revenue protection software infrastructure are key tools lacking in the revenue administration.

The IT infrastructure remains a challenge and is currently directed hugely to urban TBOs only.

Environment

Vulnerability to climate change still exist mainly due to less efforts in implementing policies in combination with a high dependence on sectors sensitive to climate change, such as agriculture, fisheries, mining and forestry.

The integration of a national biodiversity strategy and action plan into broader national plans is essential for environmental development.

These conservation constraints do have some level of consequences on the economic, social and political dimensions of the economy.

Legal

The complication of the revenue code is an issue which needs to be addressed in order to create better understanding for tax payment purposes.

There exist huge revenue losses from tax expenditures through Concession Agreements including Section 16 of the LRC.

The government in its globalization alignment needs to swiftly update its network of existing tax treaties and further reduce opportunities for tax avoidance.

Statutory reforms, technical training and lack of revenue lawyers' participation in high value audits are all issues which need to be addressed.

LRA AT A GLANCE

Table 1: Basic Indicators

Description	FY14/15	FY15/16	FY16/17	FY17/18
Total National Budget (US\$m)	635.2	522.8	600.2	536
Total Revenue Outturn (US\$m)	644	571	524	469
Domestic Revenue Target (US\$m)	417.2	416.3	525	445
Domestic Revenue Actual (US\$m)	437.2	452.8	461.8	427
Revenue Performance against target	105%	109%	88%	87%
Average Domestic Monthly Collection (US\$m)	36.4	37.7	38.5	35.6
Annual Domestic Revenue Growth	-7%	4%	2%	-7%
GDP (US\$m)	2012	2035	2301	2318
Tax to GDP Ratio	21.70%	22.30%	20.10%	18%
Domestic Resource Contribution Fiscal Outturn	68%	79%	88%	91%
Tax Roll	30514	40140	51880	87918
LRA Expenditure Budget (US\$m)	13.1	17.5	18.6	17.4
Total Cost per Dollar Collected ratio	3.00%	3.90%	4.00%	4.07%

Table 2: LRA Expenditure Summary

Actual Outturn

Expenditure Categories	US\$(000)	% Comp.
Compensation of Employees	15,118.07	91%
Use of Goods and Services	1,400.04	8%
Consumption of Fixed Assets	86.84	1%
Special Project	84.57	1%
Total	16,689.53	100%

In the year under review, domestic resource mobilization yielded a decline in actual collection by 8%. As displayed in the above table, domestic resources accounted for a higher percentage share of total revenue (inclusive of external resources), accounting for 91% of total resources. Tax roll increased by 41%, while tax to GDP ratio has marginally decreased to 18% from 20.1% in previous year. The cost per dollar collected has increased slightly from 4% to 4.07% 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.

Our Core Values



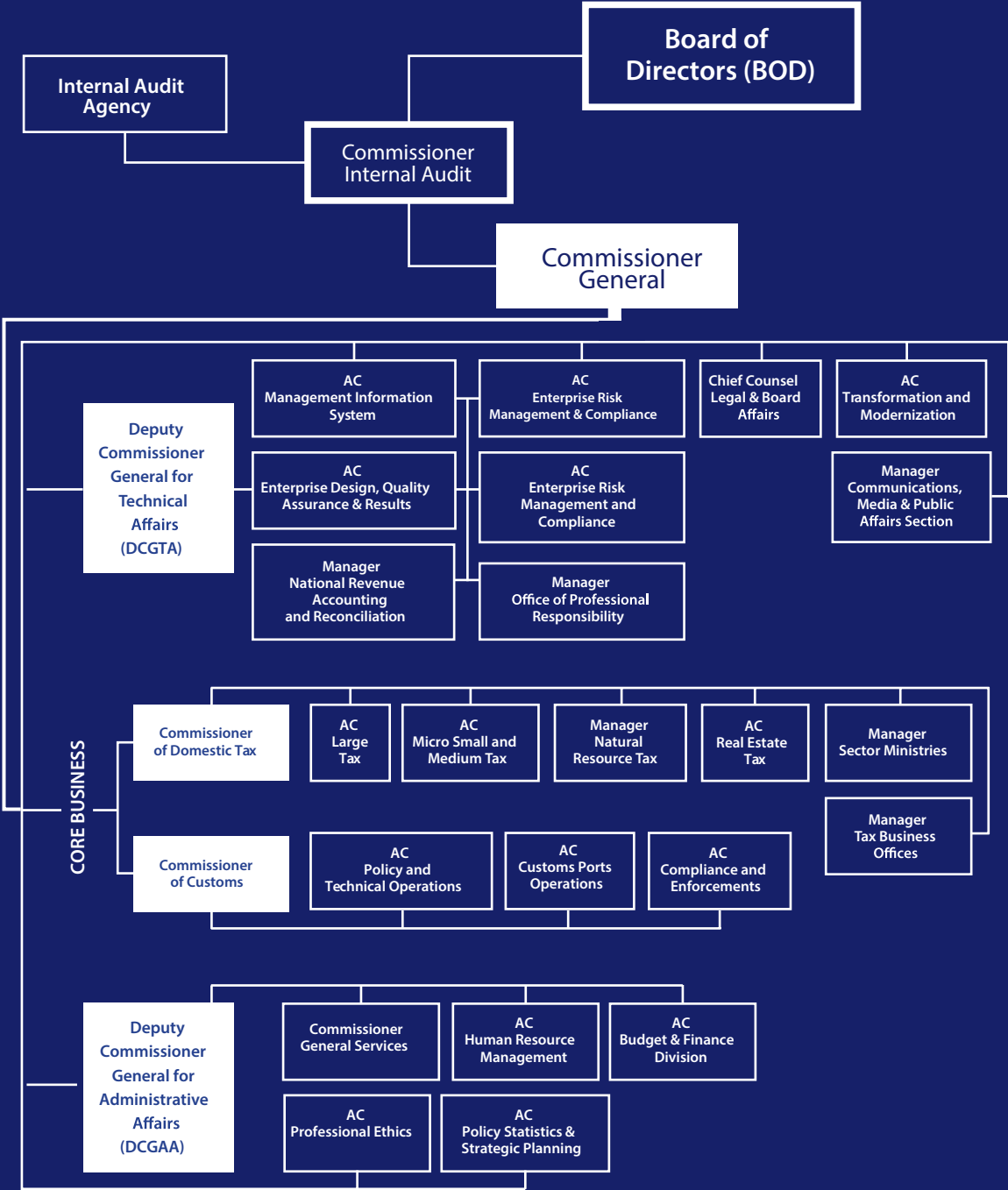
Our Vision

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

Our Mission

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

ORGANIZATIONAL STRUCTURE



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CORPORATE GOVERNANCE

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4.1 General Overview

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 with a Board of Directors, an executive management team and senior managers.

4.1.1 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.

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

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.

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.

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, and annual performance reviews amongst others.

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 Development Planning 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

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.

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.

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.

4.1 The Board

During the period July 1st 2017 to October 7th 2017 the LRA board was headed by Cllr. Robert Tubman, Private Sector Board Member. The other Board Members were:

•	Mr. Robert C. Tubman (Chairman)	Private Sector
•	Mr. Charles Bright	Private Sector
•	Mrs. Aletha Brown-Cooper	Private Sector
•	The Minister of Commerce & Industry	Statutory Member
•	The Minister of Finance & Development Planning	Statutory Member
•	The Minister of Justice (Vice Chairman)	Statutory Member
•	The Commissioner General/LRA	Statutory Member

Since October 8, 2017 to June 30, 2018, the LRA Board has been headed by the Minister of Justice, Vice Chairman of the Board. Tenures of all Private Sector Board Members expired on October 8, 2017. The LRA awaits the appointment of the Private Sector Board Members by the President, Republic of Liberia, in keeping with Section 9 of the LRA Act.

Also included in the membership of the LRA Board as a Statutory Member is the Economic Advisor to the President of the Republic of Liberia, effective March 2018.

4.2.1 Functions of the Board

The responsibilities of the board includes:

- Examining and approving the Authority's strategic plans and assessing performance of the Authority in accordance with its agreed action plan, budget and performance contracts;
- Approving staff compensation scheme which shall include performance incentives set by the Minister;
- Approving the organizational chart of the Authority and the HRMP including the Professional Ethics and Code of Conduct;
- Approving the financial management and administrative policies of the Authority, namely: Procurement, real property and security subject to relevant laws and any other related Policies;
- Approving the Authority's annual draft budget proposal before its submission to the Minister;
- Approving the Authority's annual activity and financial reports;
- Establishing bylaws for the functioning and operations of the Board;
- Ensuring the conduct of an annual external audit by the General Auditing Commission;
- Ensuring the development of and approving the annual internal audit and compliance plan; and
- Keeping confidential matters of the Authority and Board.

4.2.2 Board Committees:

In accordance with Section 15 of the LRA Act and Article IV(5) of the Board Bylaws, the Board has set up three core committees to facilitate the efficient execution of its functions. These sub-committees operate within clearly defined terms of reference and report to the full Board periodically. The sub-committees established are as follows:

1. The Finance Committee
2. The Audit & Risk Management Committee
3. The Executive and Governance Committee

The composition of each committee and a summary of their respective key responsibilities are outline below.

Committee	Key Responsibilities
<p>The Audit & Risk Management Committee</p> <p>Members:</p> <p>The Minister of Commerce & Industry (Chairperson) Mrs. Aletha Browne-Cooper (Private Sector) Commissioner General/LRA (Statutory)</p>	<p>The Audit & Risk Management Committee makes recommendations to the full Board and has the strategic power, authority and responsibility for the following core functions:</p> <p>Ensuring adequate audit and risk management coverage of the Authority;</p> <p>Ensuring that risks are appropriately identified and managed within the risk appetite and tolerance of the LRA; Reviewing and approving the internal audit charter, annual work plan and any changes required to ensure an effective internal audit and risk management function;</p> <p>Hiring and firing the head of internal audit and determine the remunerations of internal auditors as recommended by the Commissioner General in accordance with the LRA Act;</p> <p>Holding periodic meetings with the Head of Internal Audit to discuss issues relative to effective internal audit functions;</p> <p>Appointing independent external auditors and ensure that audit reports are effectively acted on;</p> <p>Helping to promote sound culture of financial and operational controls, ethics and risk management practices within the Authority;</p> <p>Reviewing the audit plans and reports of the external and internal auditors, considering the effectiveness of the actions taken by management on the auditors' recommendations and providing advice to the Management and to the full Board;</p> <p>Ensuring that sufficient resources are available for internal audit and risk management activities;</p> <p>Reviewing financial statements and disclosures prepared by management to ensure free, fair and faithful representation of the underlying financial information;</p> <p>Reviewing and approving risk management policy and standards of operation;</p>

The Finance Committee	
<p>Members:</p> <p>Charles Bright (Private Sector – Chairperson) Min. of Commerce & Industry – Statutory Member Min. of Finance & Dev. Planning – Statutory Member Commissioner General/LRA – Statutory Member</p>	<p>The general responsibilities of the Finance Committee shall include:</p> <p>To approve appropriate procedures for budget preparations and help ensure consistency between the budget and the organization's plans. These plans must be consistent with the PFM requirements;</p> <p>To review draft budgets initially prepared by management and prioritize submission to the Board;</p>

To provide strategic guidance to help ensure regular and accurate monitoring and accountability for funds and report to the Board accordingly;

To recommend financial guidelines to the Board (such as to establish a reserve fund or to obtain a line of credit for a specified amount) in accordance with established PFM rules;

To provide strategic guidance to the design and formatting of financial reports and help ensure that reports are accurate, timely and in accordance with international standards;

To provide strategic guidance on short and long-term investments;

To advise the Commissioner General and other executives on financial priorities and information systems, depending on Committee member(s) expertise;

Report on the performance and financial condition of the Authority to the Board on a half-yearly basis.

The Executive & Governance Committee

Members:

Mrs. Aletha Browne-Cooper (Chairperson)

Commissioner General/LRA

Minister of Commerce & Industry

The responsibilities of the Executive & Governance Committee includes:

To approve appropriate procedures for budget preparations and help ensure consistency between the budget and the organization's plans. These plans must be consistent with the PFM requirements;

To review draft budgets initially prepared by management and prioritize submission to the Board;

To provide strategic guidance to help ensure regular and accurate monitoring and accountability for funds and report to the Board accordingly;

To recommend financial guidelines to the Board (such as to establish a reserve fund or to obtain a line of credit for a specified amount) in accordance with established PFM rules;

To provide strategic guidance to the design and formatting of financial reports and help ensure that reports are accurate, timely and in accordance with international standards;

To provide strategic guidance on short and long-term investments;

To advise the Commissioner General and other executives on financial priorities and information systems, depending on Committee member(s) expertise;

Report on the performance and financial condition of the Authority to the Board on a half-yearly basis.

Table 3 Attendance of the Board

Attendance of the Board; Board Committee Fees & Duration of Appointment								
Members	Number of Meetings Attended FY17/18				Fees & Duration of Appointment			
	Full Board	A & R M	Finance	E & G	Fees paid FY17/18		Date of Appointment	Duration of Office
					LRD	USD		
Robert C. Tubman	2	1	2	1	990,936.00	5,760.00	Oct. 8, 2014 To Oct. 7, 2017	3 years
Aletha Browne-Cooper	-	-	-	-	619,335.00	3,600.00		3 years
Charles R. Bright	1	-	2	1	619,335.00	3,600.00		3 years
The Minister of Justice	2	-	-	-	Nil	Nil	Statutory	N/A
The Minister of Finance & Development Planning	1	-	1	-	Nil	Nil		N/A
The Minister of Commerce & Industry	2	1	2	-	Nil	Nil	Statutory	N/A
The Commissioner General, Liberia Revenue Authority	2	1	2	1	Nil	Nil		N/A
The Economic Advisor to the President, R.L.	1	-	-	-	Nil	Nil		N/A

4.3 Risk Management

4.3.1 Overview

The key goal of the Enterprise Risk Management and Compliance Division (ERMCD) is to provide reasonable assurance to the Liberia Revenue Authority's (LRA) Management team and the Board of Directors that the organization's key goals and objectives are being achieved and all risks are comprehensively identified and proactively managed in an efficient and effective manner to protect national revenue and the LRA's image.

ERMCD's mission is to promote the sound administration of the nation's tax laws by conducting comprehensive risk identification, classification, assessment and the proactive management in a more efficient and effective manner. Additionally, the division also provides assurance that business operations are aligned and in compliance with regulations and procedures established by the Liberian Revenue Authority (LRA).

LRA's Enterprise Risk Management System (ERM) system has been established to enhance the Authority's ability to achieve its mission, vision, strategic goals, objectives and outcomes, thereby strengthening its competitive position by fostering an institution-wide culture of risk and opportunity awareness and providing a structured, consistent, and continuous process for the early and proactive identification and reporting of material risks to senior management and the Board of Directors.

4.3.1 Enterprise Risk Management & Compliance Key Achievements

For the period under review, the facilitated the establishment of Enterprise Risk Management and Compliance Steering Committee (ERMCS), which is chaired by the Commissioner General (CG) and co-chaired by the Deputy Commissioner General for Technical Affairs (DCGTA). The Steering Committee comprises executive management staff and heads of divisions/sections. The Committee was established with the objective of providing direction and support for the development, implementation and maintenance of an enterprise-wide risk management and compliance system in the LRA.

The development and endorsement of Enterprise Risk Management Policy and Framework by the Enterprise Risk Management and Compliance Steering Committee (ERMCS). The Policy is pending a final endorsement from LRA's Board of Directors. The main objective of the ERM Policy and Framework is to have an efficient and effective risk management process through: improved coordination between various business units; better use of compliance data and knowledge; focusing resources on key challenges; and emphasizing actions that change taxpayer behavior.

The Division completed LRA's first Corporate risk assessment risk which included risk identification. Additionally, a draft Corporate Risk Register was developed to record the identified risks.

In its efforts to integrate risk management into LRA's existing management and operational systems, a risk reporting governance structure was approved by the ERM Steering Committee, thereby paving the way for the official appointment of Risk Owners, Champions and coordinators.

Development of a draft Enterprise-wide Business Continuity Plan (BCP). Once approved, the Business continuity Plan will serve as a proactive plan to avoid and mitigate risks associated with a disruption of LRA's operations.

4.4 Audit

The Internal Audit Department is charged with the responsibility to evaluate and recommend improvements to the effectiveness of governance, risk management and compliance with control policies and procedures throughout the LRA.

The Department conducts independent and objective evaluation and examination of the activities, processes and procedures of the LRA's 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 the Internal Audit Agency on significant governance, risk management and control issues.

Internal Audit Department comprises of two divisions, Core Services and Administrative and Technical Services with a total of sixteen (16) staff with diverse range of professional qualifications, skills and experience required to meet the core competencies needed to implement the functions and responsibilities of the Department.

The Internal Audit Commissioner reports functionally to the Board Audit Committee and Internal Audit Agency and administratively to the Commissioner General of the Authority.

4.4.1 Internal Audit Background

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

The annual business plan, which is risk and resource focused, is approved by the Commissioner General, Board Audit Committee and Director General of the Internal Audit Agency.

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's 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 the disposition of findings in accordance with agreed timetable.

4.4.2 Internal Audit Achievements

The Internal Audit completed two entity-wide risk assessments, twenty three comprehensive audits, twenty two issue-oriented audits, two operating system reviews, twelve surprise audits, one financial audit, six compliance reviews, two performance reviews, one system audit and thirteen follow-up reviews. IAD also completed sixteen issued and ad-hoc reviews not planned for. Major achievements of Internal Audit for fiscal year 2017-2018 were as follows:

Table 4 Internal Audit Summary Performance

No.	IA Activity	Planned	Achieved	Percent
1	Risk assessments	2	2	100
2	Comprehensive audits	17	23	135
3	Issued-oriented audits	24	16	67
4	Surprise-ad hoc audits	16	12	75
5	Information system audits	1	1	100
6	Operating system reviews	2	2	100
7	Financial audits	1	1	100
8	Quarterly financial statements review	4	4	100
9	Compliance audits	6	6	100
10	Follow-up reviews	12	13	83
11	In-house training	4	3	75
12	Report to Board Audit Committee	4	3	75
13	Report to Internal Audit Agency	12	15	116
OVERALL ACHIEVEMENTS				95

4.5 Integrity & Ethics

The enabling Act mandates LRA to ensure institutional integrity through policies, procedures, administrative inquiries and the conduct of investigations that shape and reinforce integrity. As a result, the Professional Ethics Division (PED) is traditionally responsible to investigate 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.

4.5.1 Investigations & Background Checks

During the period under review, the PED received a total of fifty five (55) cases of alleged employees’ misconduct. Of the total number of cases reported, forty nine (49) cases investigation were completed, one (1) case was transferred to LACC and LNP for further criminal investigations and prosecution, while five (4) cases are still pending up to reporting time.

Of the total number of investigations conducted, twenty nine (29) cases were sustained against the accused employees; while, twenty one (21) cases were not sustained. They were all concluded and submitted to management for further action. Accordingly and consistent with the facts and findings of PED administrative inquiries, management reprimanded twenty nine (29) Staff for their involvement in misconducts, while a total of twenty one (21) staff were exonerated. (Please see PED Case Dispositions Matrix marked exhibit “A”).

FY 2017/18 REPORT

CASES REPORTED AS PER PED DISPOSITIONS AND ADMINISTRATIVE SANCTIONS

Table 5 PED Case Summary

MONTH	NO OF CASES				PED DISPOSITION		
	REPORTED	INVESTIGATED	PENDING	TRANSPERED	SUSTAINED	NOT SUSTAINED	PENDING
July 2017	1	1			1		
August	3	2			2	1	
September	4	4			4		
October	3	3			2	1	
November	6	6			3	3	
December	9	8		1	3	5	
January	8	6	2		2	4	2
February	4	2	2		2		2
March	7	7			4	3	
April	5	5			3	2	
May	3	3			2	1	
June	2	2			1	1	

Background Checks: PED received the total of eight two (82) background check requests from Human Resource Division (HRD) for new employees and some existing employees. All background checks were completed by PED within the reporting period. PED received disqualifying information for only three (3) staff – indicating that their academic credentials were not genuine and could not be validated/ confirmed by the alleged issuing academic institutions. (Please see infra, PED Background Check Dispositions Matrix marked exhibit “B”).

	TOTAL PER MONTH	PED DISPOSITION	ADMINISTRATIVE SANCTION	
	NO OF BACKGROUND CHECKS	QUALIFYING INFORMATION	DISQUALIFYING INFORMATION	DISMISSED
JULY 2017	4	4		
August	11	9	2	2
September	8	8		
October	10	10		
November	5	5		
December	7	6	1	1
January 2018	21	21		
February	0	0		
MARCH	7	7		
APRIL	3	3		
MAY	4	4		
JUNE	2	2		
TOTAL	82	79	3	3



ADMINISTRATIVE SANCTION							
TRANSFERED	DISMISSAL	SUSPENSION	WARNING	PROSECUTION	RESIGNATION	NO ACTION	
		15					
		3					
1							
		2					
	1						

4.5.2 Collaboration with other Departments

During this reporting period, the AC PED 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 violations.

4.5.3 Fight Against Corruption

The LRA and the Liberia Anti-Corruption (LACC) are collaborating on a standing 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.

4.5.4 Capacity Building

During the reporting period, PED staff participated in several training workshops for skills sharpening, sponsor by the USAID Legal Professional Development and Anti-Corruption Program (LPAC).

4.5.5 Other Proactive Leeward Initiatives

During the reporting period, PED conducted proactive initiatives in the leeward counties and Monrovia that resulted in the interceptions of smuggling goods and consignments of undeclared goods, and consignees were made to pay the lawful duties.

4.5.6 Ethics Training/Awareness

During this reporting period, the Professional Ethics Division (PED) adapted and implemented a multi-prong approach for 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 LRA Professional Ethics and Code of Conduct and the Assets Declaration which served as a reminder, emphasized the provisions of the code and encouraged hefty dialogue around the code and assets declaration, with the view of engendering the spirit of compliance amongst employees.

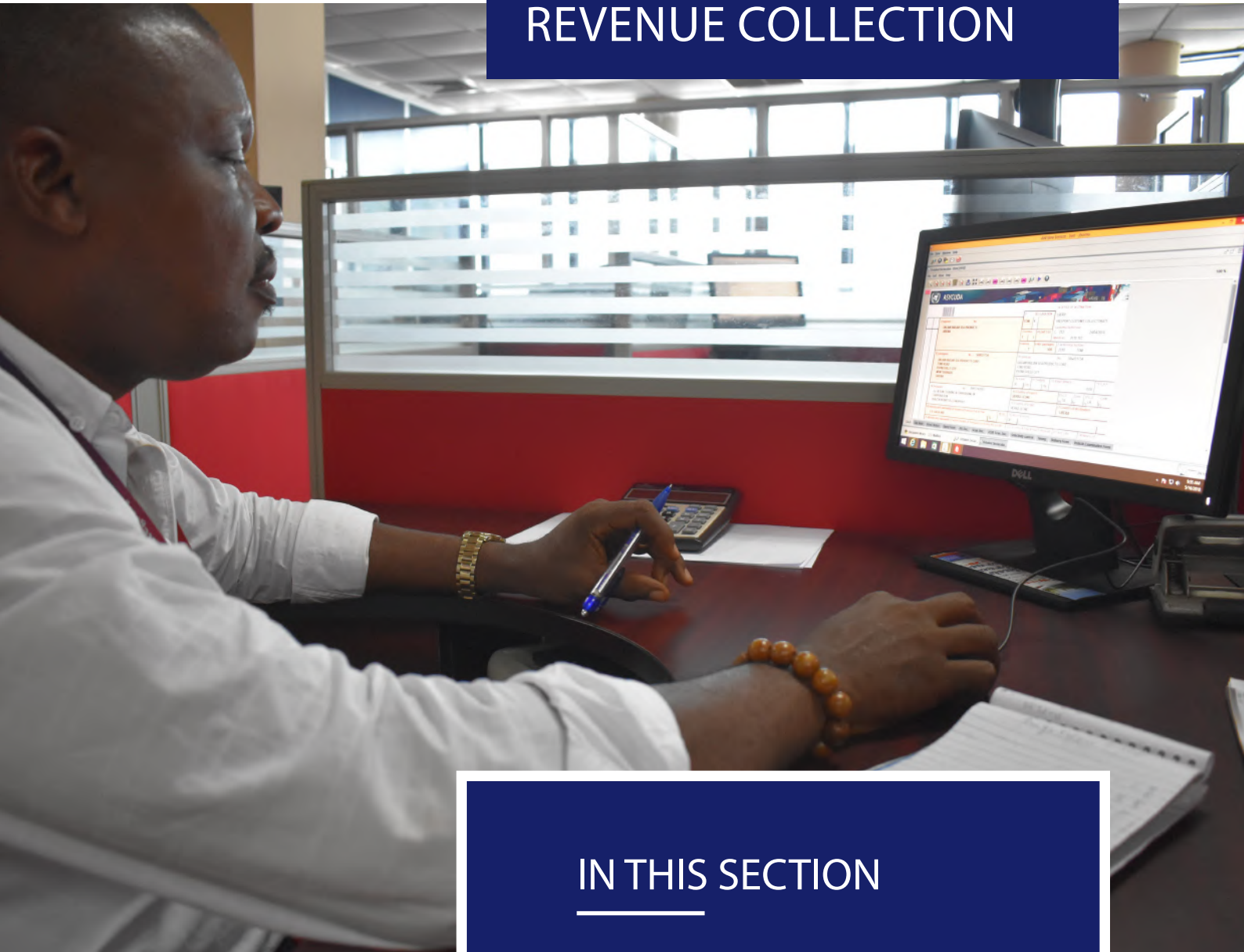
The PED undertook a robust nationwide awareness program on the Professional Ethics and Code of Conduct, and assets declaration with all LRA staff. About thirty percent (58%) of the LRA employees across the nation have so far participated in the ethics training. The cooperation from the different heads of departments/ commissioners and staff was particularly commending.

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.



SECTION 5

REVENUE COLLECTION



IN THIS SECTION

- 5.1 Overview
- FY 17/18 Overall Revenue Summary
- 5.2 Domestic Revenue by Tax Lines
- 5.2.1 Tax Revenue
- 5.2.1.1 Taxes on Income and Profit
- 5.2.1.2 Taxes on Real Property
- 5.2.1.3 Taxes on Goods and Services
- 5.2.1.4 Taxes on International Trade
- 5.2.2 Non Tax Revenue
- 5.2.2.1 Property Income
- 5.2.2.2 Administrative Fees

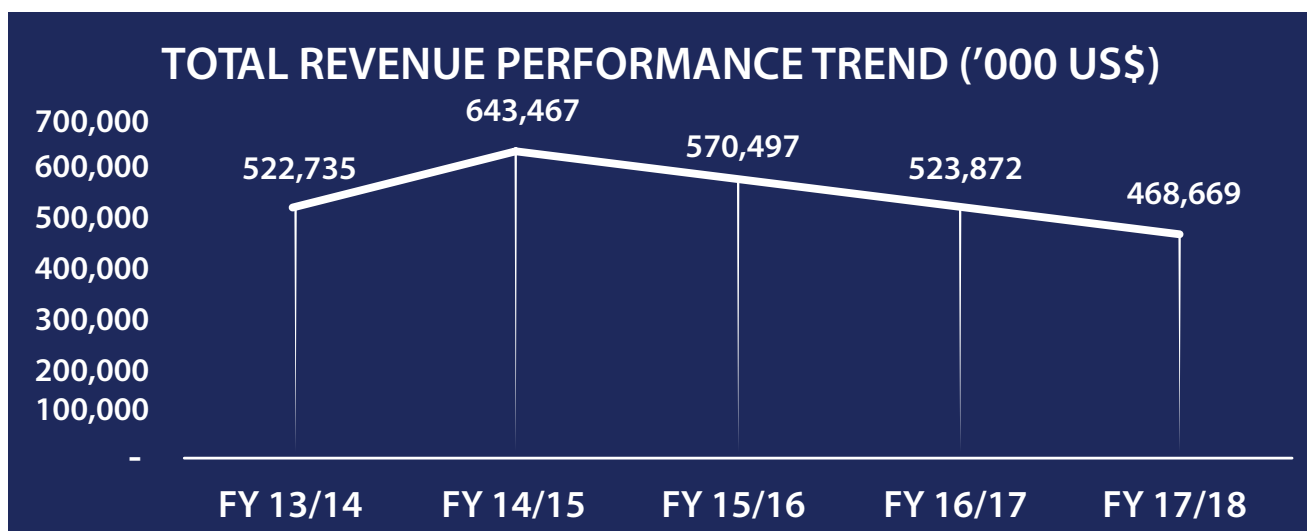


5.1 Overview

In the period under review, the total revenue collection was US\$468.7M, of which domestic revenue collected by the LRA was 91% or US\$437.2M, and external resources represented 9% or US\$41.5M of the collection. The collection of Domestic Revenue took a dip by 8% when compared to FY 2016-2017 actual outturn. This decline in collection was explained by lower collection by Domestic Tax Department due to exogenous factors mainly driven by the slow in investment during the electioneering year (2017). Domestic Tax actual collection of US\$230.8M was below previous years actual by 13% or US\$35.8M, while Customs actual collection was slightly above previous year's actual by US\$1.1M or 1%. The expected grants were not received mainly due to major administrative constraints and delays in the agreed schedules with international partners, registering a non-receipt amount of US\$49.7M or 54%. When compared to previous year, external facilities took a nose dive of 33% or US\$20.5M

Table 7 FY 17/18 Overall Revenue Summary

Description	FY 17/18 Budget	FY17/18 Actual	Var.+/-	% Var.+/-
Total Revenue	536,323	468,669	(67,654)	-13%
Domestic Revenue	445,083	427,151	(17,932)	-4%
Domestic Tax Department	252,773	230,845	(21,928)	-9%
Customs Department	192,310	196,306	3,996	2%
External Resources	91,240	41,518	(49,722)	-54%



5.2 Domestic Revenue by Tax Lines

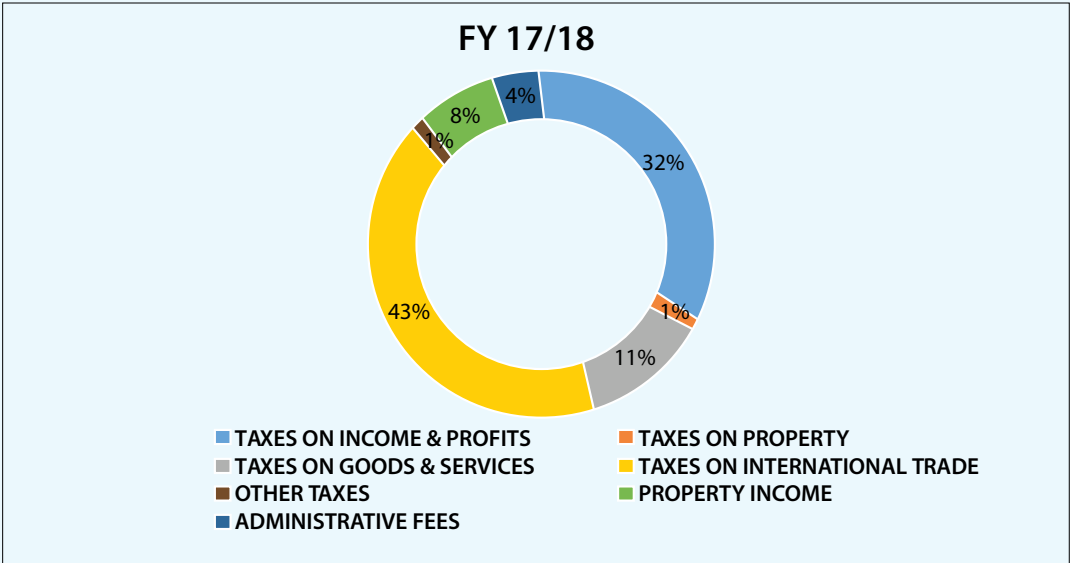
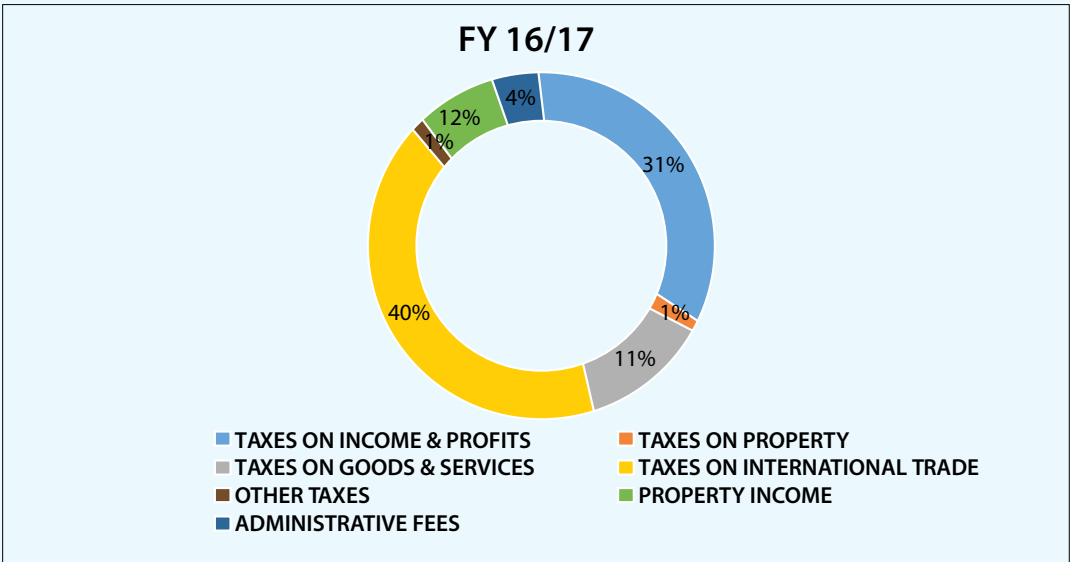
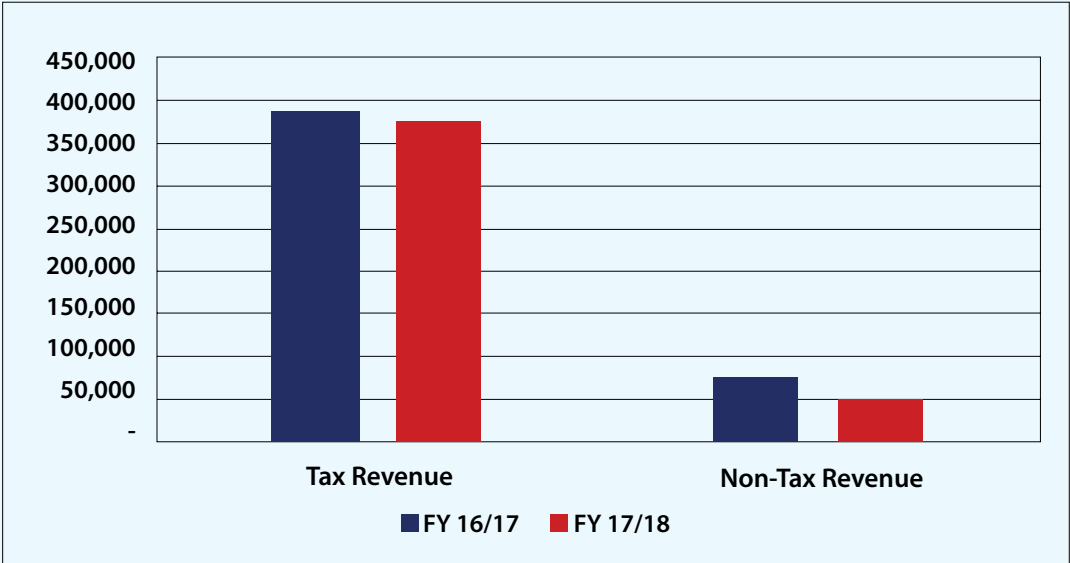
Domestic Revenue as earlier mentioned constituted 91% of total revenue. When disaggregating Domestic Revenue, Tax revenue accounted for 88%, while Non-Tax Revenue accounted for 12%. The collection of Domestic Revenue below the budget estimate was largely due to underperformance in Non Tax Revenues.

Tax Revenue performed above target by US\$6.7M or 2% mainly on account of over performance in Taxes on Income and Profits and International Trade Taxes. This helped to reduce the shock from the aforementioned underperformance in Non Tax Revenue.

Non-Tax Revenue was below target by 33% or US\$24.6M. This huge shortfall was mainly on account of 36% or US\$24.6M shortfall in Property Income due to prohibition placed of Road Maintenance collection by the Supreme Court of Liberia after three months of administration during the fiscal year. Hence only 23% of Road Maintenance Tax budgeted amount was actualized. Administrative Fees also slightly performed below target due to 97% shortfall in fees administered by Environmental Protection Agency, 16% shortfall in Transport Ministry fees, and similar trends in fees administered by other line Ministries and Agencies.

Table 8 FY 17/18 Collection Y-Y Comparative

Description	FY 17/18 Budget	FY17/18 Actual	Var.+/-	% Var.+/-	FY16/17 Actual	Year on YearVar %
Total Revenue	536,323	468,669	(67,654)	-13%	523,872	-11%
Domestic Revenue	445,083	427,151	(17,932)	-4%	461,837	-8%
Tax Revenues	369,612	376,294	6,682	2%	385,131	-2%
Taxes on Income & Profits	125,573	137,967	12,394	10%	143,866	-4%
<i>O/W Personal Income Tax (PIT)</i>	97,935	109,766	11,831	12%	109,455	0%
<i>O/W Corporate Income Tax (CIT)</i>	26,475	26,897	422	2%	32,834	-18%
<i>O/W Other Income Taxes</i>	1,163	1,304	141	12%	1,578	-17%
Taxes on Property	6,506	5,474	(1,032)	-16%	5,108	7%
Taxes on Goods & Services	52,065	46,311	(5,754)	-11%	48,586	-5%
<i>O/W Maritime Revenue</i>	10,308	8,676	(1,632)	-16%	9,824	-12%
Taxes on International Trade	183,418	184,836	1,418	1%	184,406	0%
Other Taxes (SDCs)	2,050	1,706	(344)	-17%	3,165	-46%
Non-Tax Revenues	75,471	50,830	(24,641)	-33%	76,704	-34%
Property Income	50,976	32,672	(18,304)	-36%	56,653	-42%
<i>O/W Road Maintenance Fund</i>	19,431	5,132	(14,299)	-74%	28,242	-82%
Administrative Fees	21,002	16,925	(4,078)	-19%	15,935	6%
Fines, Penalties & Forfeits	3,369	1,134	(2,235)	-66%	3,102	-63%
Miscellaneous & Unidentified	123	125	2	1%	1,014	-88%



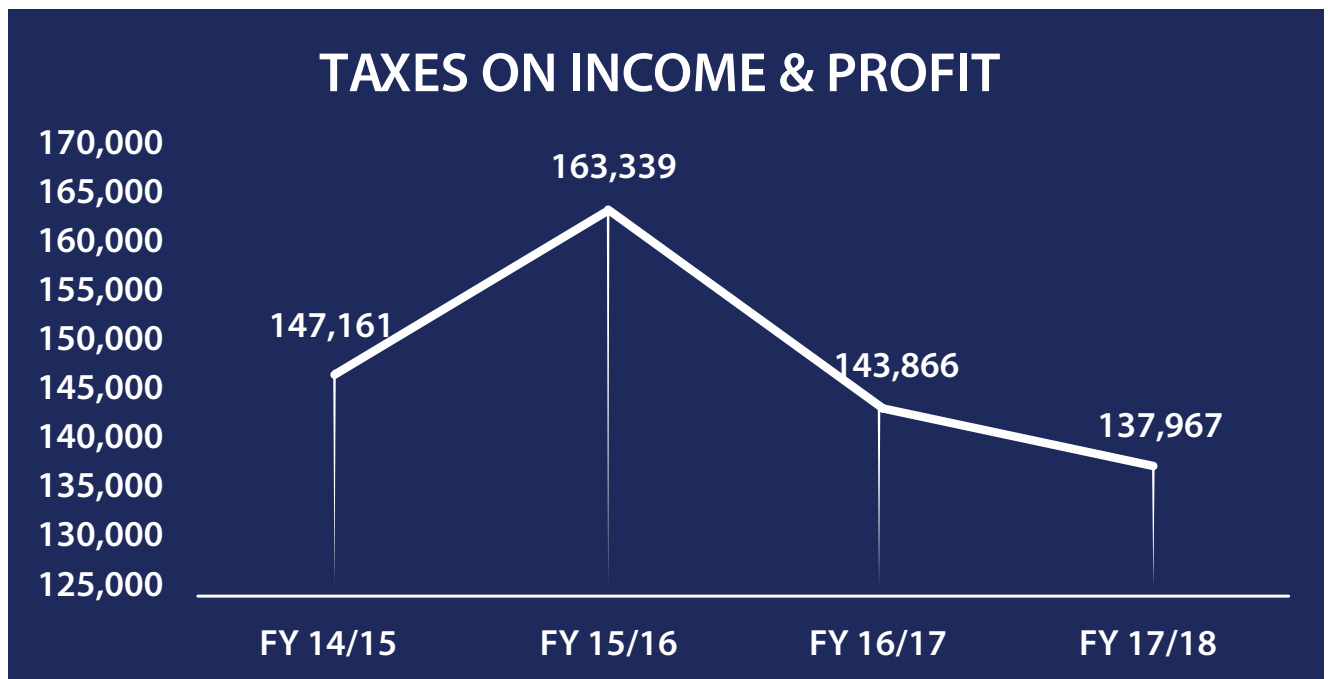
5.2.1 Tax Revenue

Tax revenue actualized was above budget by US\$6.7M or 2%. The over-performance was mainly on account of expansion in the Mining and GSM sectors, which had a positive impact on Taxes on Income and Profit, as well as tighter measures instituted by Customs which impacted over-performance in International Trade taxes. However, when compared to previous year performance, tax revenue decline of US\$8.8M or 2.3%.

5.2.1.1 Taxes on Income and Profit

Total actual collection of Taxes on Income and Profit for FY2017/2018 was US\$137.97M, against an approved forecast of US\$125.57M. This actual reflects an over performance of US\$6.7M or 2%. The over performance in Tax Revenue is largely attributed to expansion in the Mining sector which had an impact on employment. Hence, PIT remittances from that sector grew by 41% from US\$11.5M to US\$16.1M. Other enforcement activities also positively impacted PIT remittances making overall actual collection to exceed its budget of US\$97.9M by US\$11.8M or 12%.

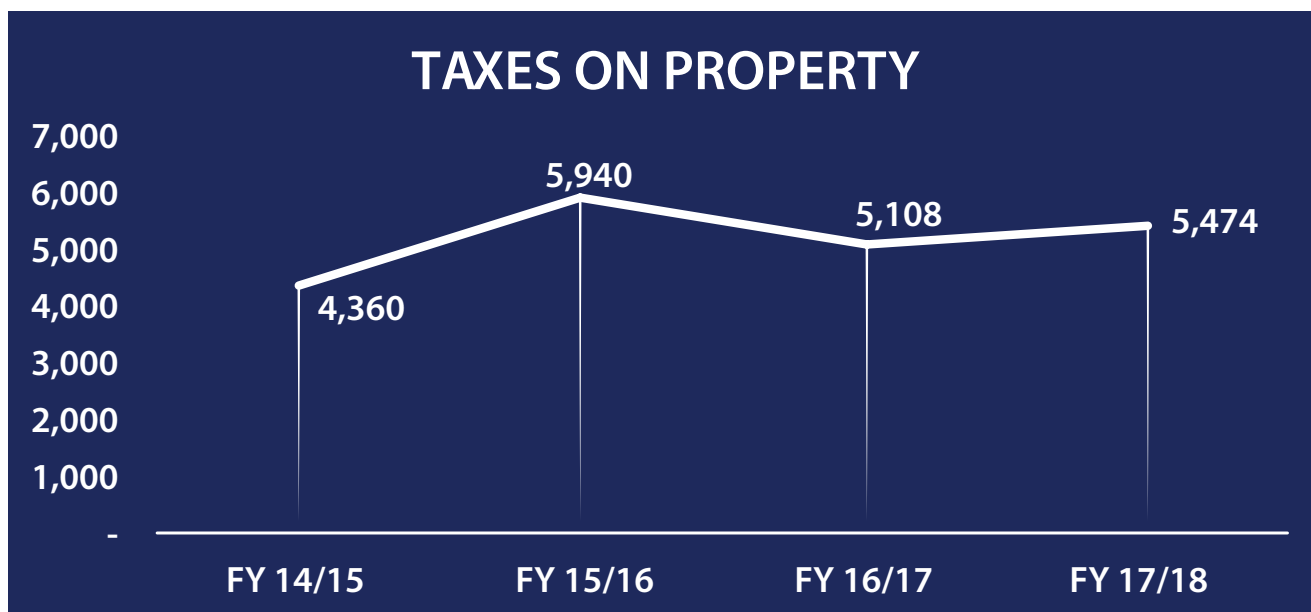
This outstanding performance was able to absorb and offset the shock from decline experience by the GSM sector, which attributed to a dip in their CIT remittances by 55% or US2.7M (from US\$4.9M in FY16/17 to US\$2.2M in FY17/18). On the overall, this decline made CIT to only actualized US\$ 26.8M against an approved forecast of US\$35.2M.



The graph above depicts a significant decline in revenue collection on Income and Profit, which consist PIT and CIT. Comparatively, revenue declined from previous year by 4% or US\$5.9M. This decline over the period is largely attributed to decline in investment activities due to the political risk associated with the elections, the Ebola Epidemic, as well as, decline in the GSM sector.

5.2.1.2 Taxes on Real Property

Actual revenue from real property increased from US\$5.1M in FY16/17 to US\$5.5M (7%). This increase is largely attributed to the Real Estate expansion project initiative by the LRA in collaboration with one of its biggest donor partner (USAID-RG3). A deeper look at revenue from this sector reveals that taxes on commercial property is the biggest driver, and accounted for 81% of total property tax collection. This revenue source experience an increase by US\$229.7M Or 6%. Amidst the challenges in this sector, the LRA showed strong commitment by enhanced collaboration with the local authorities and robust tax awareness.

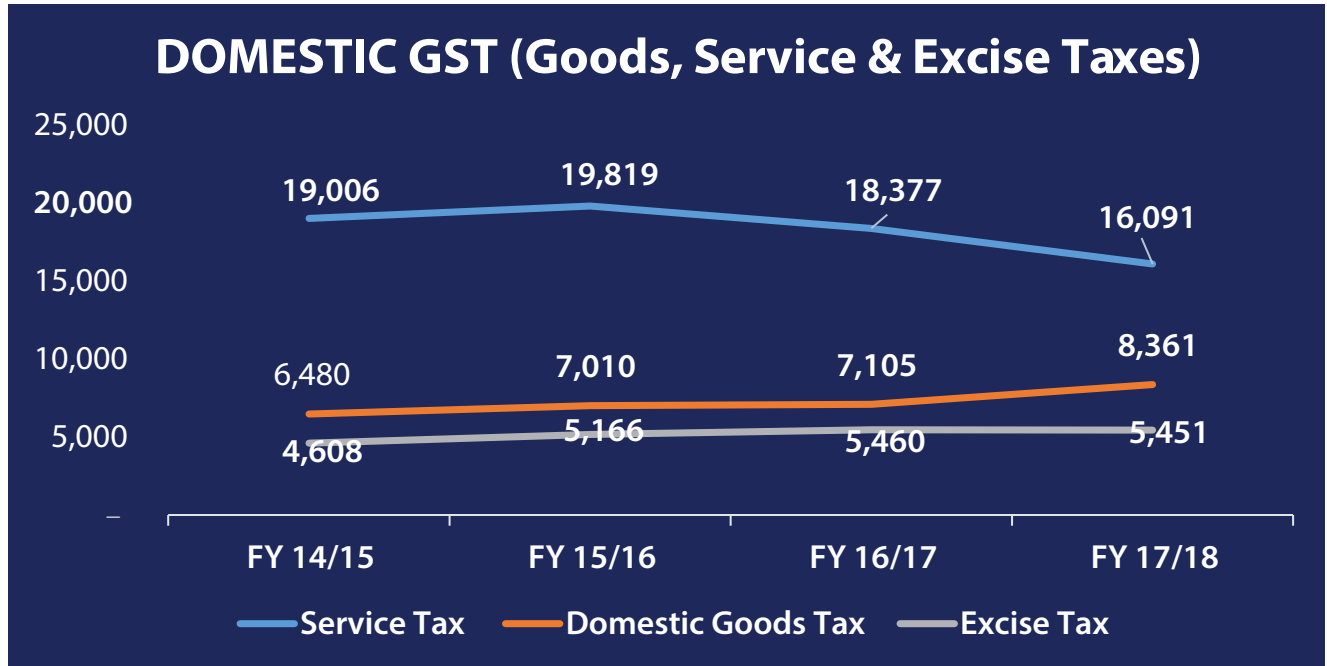


5.2.1.3 Taxes on Goods and Services

Actual collection on Taxes on Goods and Services was US\$46.3M, which reflects an underperformance of US\$5.8M or 11% when compared against forecast of US\$52.1M. This underperformance was largely on account of decline in the Service Sector of which the Telecommunications sector takes a giant share. Besides, due to delay in enforcement of Vehicle registration, the revenue expected from Vehicle taxes was short by US\$976K. Maritime contribution to the budget of US\$10.3M was only actualized by 84% (US\$8.7M), thus registering a deficit of US\$1.6M or 16%. Actual collection from taxes on Goods and Services reflects a decline when compare with previous year by 4.6% or US\$2.3M when compared to previous year.

Table 9 FY17/18 Taxes on Goods and Summary Composition

Tax Kind	Approved Budget	Recast Budget	Actual	Var.+/-	% Var.+/-
Total Goods & Service Tax	53,829	52,065	46,311	(5,754)	-11%
GST Excluding Motor Vehicle	28,865	27,101	24,452	(2,649)	-10%
Domestic Excise	5,812	5,812	5,451	(361)	-6%
Motor Vehicle Taxes	6,948	6,948	5,972	(976)	-14%
Use of Goods & Permission to use Goods	1,896	1,896	1,706	(190)	-10%
Maritime	10,308	10,308	8,676	(1,632)	-16%



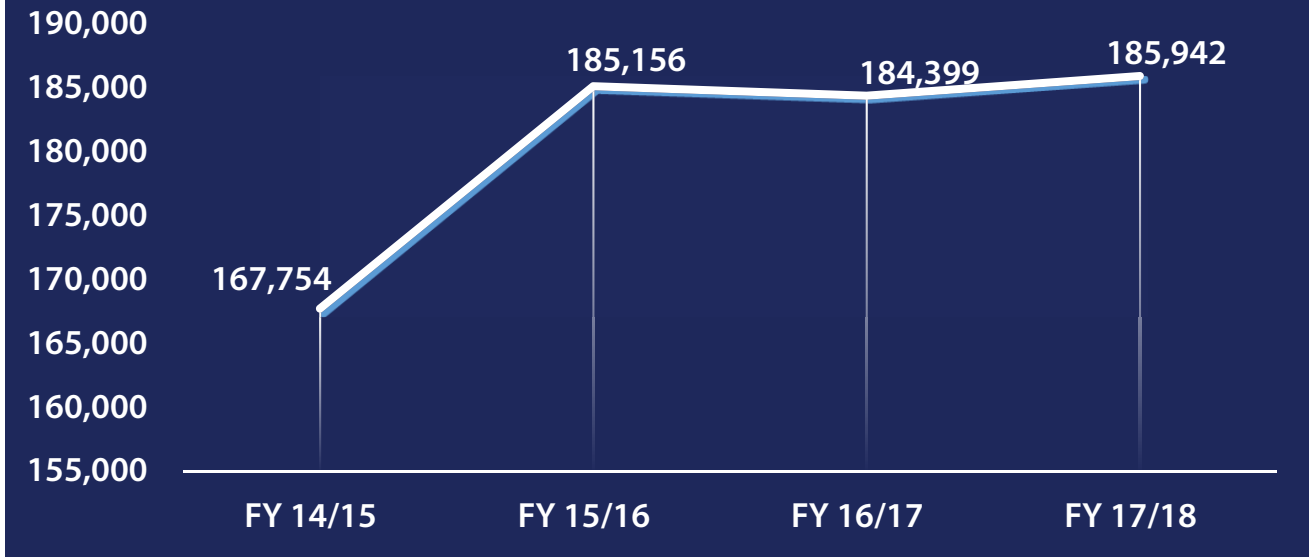
5.2.1.4 Taxes on International Trade

The total collection of the Department of Customs during the period (FY17/18) was US\$196.3M against a budget of US\$192.3M, thus accounting for an overperformance of approximately US\$4M or 2%. The major driver of this impressive performance was a slight increase in International Trade Volume by 6% or US\$65.18M from us\$1.09bn in 2016/2017. This slight increase in trade volume positively impacted the actual performance of Customs collection by US\$1.2M or approximately 1%. During the reporting period, the implementation of the Customs External Tariff under the ECOWAS directive and Harmonization Commodity Description Coding System (HS) 2017 in fulfillment of WCO requirement was postponed due to stringent economic conditions within the country.

Table 10 FY 17/18 Taxes on International Trade

Tax Kind	Approved Budget	Recast Budget	Actual	Var.+/-	% Var.+/-
Customs Department	200,379	192,310	196,306	3,996	2%
Customs & Other Import Duties	189,305	182,805	185,524	2,719	1%
ECOWAS Trade Levy	4,620	4,620	4,022	(598)	-13%
Fees & Other Levies on Exports	613	613	418	(195)	-32%
Log and Wood Products Export Fees	1,634	1,117	2,465	1,348	121%
Mineral Royalties	8,800	7,750	8,962	1,212	16%
Rental Of Bonded Warehouses	27	25	43	18	73%

TAXES ON INTERNATIONAL TRADE



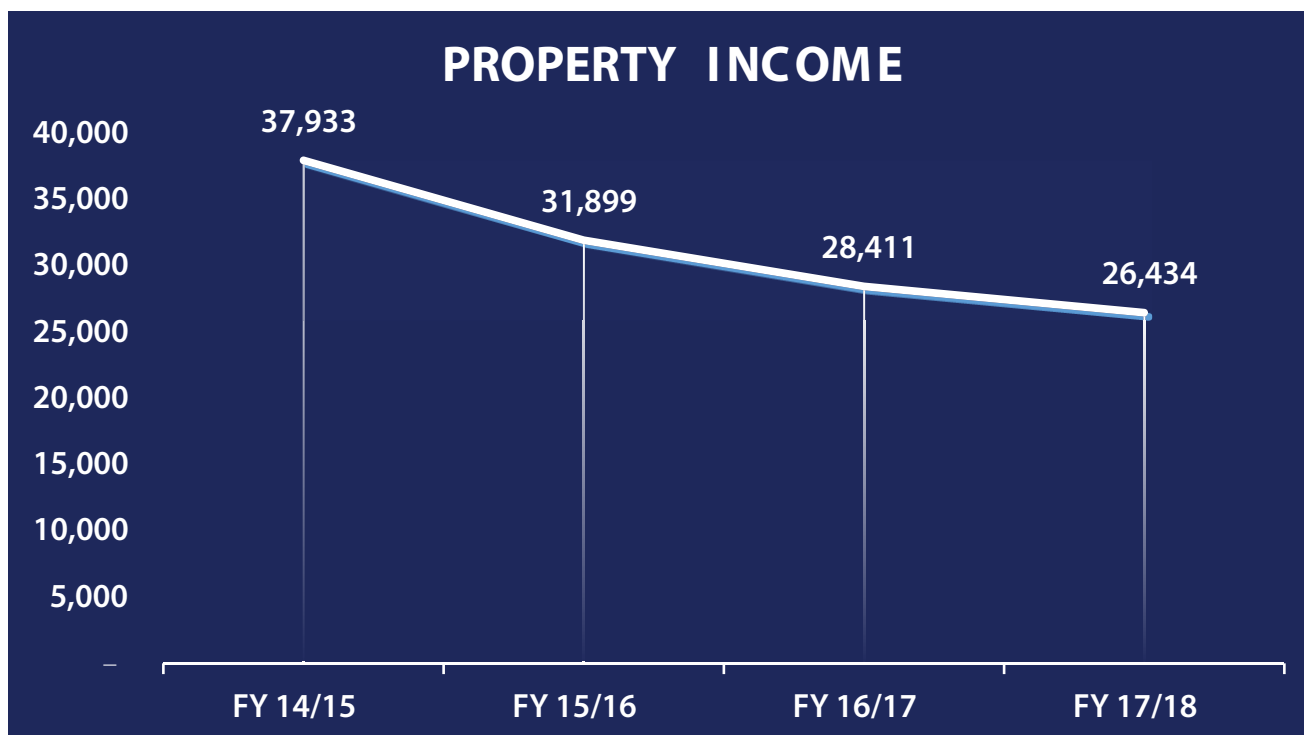
5.2.2 Non Tax Revenue

5.2.2.1 Property Income

In the non-tax category, actual collection under Property Income was below budget of US\$31.5M by US\$5.1M or 16%. This was largely on account of payments in unrealized dividend from LPRC of US\$2.8M, NPA by US\$2.5M, and Forestry Management contracts by US\$3.5M, and Forestry Management contracts by US. These were largely driven by the deteriorating term of trade, depreciation of Liberian Dollar, and the effect of the elections on investment.

Table 11 FY 17/18 Property Income

Tax Kind	Approved Budget	Recast Budget	Actual	Var.+/-	% Var.+/-
PROPERTY INCOME (EXCL.ROAD MAINTENANCE FUND)	38,752	31,545	26,434	(5,111)	-16%
Interest Income	-	-	1	1	0%
Dividend	6,800	6,800	471	(6,329)	-93%
Forestry	9,405	4,698	7,884	3,186	68%
Agriculture	1,266	1,266	326	(940)	-74%
Mineral Mining	10,919	9,869	11,434	1,565	16%
Petroleum Mining	-	0	-	(0)	-100%
Intangible Non-Produced Assets	10,238	8,690	6,962	(1,728)	-20%
Rent & Rate- Other Non-Produced Assets	5	86	269	183	213%
Other	34	25	56	32	128%



5.2.2.2 Administrative Fees

Revenue from Administration fee was US\$23.6M against a forecast of US\$24.2M, thus reflecting an underperformance of US\$1.6M or 6%. This deficit was mainly on account of under performance in fees collection by Environmental Protection Agency, Liberian Business Registry, Center for National Documents and Records, Transport Ministry, Ministry of Post and Telecommunications, amongst others.

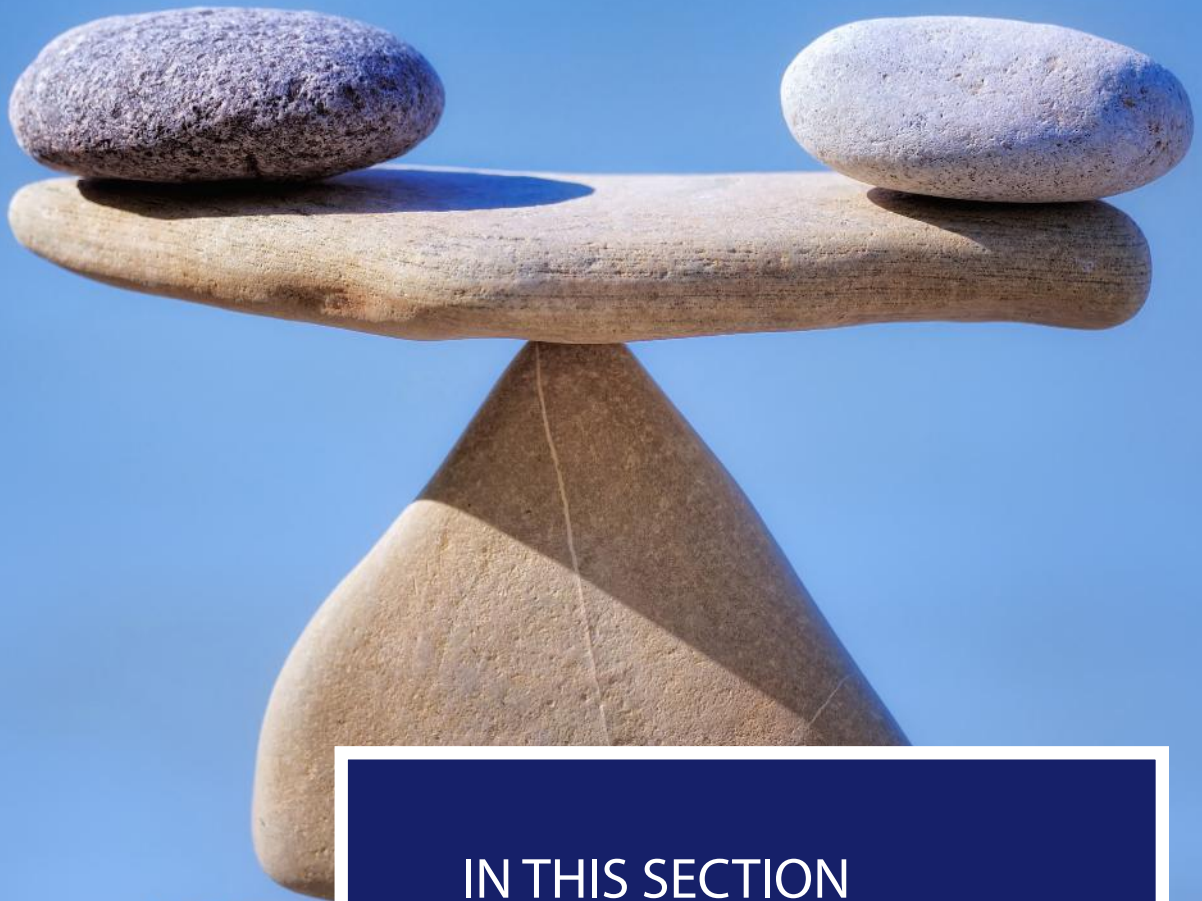
Table 12 FY 17/18 Administrative Fees

Tax Kind	Budget	Actual	Var.+/-	% Var.+/-
SECTOR MINISTRIES & AGENCY FEES	26,630	23,565	(3,065)	-12%
AGRICULTURE MINISTRY	141	106	(35)	-25%
BUREAU OF IMMIGRATION & NATURALIZATION(BIN)	4,009	4,316	307	8%
CENTER FOR NATIONAL DOCUMENTS AND RECORDS	488	326	(162)	-33%
COMMERCE AND INDUSTRY MINISTRY	0	111	111	387929%
EDUCATION MINISTRY	77	49	(29)	-37%
ENVIRONMENTAL PROTECTION AGENCY	2,562	83	(2,479)	-97%
FOREIGN AFFAIRS MINISTRY	3,000	3,165	165	6%
FORESTRY DEVELOPMENT AUTHORITY	116	979	864	747%
GENDER AND SOCIAL PROTECTION MINISTRY	150	17	(133)	-89%

HEALTH AND SOCIAL WELFARE MINISTRY	194	182	(12)	-6%
INDUSTRIAL PROPERTY OFFICE	93	16	(78)	-83%
INFORMATION MINISTRY	154	40	(114)	-74%
INTERNAL AFFAIRS MINISTRY	198	128	(70)	-35%
JUSTICE MINISTRY	60	54	(7)	-11%
LABOR MINISTRY	4,239	4,850	611	14%
LANDS, MINES AND ENERGY MINISTRY	-	99	99	#DIV/0!
LIBERIA COPYRIGHT OFFICE	51	1	(50)	-98%
LIBERIA NATIONAL POLICE (LNP)	35	24	(11)	-33%
LIBERIAN BUSINESS REGISTRY	2,621	2,175	(446)	-17%
NATIONAL FIRE SERVICE (NFS)	178	80	(98)	-55%
OTHER MINISTRIES AND AGENCIES (OMA)	128	1	(128)	-100%
POST AND TELECOMMUNICATIONS MINISTRY	240	88	(152)	-63%
PUBLIC WORKS MINISTRY	647	573	(74)	-11%
TEMPLE OF JUSTICE	-	3	3	#DIV/0!
TRANSPORT MINISTRY	7,237	6,099	(1,138)	-16%
YOUTH AND SPORTS MINISTRY	11	3	(8)	-75%

SECTION 6

SERVICE QUALITY TO STAKEHOLDERS



IN THIS SECTION

- 6.1 Tax Education
- 6.2 Communications
 - 6.2.1 Overview
 - 6.2.2 Communications Activities Achieved for 2017/18
 - 6.2.3 Summary of Key Communications Achievements



In the implementation of the Liberia Revenue Authority's mandate, tax compliance remains an arduous challenge with which the organization is striving to overcome. As this issue is not only unique to Liberia, best practice suggests that one way by which this can be overcome is through good taxpayer services, and well-designed and targeted educational campaigns. As an authority aspiring to become a model tax body, our core strategy revolves around imparting timely information on tax matters, continuing enhancement of quality service, as well as rigorous tax education in the quest of transforming citizens into compliant taxpayers.

6.1 Tax Education

The Taxpayer Services Division is clothed with the responsibility to minimize noncompliance risk through professional service delivery and tax education. The Division's focus is to maximize taxpayers' satisfaction as well as ensuring uninterrupted services and information flow to the public. During the reporting period, this division took several initiatives in the following areas for better service and tax awareness. Summary of key achievements can be found below:

1. **Hosted Tax/Customs Clinics:** As a means of educating taxpayers in a more interactive and professional manner, we invited taxpayers to a meeting where LRA makes presentations on topics of concern and respond to inquiries if any. This fiscal year the focus was on Personal Income Tax, Real Property Tax, Direct Transfer Payment, Centralized Assessment Process (new clearing process). 39 Tax/Customs Clinics were conducted successfully.
2. **Made Available Informative Materials (Brochure/Flyers):** The Liberia Revenue Code has been simplified to a reader-friendly text which enable the average literate Liberian to read and comprehend. With over 28,770 brochures and fliers (Real Property Tax, Personal Income Tax, Direct Transfer, Mobile Money Payment, How to clear Good-Freeport, RIA and Land border) made available. Currently, all 8 functional service windows within Montserrado, Tax Business Offices and Customs Business Offices are fully equipped with informative materials.
3. **Developed and Uploaded PDF Fillable to LRA website:** Every form on the website has been upgraded to PDF Fillable forms, this increases the ease of completing and submitting tax or customs forms without having to print-out or come in-person to delivery completed forms.
4. **Designed and conducted customer service training:** A series of customer service training was conducted by TPSD to ensure enhancement in service delivery. Officers have been tested and trained over the past months and skills shown to improve. We conducted six trainings with emphasis on Understand Effective Customers Service and How to Handle Difficult Taxpayers. At the end of each training participants completed training evaluation forms which attested to their level of understanding of each topic covered.



5. TPSD Launched and commenced implementation of School Tax Education Program (STEP): TPSD in collaboration with the University of Liberia launched STEP which is financed by OSIWA. This tax literacy program is targeting tomorrow's taxpayers, students. The intent is to educate students about their tax/customs obligation which will instill positive few of taxation. Seeing taxation not as burden, but as taxpayer's responsibility to the state. In FY17/18, eighteen (18) tax ambassadors were trained and issued STEP Ambassador Manuals. Eight tax club houses have been established in Montserrado (4), Nimba County (2) and Grand Bassa County (2). Six out of the eight tax clubs are fully functional and each has completed at least three out of the seven modules in the Ambassador's Manual.

6. TPSD Launched Taxpayer Start-up Kit at the Liberia Business Registry: In an effort to provide timely and accurate tax/customs information to taxpayers (newly registered businesses) at the point of completing business registration process, TPSD has developed few fliers that educate readers on: What, Where, When and How to pay? The fliers are neatly packaged in a LRA branded folder which is handed to business upon completing the registration process. Quarterly, newly registered business are invited to a tax clinic where further clarifications are made as may be required. For the fiscal year, one clinic was conducted.

7. Developed and published Tax Educative Videos: TPSD developed and published internally (within LRA) and externally (via national TV-ELBC, Social Media) a television program called "Tax Talk". This program brings to light tax dollars at work which gives taxpayer/viewers an opportunity to see major developments (on-going or completed) that are financed by taxpayers' money. This effort is directed towards maximizing voluntary compliance. This year about 25 videos were developed and published.

8. Equipped LRA Call Center: In an effort to full equip the call center, three trainings were conducted, staff were assigned exclusively to the call center and call center service standard was developed. During this fiscal year, the call center received and provided timely responses to over 1,079 inquiries.

6.2 Taxpayer Advocacy

The Taxpayer Advocate Office was established to assist taxpayers who are experiencing problems in dealing with the LRA. Problems created as a result of the LRA not abiding by its service commitment or failure to meet a processing date. Taxpayer Advocate Office (TOA) during the reporting period received the following cases. It is important to note that all of the following cases were successfully resolved.

Table 13 Calls and Complaints Received and Resolved

Month	Customs	Domestic Tax
September 2017	4	1
October 2017	10	2
November 2017	1	26
December 2017		7
January 2018	4	3
February 2018	3	2
March 2018	5	3
April 2018	7	1
May 2018	6	3
June 2018	3	1
Total	43	49
Grand Total	92	



6.2.1 Public Outreach Activities:

September 2017

The Taxpayer Advocate Office (TAO) embarked on an endeavor of actively engaging with Taxpayers in September 2017. The office have had meetings and a workshop with different group of taxpayers since the launch of the Taxpayer Advocate Service (TAS), to know the needs and preferences of our taxpayers as it relate to the services that the LRA provides to them. The TAO had a workshop with members of the Liberia Chamber of Commerce, attended an Agriculture Stakeholders meeting, a BIVAC Customs Stakeholders meeting and took part in the UNMIL Radio GOOD MORNING LIBERIA program, where the Taxpayer Advocate Service was discussed.

Taxpayers shared ideas and expressed concerns about the delay in processing tax clearance, limited tax education and awareness when policies, regulations and procedures are introduced and implemented by the LRA. They commended the LRA for instituting new measures to address their concerns and improve the services that are provided them.

October 2017

The Taxpayer Advocate Office (TAO) in the month of October 2017 continued active engagement with taxpayers. The public outreach and awareness was done through community radio engagement. TAO participated in radio phone in talk shows on four radio stations in four counties; namely Radio Margibi in Margibi County, Radio Gee in River Gee County, Radio Bomi in Bomi County and Top FM in Grand Gedeh County. During these radio engagements, the taxpayer advocate service was introduced to taxpayers and three major concerns were raised by taxpayers. Taxpayers were concerned about the independence of the TAO since it is situated within the LRA and reports directly to the Commissioner General, the need to decentralize by assigning taxpayer case workers in the counties and the need to increase tax awareness and education in all of the counties.

To address the taxpayers concern of increase tax awareness and education in the counties, the TAO is planning field engagements with taxpayers in Margibi, Grand Bassa, Nimba, Bong, and Bomi counties. The LRA team will comprise of staff from TAO, Taxpayer Services Division, Domestic Tax Division, Customs Division and Communications and Media Unit.

December 2017

The Taxpayer Advocate Office (TAO) in the month of December continued engaging with taxpayers. The public outreach and awareness was done through community radio engagement to include Prime FM in Monrovia and various community radio stations in Grand Gedeh, Bomi, River gee and Margibi Counties.

January 2018

The Taxpayer Advocate Office (TAO) had an interactive radio Talk show on UNMIL radio. During this show, two taxpayers appeared with the TAO team on UNMIL radio. They were given the time to explain their experiences with the TAO and encouraged other taxpayers with tax issues or concerns to contact the TAO for proper tax education and prompt resolution as the TAO is here to serve taxpayers.

May 2018

The Taxpayer Advocate Office (TAO) appeared on the Prime morning drive show on Prime FM, 105.5 along with Mr. Mongar Gborzeo, a taxpayer to discuss the function of TAO and how beneficial it is to taxpayers. Emphasis was placed on the tax clearance process. Mr. Gborzeo elaborated on delay he experienced in the processing of his tax clearance and how TAO assisted him in resolving the delay.

June 2018

The Taxpayer Advocate Office (TAO) appeared on the Women Let's Talk radio program on ELBC 99.9 along with Mr. Cyrus Morgan, a taxpayer. The functions of TAO was discussed and Mr. Morgan was given the opportunity to discuss the issue he had with the LRA and what TAO did to ensure the issue was resolved.



6.3 Communications

6.3.1 Overview

In order for Tax Administration to maintain and foster a strong relationship with the taxpayers, the significance of effective communication cannot be overstretched. Hence, the LRA has strived to provide timely information in the most accurate manner with the quest of boosting compliance level.

The Communications, Media and Public Affairs (CMPA) Section of the LRA is responsible to promote the work of the LRA and project the positive image of the Authority in the public, especially through the media. The CMPA Section represents and acts as the focal point of contact of the LRA for members of the press and considerably the public.

The work of this body revolves around the following:

- The sending out of public service announcements (tax due dates and revenue notices)
- Issuance of press releases on events and activities of the LRA requiring public consumption
- Production of monthly Newsletter (Revenue Watch)
- Production of Quarterly Magazine (Revenue Watch)
- Engagement with the broadcast media through the Facilitation of talkshow (in-studio and call-in appearances)
- Response to media and public queries/clarifies inaccurate information (with advice of Management)
- Response to Freedom of Information Requests
- Advice Management/CG on particular or sensitive media issues
- Provision of contents for LRA Website and runs the Authority's social media pages (Facebook, LinkedIn, twitter, etc.)

6.3.2 Communications Activities Achieved for 2017/18

During the reporting period the Section continued building strong relations with the Liberian media through professional interactions. This included the timely dissemination of information, and adequate response to queries from the media and the public to erase doubts, misinformation and disinformation. The LRA further issued dozens of press releases, public service announcements, Public notices, vacancy announcements as well as special government notices in line with its mandate and work plan.

Added to these was the facilitation of several talk shows, press conferences, special interviews and independent media coverage of LRA activities, helping the media, and by larger extension the Liberian public, to understand the working of the LRA and the obligation of the tax-paying public to be compliant.

Knowing the importance of the media in public awareness and information dissemination, the CMPA Section built a vibrant relationship with the media throughout the country, at a level unprecedented of a newly established institution. Partnerships with both the print and broadcast remained solid with about 20 different newspapers publishing articles on the LRA. More radio stations, especially new ones, took interest in the LRA activities. Our press releases were broadcast on about 90% of radio stations across the country.

The CMPA Section worked with Administration and Legal to consummate an advertising service contract with 15 radio stations (6 urban and 9 rural or community radios) and state TV, thereby giving the LRA more than 30 talk show monthly.

By the close of the fiscal year, at least 50 radio stations nationwide were airing LRA information basically press releases and report from news coverage. 15 of them were airing ALL LRA information including tax jingles, dramas, talk shows, call-ins as well as occasional live broadcast.

This strong partnership with the media helped to create a bigger visibility and respected image of the LRA, presenting it as a transparent, industrious, serious, and professional and a relentless tax-collecting entity. More than ever, the LRA is now a household name in the Liberian society, while its media arm is regarded as one of the most organized, responsive and proactive public relations units in the country.

Meanwhile, on March 25, 2018, the CMPA Section Manager left the Country for Johannesburg, South Africa, to participate in the First Media Engagement and Training organized and fully sponsored by the African Tax Administration Forum (ATAF). He was joined by two independent journalists Joaquan M. Sendolo, Senior Staff writer of Daily Observer and Lennart Dodoo, Editor, FrontPage Africa.

Seventy two (72) participants from 21 African countries (including Communications Officers from 20 revenue authorities and 41 news/media agencies) formed part of the unique media engagement. The sole intent was to bridge the gaps between the media and revenue authorities by bringing together both journalists and communication managers from RAs to discuss the challenges they respectively face in the discharge of their duties, the hurdles they encounter with each other, and to agree on a way forward in enhancing relationship.

6.3.3 Summary of Key Communications Achievements

1. Developed and implemented a Communications, Media and Outreach strategy
2. Enhanced internal communication by updating /bulletin boards and production of LRA flash, an internal newsletter.
3. Built a strong media partnership including an active and ever-ready emergency media response team.
4. The CMPA Section facilitated 132 media publications including
 - 44 press releases,
 - 63 Public Service Announcements and Revenue Notices
 - 25 vacancy announcements.
5. Signed and implemented Advertising contracts with 15 major radio stations to enhance dissemination of tax messages through talk shows, dramas and jingles
6. Established professional relationship with at least 50 radio stations across the country, thereby creating more media space for LRA activities; Increased broadcast media coverage to nearly 80% of radio stations in Montserrado County
7. Facilitated more than 346 radio talk shows and Call-Ins on various issues (tax awareness, customs and enforcement) in Monrovia, Bong, Nimba, Grand Gedeh, Sinoe, Grand Bassa, Maryland, Lofa, River Gee, Bomi, Nimba, Margibi and River Cess.
8. The CMPA strengthened internal communication processes for staff to be able to clearly articulate the LRA activities with the public. By this, the CMPA regularly updated all the major bulletins boards with up-to-date information and also produced several internal newsletters known as LRA Flash.
 - 25 different information intended to enhance internal communication were posted on the bulletins including
 - LRA Flash
 - General Information/Announcements
 - Vacancies
 - Internal Memo
 - Newsletters
 - Press Releases.
9. CMPA worked with Real Estate Tax Division and Legal Department, facilitating media coverage and publicity on the enforcement of court orders for closure of at least 7 delinquent businesses that evaded taxes

10. Facilitated mass media coverage/publicity on 10 major events including
 - LRA Taxpayers Appreciation Day
 - ATAF and WATAF events
 - Mobile Money Payment launch
 - International Customs Day
 - MOU with LIBA and AMEU, etc.
11. Established an effective media monitoring mechanism for both print, broadcast and social media.
 - This level of effective media monitoring and reports have enabled the LRA, through the CMPA Section, to effectively and promptly respond to misinformation and erroneous media reports.
12. Produced and distributed (via website and social media three quarterly newsmagazine (Revenue Watch) and 12 monthly newsletters for the purpose of educating the public about the work of the LRA
13. Branded and produced 79 documents/information including
 - Tax information
 - Annual reports
 - Visual materials
 - Award certificates
 - Calendars
 - Greeting cards, among others.
14. Commenced a television program with state TV or LNTV with 24 TV programs produced and broadcast, and 28 internal TV podcast—highlighting development at the LRA and educating taxpayers as well
15. The CMPA did, providing information, education and updates, posted a total of 198 social media contents on
 - Facebook
 - LinkedIn
 - Twitter
 - LRA Website
16. Facilitated three major press conferences at the Ministry of Information



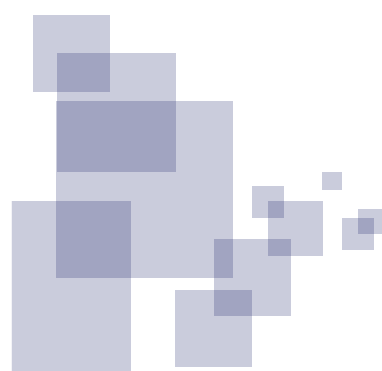
SECTION 7

MONITORING TAX COMPLIANCE



IN THIS SECTION

- 8. Enhancement of Trade Facilitation and Social Protection
 - 8.1.1 Imports
 - 8.1.2 Commercial & Non-Commercial Imports
 - 8.1.3 Imports by Regions
 - 8.1.4 Principal Imports According to Commodities
 - 8.1.5 Import Year on Year Analysis
 - 8.1.6 Imports According to Country of Origin
- 8.2 Exports
 - 8.2.1 Exports According to Principal HS Commodities
- 8.3 Trade Facilitation and Tariff Management
- 8.4 Bonded Warehouses, Transit & Transshipment
- 8.5 Waivers



7.1 Domestic Tax Compliance Monitoring

The core departments of the LRA and is mandated to carryout the following key functions:

1. Control of Taxpayers' Return
2. Service
3. Audit
4. Collection and Enforcement

7.1.1 Control of Taxpayers' Return

Within the LRA Domestic Tax Department resides the Assessment, Analysis and Accounting Section that is responsible to control and validate the lodgement of taxpayers' return regularly. During the course of the fiscal year, the Domestic Tax Department further strengthen the team management of taxpayers' return/profile of the AAA Sections. This was done through the creation and implementation of the Desk Review/Audit programs, redesigning the business processes of the Section, and increasing the level of monitoring and validation of returns being lodged. The objective of this structure and approach is to adequately control and validate taxpayer's lodgement by economic sectors, i.e., manufacturing, merchandising, natural resources, inter alia. It also serves as means of pursuing taxpayers' report and declaration by tax types as per sectors, that will inform authorities of the level of compliance, performance and needed interventions where and if applicable. Additionally, the mechanism was employed to ensure that returns being lodged are adequate, complete and correct.

To date, the Department has embarked on its plan to mitigate the risk associated with incorrect and incomplete tax roll. This plan aims at capturing complete information of taxpayers, thus verifying current information in the Standard Integrated Government Tax Administration System (SIGTAS) and updating information where required. New businesses are also captured and corresponding education and enforcement to ensure full compliance is being implemented.

7.1.2 Services

Taxpayers' service delivery is cardinal to the compliance assurance program of the Department. Delivering effective and efficient services to taxpayers enable them to know their rights and responsibilities. During the year in retrospect, the Department liaised with the Taxpayer Service Division in reviewing taxpayers' returns and the verification of withholding on salaries, rent, and contract on services to ensure calculations were correct and declarations were fair and legal. The Department also conducted series of stakeholders' engagement with Tax Practitioners in ensuring their clients are compliant in accordance with the law. Some of the stakeholders included the mining, agriculture and forestry sectors, the Liberia Institute of Tax Practitioners, the Liberia National Tailor Union, the Petty Traders Association, as well as Ministries, Agencies and Commissions of Government. Additionally, there were several media engagements held with both the print and electronic media on various tax matters including WHT – wages and salaries, rent, Real Property Tax, Personal Income Tax, and Business Income Tax.

7.1.3 Audit

The primary objective of the Department's Audit Program, is to promote voluntary tax compliance. A well- managed audit program plays a pivotal role in ensuring compliance. An effective audit program will have significantly wider impacts than just raising revenue directly from audit activities. In addition to the primary role of the taxpayer audit function as stated above, Auditors are often required to carry out intensive tax education and awareness as a preventive and corrective measure. The strategy is to improve tax payers' compliance, and mitigate the level of enterprise and industrial risks.

7.1.4 Collection and Enforcement

The Department's tax debt management program is also structured into teams, i.e., economic sectors, and tax debt collection is being executed per zones. That is, enforcement officers are deployed in and around the environs of Monrovia into the administrative demarcations of the City. During FY 16/17, the Department ensured compliance through robust enforcement, collaboration, information dissemination between sections, divisions and departments, and assessing and collaborating with other government agencies and line Ministries.

7.1.5 Large Tax Division

The Large Taxpayers’ Division is one of the three divisions within the Domestic Tax Department and manages the compliance of taxpayers whose annual turnover is LRD 30M and above or those in the Banking, Finance, Insurance and Telecommunication sectors. It is a Public Service Division charged with domestic administration of all large taxpayers. Currently there are 544 Active Tax Payers of which 58% are corporations with 34% in the wholesale and retail businesses, while the Public Administration sector has 20%. There are currently 50 employees reporting under three managers and an assistant commissioner.

There were 2,136 tax payers identified as large tax payer prior to the commencement of the data cleansing project. This project correctly placed tax payers in the appropriate division or unit based on their activity. As a consequence, 978 were correctly identified as large tax payers including Natural Resource Tax Section (NRTS) large tax payers and inclusive of active and inactive taxpayers. Currently, the data cleansing team is carrying out the project into phases. The team has earmarked the suspension of tax accounts and enterprises identified as inactive during the month of April, 2018. When the inactive number is subtracted, both the NRTS and the Large Tax Division have a total tax roll of Seven hundred and twelve taxpayers (712) as the tentative and active tax roll. Of this number, NRTS has a total of One-Hundred Sixty Eight (168) while the Large Tax Division has a total of Five-Hundred and Forty Four (544) active taxpayers.

The current make- up of the Five-Hundred and Forty Four (544) active taxpayers within the Domain of the LTD during the period under review constituted 34 percent or 183 of Wholesale & Retailing Sector, 20 percent or 106 of Public Administration Sector (GOL) (public corporations, ministries and government agencies that do not qualify for CIT payment), 10 percent or 55 from Construction sector, 10 percent or 52 from Finance & Insurance sectors, and 6 percent or 35 from Manufacturing sector. As it relates to the business type, the Large Taxpayers Tax Roll for the period under review has 63 percent or 341 Corporations on the active tax roll; 5 percent or 26 Partnerships; 6 percent or 32 Sole Proprietorships; and 3 percent or 16 Trust.

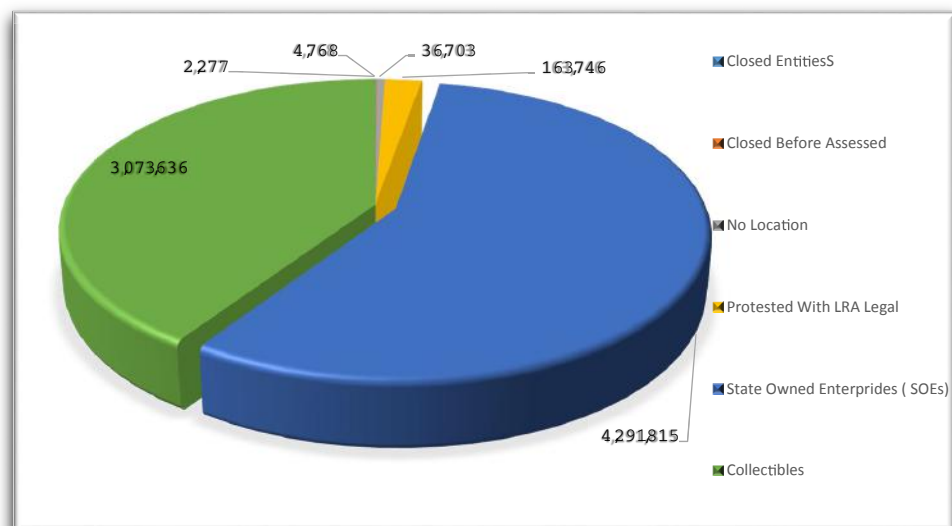
During the fiscal period July 2017-June 2018, the Large Taxpayers’ Division received a total of Six Hundred & Thirteen (613) tax clearance requests. Six Hundred & Ten (610) were processed and issued representing 99.51% of the total tax clearance requests for the period. The three denied were due to compliance issues involving outstanding tax liabilities, expiration of business registration and non-filing of annual return respectively.

7.1.5.1 Control of Returns

Assessment, Accounting, Analysis and Assessment (AAA)

The chart below shows that AAA raised a total of Nine Hundred and Fifty Nine (955) bills to delinquent tax payers resulting in US\$ 7,572,945.45 assessment during the month, which includes penalty and interest charges. The principal tax constituted 89.33% while the penalty and interest charges constituted 10.67%.

-Assessment raised from AAA Section for the FY 2017/2018 is US\$7,572,945.95 the chart below give the breakdown of the status.



The table below provides the details to the LTD AAA assessments for fiscal period 2017/2018.

Table 14 FY17/18 LTD-AAA Assessments

LTD/AAA Assessments 2017/2018	US\$
Closed Entities	2,277
Closed Before Assessed	4,768
No Location	36,703
Protested with LRA Legal	163,746
State Owned Enterprises (SOEs)	4,291,815
Collectibles	3,073,636
Total Assessments by LTD/AAA	7,572,946

To ensure the timely payments and filings of due and payable taxes for the fiscal period July 2017-June 2018, the AAA section of the Large Tax Division took some proactive measures. These measures include reminder phone calls to all active taxpayers, reminder emails which included an update of exchange rates and also collaborated with the Banking Services Center of the Taxpayers' Services Division to make follow-up calls to taxpayers who have paid their taxes via the direct transfer but didn't filed the requisite tax returns for the period.

7.1.6 Medium, Small & Micro Tax Division

The Medium Tax Division (MTD) is the arm of the Department of Revenue responsible for ensuring the compliance of taxpayers in the medium category. The Division currently consists of three sections: Accounting, Assessment & Analysis Section, Audit Section, and Enforcement Section. Prior to it being operational in November 2017, this division was part of the Medium, Small, Micro Tax Division which administered revenue over Medium, Small and Micro Taxpayers.

Accounting, Assessment & Analysis Section:

The AAA Section consist of a total of 17 staff including the Manager. The Section manages a tax roll of approximately 10,000 taxpayers. This means that, on the average, the staff to taxpayer ratio is 1:588. This is very high and a key challenge in the monitoring process.

Following the completion of phase 1 of the Data Cleaning Project, 5,000 taxpayers have been identified as inactive. The team is currently working with Enforcement Section to validate these taxpayers for possible suspension in the system.

Estimated bills was produced for 1,820 taxpayers from our desk review process of which total assessment on 1428 taxpayers forwarded to Enforcement were delivered to taxpayers amounted to US\$1,621,950.94. Collection on the estimated assessments for the fiscal period amounted to US\$927,914.

Filing ratio remains difficult to calculate accurately. Payments in the TAS show that 2,160 taxpayers filed with respect to the major tax kinds. This does not include payments made by other taxpayers in medium categories on customs duties, real estate tax or other fees. Given the estimated

Tax Clearance: The total number of tax clearance processed during the year was 2,832. As at the end of the fiscal year, 32 tax clearances were outstanding.

7.1.6.1 Audit Section

For the fiscal year 2017 – 2018 the Section completed a total of 186 case representing 474 tax years. Statistics are shown below in Table 15.

Table 15: Audit Program Summary FY2017-18

Assessment					
Period	No. of Cases	Tax Years	AGG_USD	FX	
17-Jul-18	22	76	192,979	112.03	
17-Aug-18	-	-	-	114.28	
17-Sept-18	22	91	273,168	116.43	
17-Oct-18	22	26	82,301	117.8	
17-Nov-18	7	13	38,321	121.76	
17-Dec-18	29	60	210,537	125.16	
18-Jan-18	11	32	132,370	125.71	
18-Feb-18	16	36	151,479	125.62	
18-Mar-18	7	15	110,920	130.79	
18-Apr-18	11	28	109,575	131.29	
18-May-18	3	9	11,283	135.02	
18-Jun-18	36	88	305,518	140.26	
Total	186	474	1,618,451.48	124.7	

Carry Forward			79
	Original	Updated	
Audit Cases brought Forward	138	138	
Cases added in 2017/18	72	124	
Total Cases for Audit	210	262	

During the period under review, some taxpayers reported losses on the annual tax returns filed. However, the audit revealed that some of these losses were not factual and as such were overturned.

For the fiscal year the total loss of US\$3,922,879.62 was overturned from audit engagements completed. See Table 16.

Table 16: Losses Overturned

Loss Overturned					
No.	Period	USD	LD	Agg	FX
1.	17-Jul-17	-213,968	-	-213,968	112.03
2.	17-Aug-17	-154,850	-	-154,850	114.28
3.	17-Sept-17	-185,588	-	-185,588	116.43
4.	17-Oct-17	-	-	-	117.8
5.	17-Nov-17	-162,184	-	-162,184	121.76
6.	17-Dec-17	-390,412	-632,297	-395,464	125.16

7.	18-Jan-18	-8,913		-8,913	125.71
8.	18-Feb-18	-442,670		-442,670	125.62
9.	18-Mar-18	-137,876		-137,876	130.79
10.	18-April-18	-29,850		-29,850	131.29
11.	18-May-18	-17,602		-17,602	135.02
12.	18-June-18	-2,387,883		-2,387,883	140.26

7.1.6.2 Enforcement Section

The Enforcement Section commenced the proactive awareness campaign for taxpayers, delivering advance tax/presumptive tax return forms to taxpayers before the due date to serve as a reminder for filing and payment of taxes. This however was halted due to lack of adequate logistics.

The implementation of the KoboCollect Tool in its Blockmapping program was also significantly halted because Senior Management has only provided five (5) tablets for both the medium and small category, which was also shared between the two units after the restructuring. Vehicle and fuel for movement of the teams was also not adequately provided to achieve the Blockmapping operations.

On the general level, the unreconciled total number of assessments received and forwarded to taxpayers in the medium category during the fiscal year was 1,670 with estimated value of US\$ 3.374M. Collection on these bills amounted to US\$ 1.478M.

7.2 Litigation & Debt Management

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.

In FY 2017/2018, the 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.

During the period under review, the Department rendered the following services in Litigation, Protest and Objection and others as per the Matrix below:



Table 17 Summary of Legal Cases

No	Case description	No. of cases	Outstanding cases	Number of cases closed or completed
1	Criminal cases	4	2	
2	Civil Tax – Revenue Cases	3	3	
3	Other Civil Cases (SC- 10) and Retirees	2	2	
4	Civil (Labor Employee Related Cases)	30	9	
5	Protest & Objection	29	7	
6	BOTA– Administrative Revenue Related Cases	12	8	

7.2.1 Debt Management/Debt Collection Unit

Since the Establishment of the Debt Management Division within the LRA, the below matrix are the only debt cases that have been forwarded to the division from the large tax division while the Real Estate tax division just submitted a total debt of \$311,980.10.

Table 18 Debt Analysis from Large Tax Division

DEBT ANALYSIS LARGE TAX DIVISION	
TOTAL TAX DUE WITHOUT PENALTY & INTEREST	16,405,461.76
Minus Debt to be Paid	13,519,395.58
Balance outstanding	2,886,066.18
Amount paid	1,586,311.47
Balance outstanding	1,299,754.71
Amount on appeal	831,367.55
Actual for Court Action	468,387.16



	Number of cases won	Number of cases lost	Reasons for cases lost	Comment
0	1	1	Verdict of mistrial	1 case won. Final sentencing given, appeal taken by defendant to Supreme Court.
0	2	0	0	2 cases (LoneStar vs. LRA) on Bill of Information at Supreme Court, and (LRA vs Srimex Gulf Trading).
0	0	0		Upon mandate from Supreme Court, SC-10 was returned to Status quo ante. Retirees' case is still outstanding at Labor Court.
N/A	11	10	Lack of Due process	Included in number of cases won are 10 cases that were closed on abandonment.
22	N/A	N/A	N/A	The Cases involved protests against audit assessment, Refund from Customs duties and others.
4	1	3		3 cases (West Africa Diamonds, MNG Gold and Jallows Asandam Trading Corporation vs. LRA) were ruled against LRA. The three cases are on appeal with the tax court.



7.3 Customs Compliance Monitoring

The Compliance and Enforcement Division, within the Customs Department, consists of Post Clearance Audit (PCA), Anti-Smuggling, Risk Management and Collection Enforcement units. The activities of PCA, Anti-Smuggling and Collection Enforcement are summarized in Tables 19.0.

Table 19 Compliance and Enforcement Activities

Source	No Of Cases.	Receivable	Paid	Balance
USD				
PCA Audit	41	207,277	192,869	14,407
ASIU	46	31,190	24,503	6,687
Total	87	238,466	217,372	21,094
LRD				
PCA Audit	41	800,000	800,000	-
ASIU	46	650,000	450,000	200,000
Total	87	1,450,000	1,250,000	200,000

Source: CCEU Report

Tables 19 above clearly show the debt-to-collection ratios for both USD and LRD transaction was 91 percent and 86 percent respectively. The calculation is based on unprotected bills and not the total bills issued by the Collection Enforcement Section. Protested bills are still under-going legal considerations with the protest and appeals unit in the Legal Department. There are 11 protested bill for the period amounting to US\$124.48K and LR\$700.00K respectively.

7.3.1 PCA Activities & Analysis of Infractions

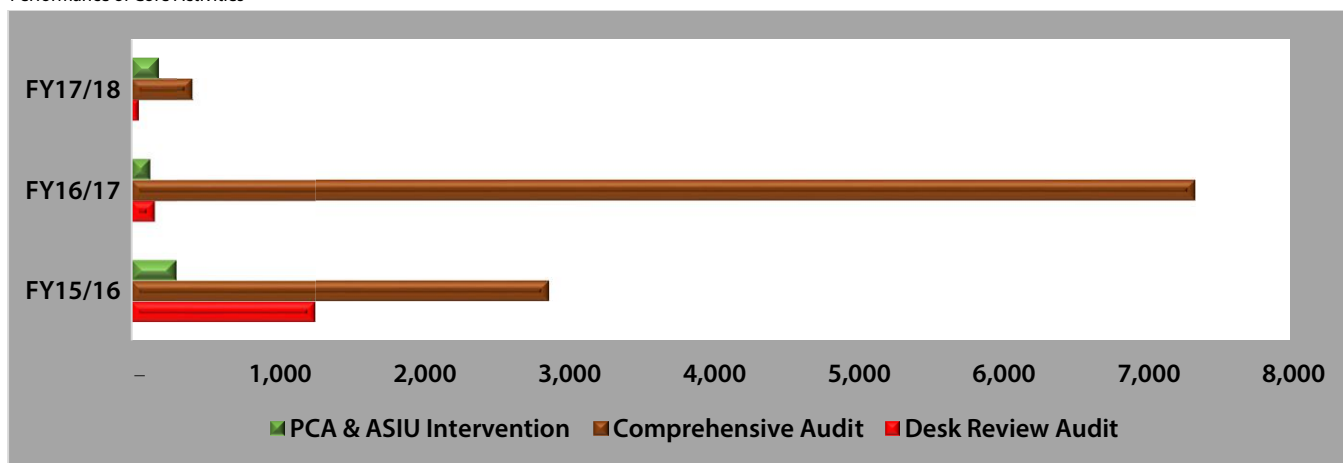
During the period, three hundred eighteen (318) bills were raised comprising of comprehensive audit assessment or full audits which accounted for 64 percent, desk review/system review accounted for 8 percent whilst PCA and Anti-Smuggling intervention (Excess & Undeclared) accounted for 28 percent contribution respectively. Please see below table and graph for summary.

Table: 20 Performances of Core Activities

Description	FY15/16	% Contri.	FY16/17	% Contri.	FY17/18	% Contri.
Desk Review Audit	1,268	28%	162	2%	52	8%
Comprehensive Audit	2,881	65%	7,346	96%	424	64%
ASIU & PCA Intervention	304	7%	129	2%	188	28%
Total	4,453	100%	7,637	100%	664	100%

Source: PCA Report

Performance of Core Activities



For the period under review, comprehensive audit in both USD and LRD accounted for 71 and 9 percent respectively; follow by PCA and Anti-Smuggling intervention with a share of 21 and 88 percent. It is important to note that both comprehensive and desk review amounted to 50 audits while Clean Audit Reports amounted to 9 audits. This means that there were 59 audits conducted for the period with a hit rate of 89 percent and all of the bills regarding audits jointly yield four hundred sixty-six thousand five hundred fifty-five United States dollars and twenty-nine cents and one million four hundred thousand Liberian Dollars. The dollar value mentioned above is derived by adding desk review and comprehensive audits in the first two rolls in Table 21 below with its corresponding number of bills completed, revenue bill raised and percent of bill raised. Please see below table for details.

Table 21: Performance of Core Activities

Audit Type	Completed Bill	Revenue Bill Raised	% Bill Raised
USD			
Desk Review Audit	6	49,617.97	6%
Comprehensive Audits	44	416,937.32	54%
PCA & ASIU Intervention	53	122,374.46	16%
Auction	215	183,009.63	24%
Total	318	771,939.38	100%
LRD			
Desk Review Audit	6	400,000.00	4%
Comprehensive Audits	44	1,000,000.00	9%
PCA & ASIU Intervention	53	10,000,000.00	88%
Auction	215	0.00	0%
Total	318	11,400,000.00	100%

Source: PCA Report

A review of data on the collection of PCA bill raised revealed an increase in Liberian Dollar payment for PCA bill. It was observed that for FY17/18 revenue collected from bills amounted to two hundred three thousand six hundred ninety-two United States Dollars whilst Liberian Dollar collection amounted to thirty-five million nine hundred five thousand two hundred sixty. It is important to note that outstanding collection from previous fiscal periods could be inclusive. Please see below table.

Table 22.0: PCA Bill Raised

Description	USD	% USD	LRD	% LRD
FY 2014/2015	1,055,671	37%	21,762,751	20%
FY 2015/2016	1,287,955	46%	25,715,315	24%
FY 2016/2017	270,157	10%	24,802,094	23%
FY 2017/2018	203,692	7%	35,905,260	33%
Total	2,817,474	100%	108,185,420	100%

Source: PCA Report

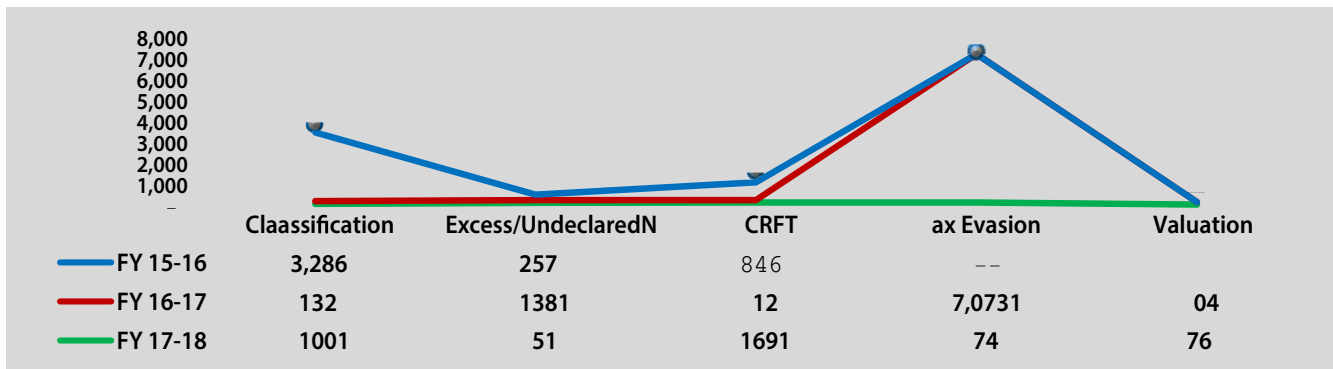
Infractions in terms of value were noted in the following major categories classification, excess & undeclared, tax evasion, non-clean report of findings (NCRF), and valuation. Tax Evasion accounted for the highest infraction in terms of revenue during the period. Comparatively, in FY16/17, tax evasion infraction in terms of value was the highest which was attributed to the APM Terminals/United Commodities Inc. investigative audits. The below table and graph show comparison and trend of the major infractions in terms value/revenue. Table 23 and Figure below present the details.

Table 23: Analysis of Infractions

Description	FY15/16	FY16/17	FY17/18
Classification	3,286.01	132.07	99.76
Excess/Undeclared	256.92	138.47	150.97
NCRF	846.02	111.55	169.02
Tax Evasion	-	7,072.55	173.84
Valuation	-	104.27	76.39
Total	4,388.95	7,558.91	669.98

Source: PCA Report

Analysis of Infractions



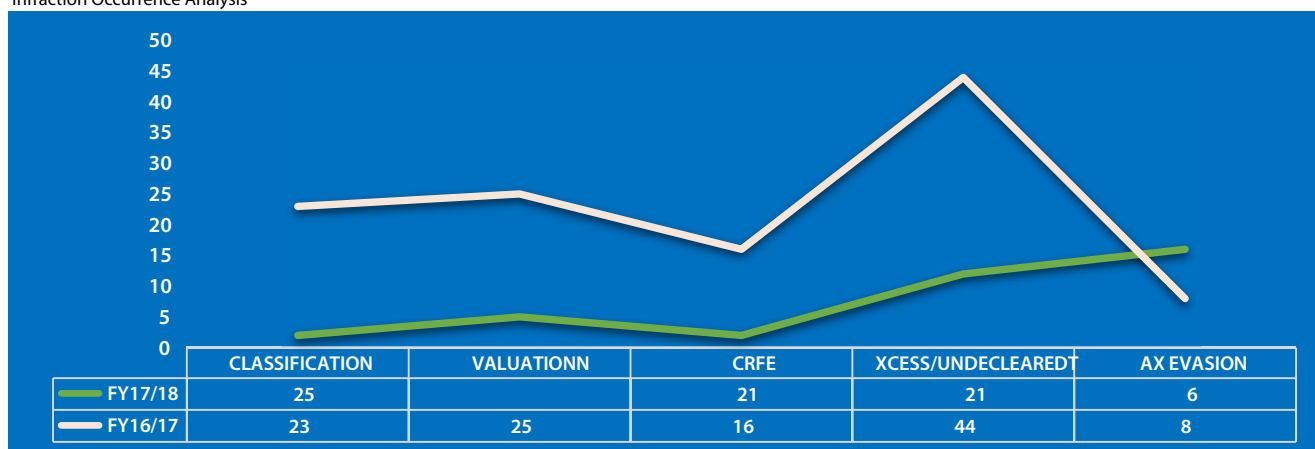
In terms of count of infraction, in FY16/17 there was an increase in infraction for valuation and classification whilst FY17/18 shows a shift to tax evasion. This might be an indication that the compliance intervention initiated in the area of valuation and classification is improving. This improvement can also be attributed to constant compliance education provided during the conduct of Post Clearance Audits and the Current Brokers Training and certification. However, compliance programs geared towards minimizing tax evasion requires the attention of the compliance unit of Customs while maintaining the gains made in other areas. In terms of count per infraction for the period, it was revealed that the infractions were distributed as follows:

Table 24.0: Infraction Occurrence Analysis

Description	FY17/18	FY16/17
Classification	2	23
Valuation	5	25
NCRF	2	16
Excess/Undeclared	12	44
Tax Evasion	16	8
Total Infraction	37	116

Source: PCA Report

Infraction Occurrence Analysis



7.3.2 Customs Risk Management Section

Table 25.0 shows the selection of all declaration at the Freeport CBO in FY17/18 in various customs regimes and procedures. Import for home consumption accounts for 96 percent of all declarations made to Customs and 83 percent of total value of trade at the Freeport CBO. The Lane Selections which are in RED, Yellow, Green and Blue is a measure of customs interventions and extent thereof. The average RED Lane Selection remain the same at 32 percent compare to last fiscal year. Blue lane selection improved slightly for the year from 19 percent to 21 percent. See table 25, 26 and Figure 9 below for details.

Table 25.0: Selectivity Analysis

Type	No. of Decl.	Red	Yellow	Green	Blue	CIF	Duties
COM 1	8	-	6	-	-	944,444	4,200
COM 4	106	11	66	-	17	11,702,779	947,975
EX 1	367	-	99	8	3	132,240,237	694,256
EX 2	2	-	-	-	-	28,845	-
EX 3	146	-	46	3	1	41,417,689	6,300
IM 4	2,532	112	988	1	637	229,802,685	5,271,398
IM 5	45	-	7	-	2	536,870	-
IM 7	4	-	-	-	-	36,906	-
IM 8	36	2	29	-	5	4,015,207	100,491
PSI 4	15,051	5,124	6,997	1	2,950	673,748,997	130,891,118
PSI 7	99	28	4	-	1	11,058,932	-
SRI 4	12	-	-	-	3	2,899,090	492
Total	18,408	5,277	8,242	13	3,619	1,108,432,681	137,916,232

Source: ASYCUDA

Table 26: Lane Distribution Analysis

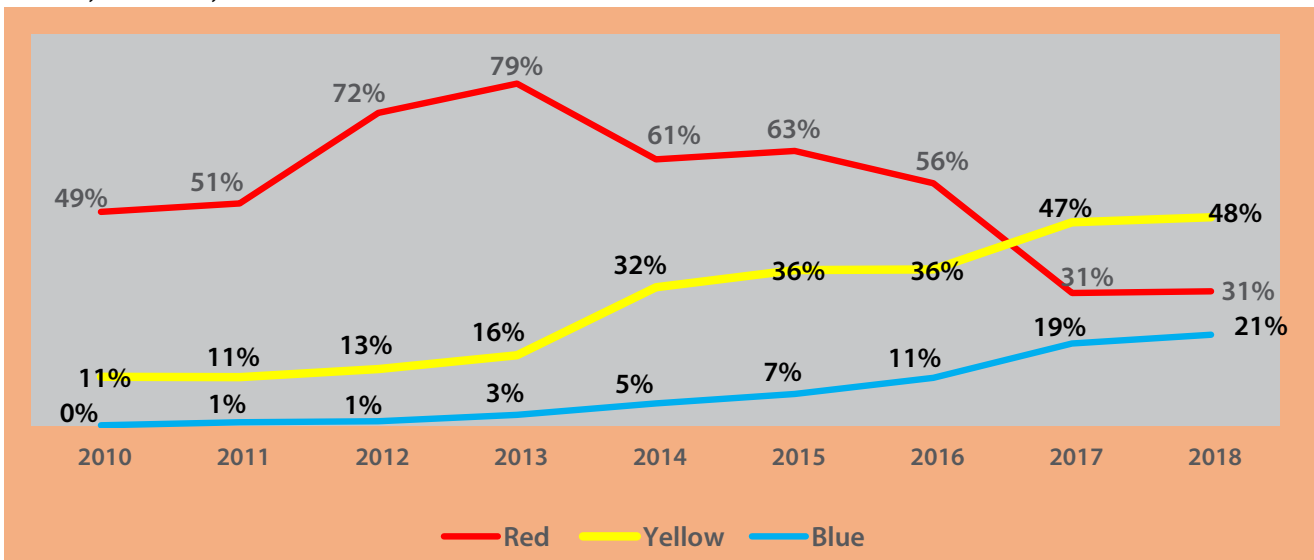
Description	Red	Yellow	Green	Blue	Total
No. of Declaration	5,247	8,051	2	3,604	16,904
Percentage	31%	48%	0%	21%	100%

Source: ASYCUDA

7.3.2.1 Selectivity Trend Analysis

Figure shows the behavior of selections in the various lanes for the past eight (8) years. The Yellow and Blue lanes continue to increase as the RED lane decreases. The average level of intervention remains high at 32 percent especially when compare to the HIT rate which remains below 2 percent. This suggests the need to further reduce Customs inspection intervention by introducing intelligence-based targeting. The process to strengthen our intelligent targeting is well on the on the way as indicated by initial results from lookouts and Alerts sent out during the last quarter of FY 17/18.

Trend Analysis of Selectivity



7.3.2.2 Blue Lane Selection and Compliant Trader Program Participants

Customs risk management work focuses on evaluating the efficiency of the ASYCUDA selectivity relative to the way criteria and parameter are set. The evaluation for this fiscal year focused on the BLUE Lane Selection for the period April to July 2018. A total of two hundred fifty-two (252) declarations selected Blue. Analysis of these declarations revealed that only thirty (30) which represents 12 percent of declarations were made by traders on the Compliant Traders Program (CTP), indicating that too many other declarations or none CTPs are going Blue, which is immediate release for Post Clearance Audit (PCA). However, the CTP participants account for 64% of the revenue collected on Blue declarations for the period reviewed. This result indicates that only 3% of declarations selected Blue are CTP participants, suggesting the need to revisit the selectivity parameter for Blue and Green Lanes as recommended in the June 2018 Customs Risk Management Committee Meeting. Please see summary table below for details.

Compliant Trader Program Status Update

Table 27: Summary of Blue Lane Analysis

Items	Total Assessed	Total Taxes	%	Blue Lane	Green Lane
Non CTP Companies	222	3,001,853.75	36%	0	
CTP Companies	30	5,342,635.68	64%	16% (64% of 25 National Parameters)	9% (36% of 25 National Parameters)
Total	252	8,344,489.43	100	16	9

Note: Current Parameter for Blue is 25 percent, (12% X 25%) = (3%). This means that only 3 percent of declarations selected Blue are made by CTPs instead of 25 percent set in the parameter. Therefore, it is prudent that the Blue Lane criterion for CTPs be restricted to only members of the program, while adjusting the Green Parameter at 20 percent.

SECTION 8

ENHANCEMENT OF TRADE FACILITATION AND SOCIAL PROTECTION

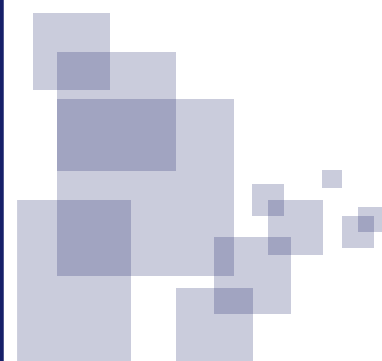


Customs Contr



IN THIS SECTION

- 8. Enhancement of Trade Facilitation and Social Protection
 - 8.1.1 Imports
 - 8.1.2 Commercial & Non-Commercial Imports
 - 8.1.3 Imports by Regions
 - 8.1.4 Principal Imports According to Commodities
 - 8.1.5 Import Year on Year Analysis
 - 8.1.6 Imports According to Country of Origin
- 8.2 Exports
 - 8.2.1 Exports According to Principal HS Commodities
- 8.3 Trade Facilitation and Tariff Management
- 8.4 Bonded Warehouses, Transit & Transshipment
- 8.5 Waivers



8.1 Trade Analysis

8.1.1 Imports

The information in this section comprises data extracted from ASYCUDA and is detailed according to the customs procedure regimes. Total imports for the period was valued at US\$1.38B, of which Commercial import accounted for US\$570.25M or 41 percent while non- commercial import accounted for US\$808.58M or 59 percent. Direct imports constituted 84 percent of the total imports while imports under suspense regime accounted for 16 percent. Almost 70 percent of the total Imports from third (countries other than ECOWAS) for the fiscal period were cleared under the Pre-shipment Inspection (51%) and Destination Inspection (18%) regimes. Details are provided in Table below .

Table 28: Total Imports According to Customs Procedures (Thousands of US Dollars)

Indicator	CPC Description	Com	Non-Com	Total	%
Normal		359,032	798,353	1,157,385	84%
	Pre-shipment Inspection Outside ECOWAS (PSI)	347,001	358,634	705,635	51%
	Imports for Direct Home Consumption	347,001	347,719	694,720	50%
	Imports for Bonded Warehouse	-	10,915	10,915	1%
	Destination Inspection outside of ECOWAS (IM)	6,728	233,697	240,425	17%
	Imports for Direct Home Consumption	6,728	230,298	237,026	17%
	Transit & Transshipment	-	2,791	2,791	0%
	Temporary Imports	-	533	533	0%
	Imports for Bonded Warehouse	-	74	74	0%
	Destination Inspection within ECOWAS (COM)	4,886	193,592	198,478	14%
	Imports for Bonded Warehouse	-	188,142	188,142	14%
	Imports for Direct Home Consumption	4,886	5,450	10,337	1%
	Special Release Outside of ECOWAS (SRI)	0	12,390	12,390	1%
	Imports for Direct Home Consumption	0	12,390	12,390	1%
	Simplified Declaration Outside the ECOWAS (SDI)	416	1	416	0%
	Imports for Direct Home Consumption	416	1	416	0%
	Special Release within ECOWAS (SRC)	-	21	21	0%
	Imports for Direct Home Consumption	-	21	21	0%
	Simplified Declaration within the ECOWAS (SDC)	-	10	10	0%
	Imports for Direct Home Consumption	-	10	10	0%
	Destination Inspection outside of ECOWAS (IM)	-	9	9	0%
	Imports for Direct Home Consumption	-	9	9	0%
Bonded		211,213	10,223	221,436	16%
	Destination Inspection within ECOWAS (COM)	206,574	3,316	209,890	15%
	Imports for Bonded Warehouse	206,574	3,316	209,890	15%
	Destination Inspection outside of ECOWAS (IM)	4,639	6,907	11,546	1%
	Imports for Direct Home Consumption	4,639	6,907	11,546	1%
Total		570,245	808,576	1,378,821	100%

8.1.2 Commercial & Non-Commercial Imports

The table below disaggregates importation into commercial and non-commercial imports under the permanent import and bonded warehouse or suspense regimes and presents a comparative analysis between two fiscal periods. Comparatively, total import experienced an aggregate 8 percent increase from FY 16/17 to FY 17/18. The relatively high volume of import was as a result of massive increases in importation by major importers during the fiscal year under review. An analysis of fifty (50) importers which appears in appendix A1 at the end of this report shows that almost 65 percent of them increased their import volume by over 7000 percent on the average. Normal imports or imports for direct home consumption experienced an average 6 percent growth from FY 16/17; while importation under the suspense regime grew by 23 percent. However, from taxable and non-taxable import perspectives, non-taxable imports experienced a 17 percent increase under the permanent import regime; but a 19 percent decline under the suspense regime. Taxable imports took the opposite trend with a 13 percent decline under the permanent import regime and 27 percent upsurge under the suspense regime.

Table 29: Total Imports into Permanent and Bonded Regimes (Thousands of US Dollars)

Description	FY 16/17	FY 17/18	%
Normal Imports	1,092,203	1,157,385	6%
Non-Com	680,577	798,353	17%
Com	411,625	359,032	-13%
Bonded Imports	179,314	221,436	23%
Com	166,728	211,213	27%
Non-Com	12,585	10,223	-19%
Total Imports	1,271,516	1,378,821	8%

Source: ASYCUDA

8.1.3 Imports by Regions

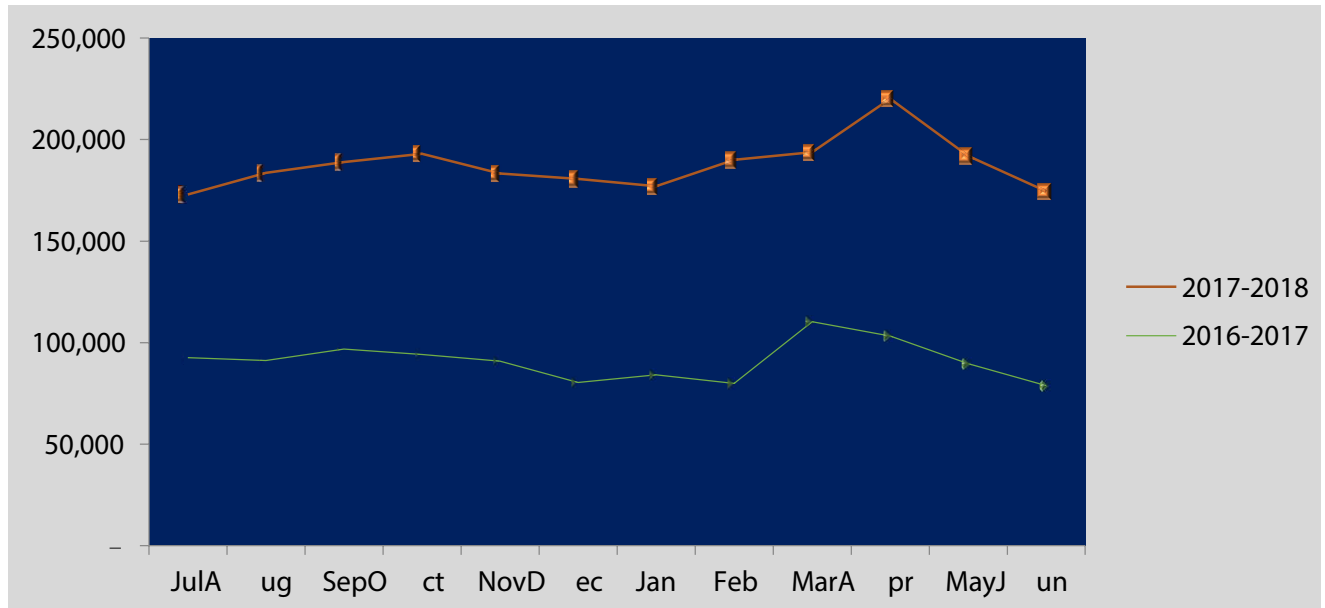
A comparative analysis of imports from different regions of the World for FYs 16/17 and 17/18 shows that spending on imports from Africa grew by an aggregate 19 percent from US\$202.63M to US\$240.60M. ECOWAS' imports alone saw a 23 percent jump from US\$174.04M to US\$213.94M. The growth in imports from Africa, particularly the ECOWAS countries can be ascribed to the full bloom implementation of the ETLs which waives duties and certain taxes on products originating from the ECOWAS Region. Asia which remains Liberia's first major import origin grew by 9 percent from US\$542.46M to US\$592.50M. Table 29 presents summary analysis of import according to regions; while a comparative trend analysis of importation for FY 16/17 and FY 17/18 is presented in figure below. Even though imports in FY 16/17 fell below FY 17/18, the graphs in Figure 1.0 portray a somewhat uniformed behavior with importation peaking in March and taking a nose dive towards June. Chart 2.0 on the other hand compares the behavior of imports from commercial and non-commercial perspectives for FY 17/18. Commercial imports remain far below non-commercial imports; however, both commercial and non-commercial import volume show similar trend; peaking in May and taking a dip afterwards.

Table 29: Total Imports According to Regions (Thousands of US Dollars)

Region	FY 16/17	FY 17/18	%
Asia	542,456	592,498	9%
Europe	206,773	207,681	0%
Africa	202,632	240,596	19%
ECOWAS	174,035	213,936	23%
ROA	28,597	26,661	-7%
Americas	133,985	113,690	-15%
Oceania	6,353	2,919	-54%
High Sea	4	-	-100%
Total	1,092,203	1,157,385	6%

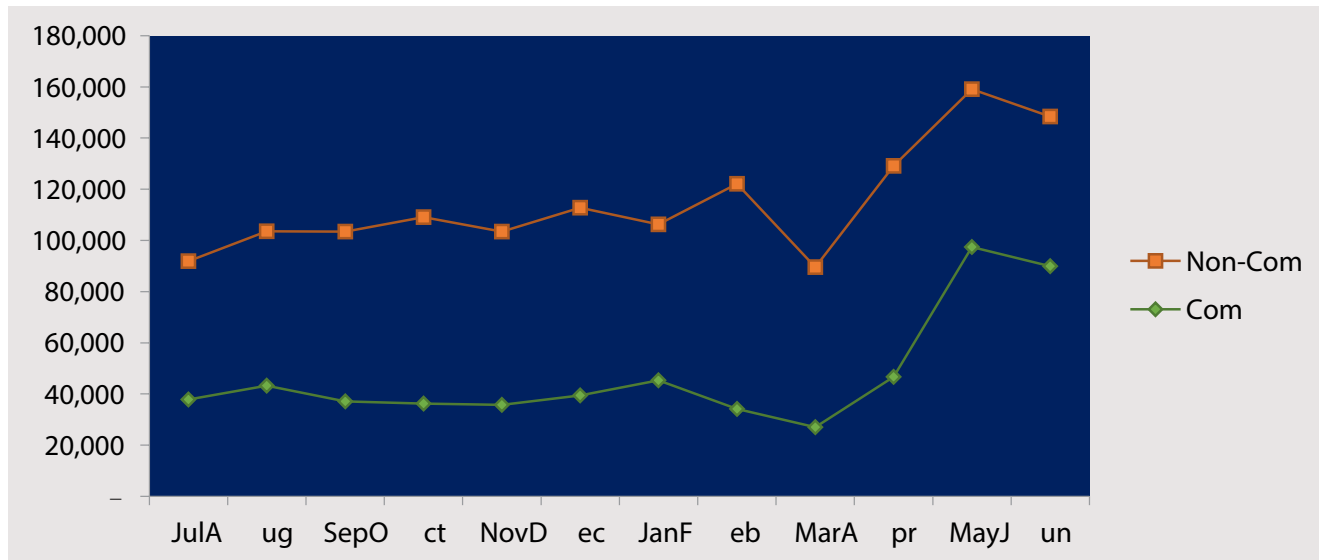
Source: ASYCUDA

Import Trend Comparative Analysis—FY 16/17 & 17/18



Source: ASYCUDA

Import Trend Comparative Analysis—Commercial & Non-commercial FY 17/18



Source: ASYCUDA

8.1.4 Principal Imports According to Commodities

This section summarizes the principal imports for the fiscal period according to HS sections, chapters and commodities groupings. Commercial imports constituted 31 percent of the total import, while Non-commercial imports accounted for 69 percent. Major commercial imports accounted for 72 percent of total commercial imports while other imports from the rest of the HS commodity groupings in the commercial import category accounted for 28%. From Non-commercial imports' angle, major imports accounts for 96 percent while other imports account for just 4 percent. Commodities in the Machinery/Electrical Category topped commercial imports with 17 percent. The Transportation Group followed the Machinery/Electrical Group, accounting for 9 percent of the total commercial import. The Meat/Meat Offal, Chemicals & Allied Industries and Textiles Groups are tied with 7 percent each. Table 30 contains detailed summary of commodities falling in the major HS commodity groupings along with their percentage contribution.

Table 30: Principal Imports According to Commodities (Thousands of US Dollars)

HS Sec/Chapter	HS Commodities Description	CIF Value (\$)	Share (%)
Commercial Imports—FY 17/18			31%
XVI (84-85)	Mach/Electrical (Dozer, gen, phones, TVs, batteries, etc.)	59,844	17%
XVII (86-89)	Transportation (New & used vehicles & motor & tricycles)	32,170	9%
I (1-5)	Meat/Meat Offal (Frozen meat, chicken, pork, buffalo, etc.)	26,127	7%
VI (28-38)	Chemicals & Allied Industries (Mosquito coil, toothpaste, soap, etc.)	24,980	7%
XI (50-63)	Textiles (Mixed used clothing, refugee bags & fishing nets)	24,743	7%
XV (72-83)	Metals (Seamless pipes, steel bars, wire nails, etc.)	22,300	6%
V (25-27)	Min. Products (Cement, engine oil & other lubricants)	20,110	6%
IV (16-24)	Misc. Edible Prep. (Mayonnaise, cooking cube, seasoning, etc.)	17,231	5%
IV (16-24)	Prepared Cereals, Flour... (Milk, wheat, Ovaltine, cereal, etc.)	15,710	4%
I (1-5)	Fish/Crust/Molluscs.... (Frozen mixed African fish, etc.)	13,654	4%
Major Imports		256,867	72%
Others		102,165	28%
Total		359,032	100%
Non-Commercial Imports—FY 17/18			69%
V (25-27)	Mineral Products (PMS, AGO, Cement clinker, lime stone, etc.)	210,177	26%
II (6-14)	Vegetable Products (Rice, others)	174,319	22%
XVI (84-85)	Machinery/Electrical (Eng. Mats, new/used gen, cables, etc.)	112,711	14%
XVII (86-89)	Transportation (New & used vehicles, motor/tri cycles, etc.)	67,902	9%
VI (28-38)	Chemical/Allied Industries (Medical sup, vaccines, pharm product fertilizer, etc.)	66,561	8%
XV (72-83)	Metals (Steel structures)	50,365	6%
VII (39-40)	Plastics/Rubbers (Processed rubber, tires, polyethylene, etc.)	38,235	5%
III (15)	Animal or Veg. Fats & Oil (Palmolein/vegetable cooking oil)	16,069	2%
XVIII (90-92)	Optical/photographic ;(Med imaging equip, X-ray reader, etc.)	14,492	2%
XI (50-63)	Textiles (Mosquito nets, empty cement bags, etc.)	12,293	2%
Major Imports		763,124	96%
Others		35,229	4%
Total		798,353	100%
Grand Total		1,157,385	100%

Source: ASYCUDA

8.1.5 Import Year on Year Analysis

Table 31 presents a summary comparative analysis of importation between FY 16/17 and FY 17/18. Taxable imports experienced a net 13 percent fall, while Non-Taxable imports grew by 17 percent on aggregate. Commodities in the Transportation, Machinery/Electrical and Meat/Meat Offal categories led the decline in commercial trade; experiencing 21, 12 and 11 percent fall respectively. The 18 percent increase in the importation of commodities in the Mineral Product category was not sufficient to offset the 13 percent aggregate fall in commercial import for the reporting period. On the Non-commercial side, commodities in the Transportation, Mineral Products and Plastic/Rubber categories led the increase with 92, 32 and 17 percent respectively.

Table 31: Principal Imports According to Commodities (Thousands of US Dollars)

HS Sec/Chapter	HS Commodities Description	FY 16/17	FY 17/18	%
Taxable Imports				
XVI (84-85)	Mach/Electrical (Dozer, gen, phones, TVs, batteries, etc.)	67,990	59,844	-12%
XVII (86-89)	Transportation (New & used vehicles & motor & tricycles)	40,964	32,170	-21%
I (1-5)	Meat/Meat Offal (Frozen meat, chicken, pork, buffalo, etc.)	29,479	26,127	-11%
XI (50-63)	Textiles (Mixed used clothing, refugee bags & fishing nets)	27,220	24,743	-9%
VI (28-38)	Chemicals & Allied Industries (Mosquito coil, toothpaste, soap, etc.)	25,444	24,980	-2%
XV (72-83)	Metals (Seamless pipes, steel bars, wire nails, etc.)	23,668	22,300	-6%
V (25-27)	Min. Products (Cement, engine oil & other lubricants)	17,050	20,110	18%
Major Imports		231,814	210,273	-9%
Other Imports		179,811	148,759	-17%
Total Imports		411,625	359,032	-13%
Non-Taxable Imports				
V (25-27)	Mineral Products (PMS, AGO, Cement clinker, lime stone, etc.)	159,175	210,177	32%
II (6-14)	Vegetable Products (Rice, others)	176,576	174,319	-1%
XVI (84-85)	Machinery/Electrical (Eng. Mats, new/used gen, cables, etc.)	98,334	112,711	15%
VI (28-38)	Chem/Allied Indus. (Medical sup, vaccines, pharm product, fertilizer, etc.)	60,568	66,561	10%
XVII (86-89)	Transportation (New & used vehicles of varying kinds, motor/tri cycles)	35,449	67,902	92%
XV (72-83)	Metals (Steel structures)	51,796	50,365	-3%
VII (39-40)	Plastics/Rubbers (Processed rubber, tires, polyethylene, etc.)	32,680	38,235	17%
Major Imports		614,579	720,270	17%
Other Imports		65,999	78,083	18%
Total Imports		680,577	798,353	17%
Grand Total		1,092,203	1,157,385	6%

Source: ASYCUDA

8.1 6 Imports According to Country of Origin

Table 32 summarizes the total imports for the fiscal year according to countries of origin. From the summary below, five countries account for 63 percent of total imports, while the ROW account for 37 percent. India tops the five major importing countries with 18% of the total imports. Commodities from India are mainly under the Vegetable Products, Transportation and Machinery/Electrical categories. China and Cote D'voire are next to India with 17%. Commodities in the Machinery/Electrical, Metals and Textiles categories dominated major imports from China, while commodities in the Mineral Product, Chemical/Allied Industries and Miscellaneous Edible Preparation categories constituted the major imports from Cote D'voire. The rest of world accounted for 41% of total imports. See Table below.

Table 32: Imports According to Country of Origin and Principal Commodities (Thousands of US Dollars)

Origin	HS Commodity Group	Commodity Description	Com	Non-Com	Total	Share (%)
India			29,926	178,871	208,797	18%
	Vegetable Products	Rice, corn meal, tea, wheat, beans, etc.	353	122,081	122,433	11%
	Transportation	New & used vehicles & motor & tricycles, etc.	7,116	21,003	28,119	2%
	Mach/Electrical	Dozer, gen, phones, TVs, batteries, etc.	2,113	12,760	14,873	1%
China			114,871	82,231	197,102	17%
	Mach/Electrical	Dozer, gen, phones, TVs, batteries, etc.	38,952	21,542	60,493	5%
	Metals	Seamless pipes, steel bars, wire nails, etc.	10,502	17,094	27,596	2%
	Textiles	Used clothing, refugee bags & fishing nets, etc.	12,396	938	13,334	1%
Cote D'ivoire			5,458	188,623	194,081	17%
	Mineral Products	PMS, AGO, Cement clinker, lime stone ,etc.	-	188,142	188,142	16%
	Chemicals/Allied Indus.	Mosquito coil, toothpaste, soap, etc.	2,406	45	2,451	0%
	Misc. Edible Prep.	Mayonnaise, cooking cube, seasoning, etc.	2,299	-	2,299	0%
United States			29,803	53,688	83,492	7%
	Vegetable Products	Rice, corn meal, tea, wheat, beans, etc.	1,344	18,890	20,234	2%
	Mach/Electrical	Dozer, gen, phones, TVs, batteries, etc.	1,417	11,124	12,541	1%
	Textiles	Mosquito nets, empty cement bags, etc.	9,949	1,157	11,106	1%
Turkey			24,003	26,914	50,916	4%
	Metals	Seamless pipes, steel bars, wire coils, nails, etc.	6,313	6,334	12,648	1%
	Mineral Products	Cement, engine. Oil & other lubricants, etc.	9,994	921	10,915	1%
	Machinery/Electrical	Eng. Mats, new/used gen, cables, etc.	187	9,142	9,328	1%
Major Imports			204,060	530,328	734,388	63%
ROW			154,971	268,025	422,996	37%
Total Imports			359,032	798,353	1,157,385	100%

Source: ASYCUDA

8.2 Exports

As depicted in Table 8.0, total exports for the fiscal year was valued at US\$223.47M, of which permanent exports accounted for US\$181.41 (81%) while re-exports accounted for US\$42.06M (19%). A comparative analysis between FY 16/17 and FY 17/18 shows that total exports increased by 23 percent on the aggregate; with Permanent Exports experiencing a 26 percent growth while Re-Exports grew by 12 percent. Dominant commodities permanently exported during the two fiscal periods include processed block rubber, crude palm oil, heavy metal scrap, round logs and cocoa beans among others. Re-exports were characterized by new and used vehicles of varying kinds, construction equipment, power generator sets, tugboat (schedule 12) and military hardware primarily from the United Nations Mission in Liberia.

Table 33: Exports into Permanent and Re-exportation (Thousands of US Dollars)

Import Category	Major Commodity Description	FY 16/17	FY17/18	%	FY 17/18 Share (%)
Permanent Exports	Processed rubber, crude palm oil, metal scrap, logs, cocoa beans, etc.	144,450	181,409	26%	81%
Re-Exports	Vehicles, Construction equipment, gen, tugboat, military hardware, etc.	37,536	42,062	12%	19%
Total		181,986	223,471	23%	100%

8.2.1 Exports According to Principal HS Commodities

This section summarizes the principal export for the reporting period according to the Harmonized Description Coding System (HS) Sections and Chapters. Principal exports accounted for 99 percent while exports falling in the rest of the HS Commodity Groupings accounted for just 1 percent. Table 34 summarizes the details:

Table 34: Exports into Principal Commodities by HS Sections & Chapter (Thousands of US Dollars)

HS Sec/Chapter	HS Commodity Group	HS Sec Description	FOB	Share (%)
XVI (84-85)	Mach/Electrical	(Construction equipment, gen sets, telecom equip, etc.	34,931	16%
XVII (86-89)	Transportation	New & used civilian & military vehicles & parts	11,893	5%
III (15)	Animal/ Veg Fats & Oil	Crude palm oil, Roberta oil & mayonnaise	9,699	4%
XIX (93)	Arms and Ammunition	Assorted military hardware, bomb & cartridges	5,133	2%
XV (72-83)	Metals	Heavy metal scrap, tool & winding materials, etc.	4,524	2%
IV (16-24)	Cocoa/Cocoa Prep.	Cocoa beans & coffee	4,054	2%
IX (44-46)	Wood/Wood Products	Round logs, processed rubber wood, sawn timber, etc.	4,038	2%
VI (28-38)	Chemical/Allied Industries	Soap, soda, pepper mint, etc.	1,574	1%
Major Exports			220,142	99%
Other Exports			3,329	1%
Total Exports			223,471	100%

Source: ASYCUDA

Table 10.0 summarizes Liberia's principal export destinations according to permanent and re-exportation. The Country's major trading partners for the fiscal year in review jointly accounted for 73 percent of the total exports. United States of America, Poland and France topped the major export destinations, accounting for 27, 13 and 10 percent respectively of the total exports. See Table 35 for details.

Table 35 Exports According to Principal Country of Destination (Thousands of US Dollars)

Country/HS Commodity	Permanent Exports	Re-Exports	Total	%
United States	60,411	498	60,909	27%
Plastics/Rubbers	59,401	-	59,401	27%
Cocoa/Cocoa Prep.	468	-	468	0%
Poland	28,345	-	28,345	13%
Mineral Products	28,345	-	28,345	13%
France	22,447	-	22,447	10%
Mineral Products	22,359	-	22,359	10%
Cocoa/Cocoa Prep.	80	-	80	0%
Guinea Bissau	-	20,540	20,540	9%
Machinery/Electrical	-	20,540	20,540	9%
Belgium	11,539	233	11,772	5%
Plastics/Rubbers	11,533	-	11,533	5%
Machinery/Electrical	-	201	201	0%
Germany	10,949	170	11,119	5%
Mineral Products	10,940	-	10,940	5%
Machinery/Electrical	-	150	150	0%
Cameroon	8,194	14	8,208	4%
Animal/Vege Fats & Oil	8,194	-	8,194	4%
Textiles	-	9	9	0%
Major Exports	141,885	21,455	163,340	73%
ROW	39,524	20,607	60,131	27%
Total	181,409	42,062	223,471	100%

Source: ASYCUDA

8.3 Trade Facilitation and Tariff Management

During the Fiscal Period (FY2017/2018), the LRA resolved thirty- nine (39) appeal and dispute cases filed by the business community. Of the total number of cases resolved, valuation cases accounted for the highest share. Thirty three cases representing 85 percent were valuation related. Classification accounted for 6 of the cases which represents 15 percent. The Table 36 below provides the summary analysis of case.

Table 36: Summary of cases by category FY 17-18

Description	No. Of.Protest	% Protest
Valuation	33	85%
Classification	6	15%
Total Protested	39	100%

Source: Trade & Tariff Management Section

8.4 Bonded Warehouses, Transit & Transshipment

The total customs value of goods bonded in FY17/18 was US\$18.14M. The total collection on account of goods bonded and transshipped was US\$1.48M while the duties and fees collected on bonded goods amounted to US\$1.44M. The total collection of quarterly fees for customs warehousing services was US\$39K. This amount is insignificantly low and not commensurate with the services provided to warehouses by Customs. The quarterly fees need to be revised to reflect the personnel and logistical cost for the deployment of officers by the LRA at approved warehouses including petroleum facilities outside the LPRC premises. Please see table 37, 38 and 39 for details.

Table 37 Bonded Goods

Goods Bonded	Bonded QTY	Bonded CIF	% CIF
Vehicles	470	12,618	70%
Motorcycles	80,507	422	2%
Catering Items	76,905	5,108	28%
Total	157,882	18,147	100%

Source: Trade & Tariff Management Section

Table 38: Bonded & Transshipment

Description	Q1	Q2	% Change	Q2	Q3	% Change	Q3	Q4	% Change	Grand Total
Duty Paid	211	314	49%	314	430	37%	430	449	4%	1,404
Transshipment Fees	2	17	718%	17	50	194%	50	9	-82%	78
Bonded Fees	6	11	83%	11	11	0%	11	11	2%	39
Duty Waived	180	682	280%	682	456	-33%	456	525	15%	1,842
Total Collection	185	342	85%	342	491	44%	491	469	-4%	1,488

Source: Trade & Tariff Management Section

Table 39: Summary of Quarterly Bonded Goods for FY 17-18

Goods Bonded	Q1		Q2		Q3		Q4	
	QTY.	CIF (US\$)	QTY.	CIF (US\$)	QTY.	CIF (US\$)	QTY.	CIF (US\$)
Vehicles	166	4,019	43	2,012	62	1,623	199	4,964
Motorcycles	688	20	10	16	108	247	79,701	138
Catering Items	-	-	20	1	109	4	76,776	5,103
Total	854	4,039	73	2,028	279	1,875	156,676	10,205

Source: Trade & Tariff Management Section

8.5 Waivers

Total waiver as the result of the ETL Scheme for the fiscal period was US\$3.21M. Commodities originating from Cote D'Ivoire, Sierra Leone and Senegal are the top three duty waiver trading countries representing 39, 22 and 14 percent respectively. Table 40 below presents the details.

Table 40: Summary of Waiver from ETLs Scheme FY17-18

Origin	CIF	Duty Waived	% Waived
Cote D' Ivoire	5,187	1,246	39%
Sierra Leone	4,691	696	22%
Senegal	2,487	443	14%
Ghana	1,659	281	9%
Nigeria	1,255	252	8%
Togo	936	159	5%
Guinea Bissau	1,817	136	4%
Benin Rep.	10	2	0%
Grand Total	18,042	3,214	100%

Source: Trade & Tariff Management Section

SECTION 9

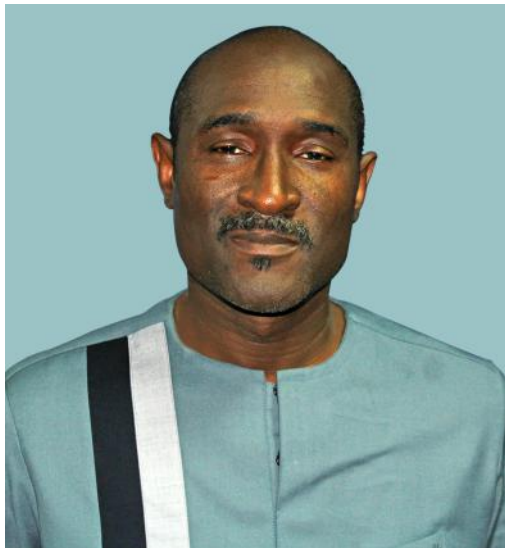
FINANCIAL STATEMENT



IN THIS SECTION

Statement of Responsibilities
Management Discussion and Analysis on the Financial Statements
Financial Statements
For The Fiscal Year Ended
30th June 2018
Statement of Cash Receipts and Payments
Statement of Comparison of Budget and Actual Amounts
Statement of Cash Position
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Appendix

STATEMENT OF RESPONSIBILITIES



Thomas Doe Nah
Commissioner General
Liberia Revenue Authority

The Financial Statements as set out on pages 8 to 10 have been prepared in accordance with the provisions of the Public Financial Management Act of 2009 and in compliance with the Cash Basis International Public Sector Accounting Standards (Cash IPSAS), as adopted by the Government of Liberia.

In accordance with the provisions of the Public Financial Management (PFM) Act of 2009, I am responsible for the control of and accounting for public funds received, held, and expended for and on behalf of the Liberia Revenue Authority (LRA).

Under the provisions of the same Act, I am required to prepare unaudited Final Account of the LRA to be submitted to the Minister of Finance and Development Planning, two months after the end of the financial year to which it relates. However, I have delegated the preparation of the unaudited Final Account to the Assistant Commissioner for Budget and Finance for my transmittal to the Minister, as provided in the attendant Regulations of the Public Financial Management Act of 2009. Accordingly, I am pleased to submit the required Annual Public Account of the LRA in compliance with the PFM Act and its attendant Regulations. I have provided, and will continue to provide, all the information and explanations as may be required in connection with the financial statements presented therein.

In preparing these Financial Statements, the most appropriate accounting policies have been consistently applied and supported by reasonable and prudent judgment and estimates. To the best of my knowledge and belief, these Financial Statements agree with the books of accounts, which have been properly kept.

I accept responsibility for the integrity of these financial statements, the financial information they contain and their compliance with the provisions of the Public Financial Management (PFM) Act of 2009.

Mr. Thomas Doe Nah
Acting Commissioner General
Liberia Revenue Authority (LRA)

Date

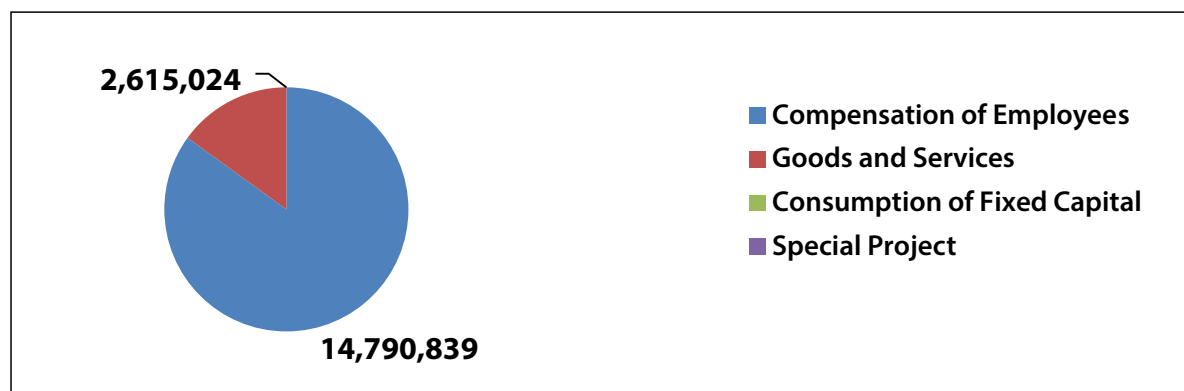
MANAGEMENT DISCUSSION AND ANALYSIS ON THE FINANCIAL STATEMENTS

Introduction

This Report provides commentary and analysis of the cash receipts and payments (as well as financial performance) of the Liberia Revenue Authority (LRA) for the financial year ended 30th June 2018 and of its financial position as at that date. The Liberia Revenue Authority (LRA) is a semi-autonomous Government agency established under an Act of the National Legislature in September 2013 to replace the Department of Revenue of the Ministry of Finance (including the Bureau of Internal Revenue and the Bureau of Customs and Excise) as defined in Chapter 21 of the Executive Law of 1972 for the purpose of assessing and collecting national revenues as specified in the Revenue Code of Liberia or related laws; administering, accounting, auditing and enforcing revenue collection laws and regulations; and educating taxpayers to facilitate tax and customs compliance.

The Approved Budget

In the 2017-2018 Fiscal Year, US\$ 17,405,863 was appropriated for the LRA as broken down below:



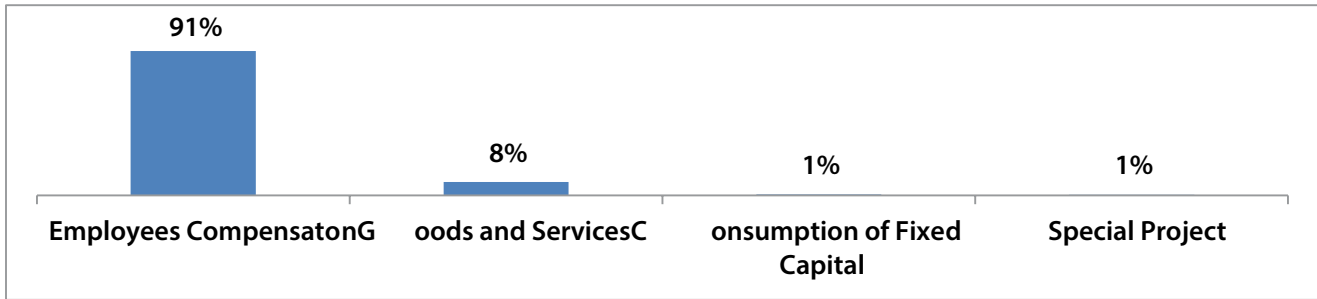
The appropriation for Employee Compensation accounted for 85% while Goods and Services accounted for 15%.

Financial Performance

For the reporting period, the LRA received the sum of US\$16,919,249 from the Ministry Finance and Development Planning. Other Receipts came in the amounts of US\$130,923 from APM Terminals and US\$ 14,500 from Liberia Maritime Authority. Also, at the close of the Fiscal Year in June 2018, Management made a decision to pay outstanding tax liabilities originating from September 2017 in the amount of L\$ 27,273,400.57 or US\$ 206,273 when converted at the closing rate of L\$ 132.22 to US\$ 1.00. This amount was directly transferred from the Staff Provident Fund account held at LBDI to the account of the Government of Liberia. This amount was captured as Other Receipt because it did not route through the Operational Account held at Ecobank but was recorded in the Cash Book for the record. Therefore, total Other Receipt was US\$ 351,696.

Total verified payments by third parties amounted to US\$ 498,370. This amount includes US\$299,797 payment made by BIVAC as support; US\$ 128,000 payment by IPFMRP for development of the Domestic Resource Mobilization (DRM) strategy; and US\$70,572.61 payment by African Development Bank (AfDB) for information technology and capacity building support. These third party figures are totaled and presented in the appropriate column on the face of the Statement of Cash Receipts and Payments.

Total expenditure for FY 2017-18 was US\$16,689,531 which is broken down by major expenditure categories as follow: Compensation of Employees - \$ 15,118,072; Use of Goods & Services - \$ 1,400,043, Consumption of Fixed Capital – \$86,843 and Special project- \$ 84,573. Please see the pie chart below for pictorial presentation and percentage composition:



At close of the 2017-2018 Fiscal Year, total Liabilities stood at US\$ 750,516 (largely NASSCORP employer’s contribution of US\$617,026) and Commitments also stood at US\$2,091,178.49. Therefore, total unsettled obligations stood at US\$ 2,841,694.49.

Total cash balances as at June 30, 2018 were USD Ecobank balance of US \$67,011.45; Petty cash on hand of US\$9,591; and LRD Ecobank balance of L\$17,673,573 or USD 92,874.40 equivalent at the closing rate of L\$ 132.22 to US\$ 1 taking into account an exchange loss of US\$ 40,793 due to fluctuating exchange rates during the fiscal year. This translates into a total ending cash balance of US\$ 169,477. Also, the Staff Provident Fund Account, held at LBDI, had US\$ 361,962.59 and L\$ 9,048,383.61 as closing balances at June 30, 2018

These Financial Statements should be read in conjunction with all the underlying notes and supplementary disclosures for better understanding and interpretation.

Ord-siejepo Jlateh
Assistant Commissioner for Budget & Finance

Date

FINANCIAL STATEMENTS FOR THE FISCAL YEAR ENDED 30TH JUNE 2018

STATEMENT OF CASH RECEIPTS AND PAYMENTS

FUND/ACCOUNTS DESCRIPTION	NOTES	For the Fiscal Year Ended June 30, 2018			For the Fiscal Year Ended June 30, 2017		
		RECEIPTS/ PAYMENTS CONTROLLED BY ENTITY US\$	PAYMENTS BY OTHER GOVERNMENT ENTITIES US\$	PAYMENTS BY EXTERNAL PARTIES US\$	RECEIPTS/ PAYMENTS CONTROLLED BY ENTITY US\$	PAYMENTS BY OTHER GOVERNMENT ENTITIES US\$	PAYMENTS BY EXTERNAL PARTIES US\$
OPERATIONAL FUND							
RECEIPTS:							
Authorized Allocation/ Appropriation	2	16,919,249	-		18,558,004	-	
Other Receipts	3	351,696	-	498,370	24,900	-	487,995
EXTERNAL ASSISTANCE:	4						
Multilateral Grants		-	-	-	161,605	-	
Bilateral Grants		-	-	-	-	-	-
Total Receipts		17,270,945	-	498,370	18,744,509	-	487,995
PAYMENTS							
Operations:							
Compensation of Employees	5	15,118,072		44,958	14,908,819	-	43,360
Goods & Services	6	1,400,043		453,412	4,730,638	-	28,568
Consumption of Fixed Capital	7	86,843			796,155	-	416,067
Special Project:	8					-	
Real Estate Block Mapping and Database		84,573			103,221	-	-
Total Payments		16,689,531	-	498,370	20,538,833	-	487,995
Net Cash flow – Increase/(Decrease)		581,414	-	-	(1,794,324)	-	-
Cash at the Beginning of Period		(421,528)	-	-	1,529,979		
Petty Cash Balance		9,591			-		
Cash at the End of the Year	9	169,477	-	-	(264,345)	-	-

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

For the Fiscal Year Ended June 30, 2018						FY 2016-2017
DESCRIPTION	ACTUAL AMOUNTS	FINAL BUDGET	ORIGINAL BUDGET	VARIANCE (Final Budget and Actual Amount)	PERCENTAGE VARIANCE	ACTUAL AMOUNTS
RECEIPTS:				US\$	%	US\$
Appropriations	16,919,249	17,405,863		(486,614)	-3%	18,558,004
Other Receipts	850,066			850,066		512,895
Grants	-			-		161,605
Total Receipts	17,769,315	17,405,863	-	363,452	2%	19,232,504
PAYMENTS:						
Compensations of Employees	15,163,030	14,790,839	14,790,839	(372,919)	-3%	14,952,179
Goods and Services	1,853,455	2,615,024	2,931,756	761,569	29%	4,759,206
Consumption of Fixed Capital	86,843	-	-	(86,843)		1,212,222
Special Project	84,573	-	-	(84,573)		103,221
Total Payments	17,187,901	17,405,863	17,722,595	217,962	1%	21,026,828
NET CASHFLOW	581,414	-	(17,722,595)	581,414		(1,794,324)

STATEMENT OF CASH POSITION

Cash/Bank Account Details	Currency Held in	Notes	As at 30 June 2018	As at 30 June 2017	Change in Cash Balances
			US\$	US\$	US\$
Bank Accounts:					
Ecobank	USD	9	67,011	(157,607)	224,618
Ecobank	LRD	9	92,874	(263,921)	356,795
Total held in Bank Accounts:			159,886	(421,528)	581,414
Petty Cash Account:					
Petty Cash on Hand	USD	9	9,591	9,401	190
Petty Cash on Hand	LRD	9	-	-	-
Total Petty Cash			9,591	9,401	190
Total Cash and Bank Balances			169,477	(412,127)	581,604

Note: The Accounting Policies and Notes set out on pages 11 to 16 form an integral part of the financial statements.

Mr. Thomas Doe Nah
Commissioner General
Finance

Ord-siejepo Jlateh
Assistant Commissioner for Budget &

Date

Date

NOTES TO THE FINANCIAL STATEMENTS

Accounting Policies

These are the specific principles, bases, conventions, rules and practices adopted by the Government of the Republic of Liberia in preparing and presenting the financial statements. The principal accounting policies adopted in the preparation of the financial statements therein are set out below.

Basis of preparation

These financial statements have been prepared in accordance with the requirements of the Public Financial Management Act, 2009 and comply with the Cash Basis International Public Sector Accounting Standard (Cash Basis IPSAS): Financial Reporting under the Cash Basis of Accounting. The measurement basis applied is the historical cost basis, except where otherwise stated in the accounting policies below. The accounting policies adopted have been consistently used throughout.

Reporting Entity

The Liberia Revenue Authority (LRA) is a semi-autonomous agency of government established by an Act of Legislature in September 2013 and became effective July 1, 2014.

The primary objective of the LRA is to administer and enforce the Revenue Code of Liberia for the purpose of assessing, collecting, auditing and accounting for all national revenues and to facilitate legitimate international trade and customs. Achieving the LRA objective requires significant engagement, interaction and follow-ups with taxpayers, revenue generating ministries and agencies, and other key stakeholders.

Payments by Other Government Entities

During the reporting period, there was no payment by other government entities.

Reporting Currency and Translation of Foreign Currencies

a. Functional and Reporting Currency

The functional currencies are the Liberian Dollar and the United States Dollar and the United States Dollar is the reporting currency. Items included in the financial statements are measured in the currency of the primary economic environment in which the entity operates.

b. Translation of Transactions in Foreign Currency

Foreign currency transactions and transactions in Liberian Dollar are translated, as they occur, into United States Dollar using the exchange rates circulated by the Ministry of Finance and Development Planning at which funds were received for each month. Closing monetary balances are translated into the reporting currency using the closing rates.

The year-end (30th June 2018) exchange rate for the Liberian Dollar was L\$132.22 to US\$ 1.

Authorized Allocations Received

During the 2017-2018 Fiscal Year, the LRA received a total of US\$ 16,919,249 from the Ministry of Finance and Development Planning (MFDP) as compared to US\$ 18,558,004 in the prior year in the table below:

Description	FY 17/18	FY 16/17
	US\$	US\$
For Current Year Budget	16,219,249	17,513,004
For Prior Year Commitment	700,000	1,045,000
Total	16,919,249	18,558,004

Other Receipts

Cash receipts from sources other than the Government of Liberia in the 2017-2018 Fiscal Year amounted to US\$ 351,696 as compared to US\$ 24,900 in the prior year. Please see details below:

Description	FY 17/18	FY 16/17
	US\$	US\$
Insurance Company of Africa	-	24,900
APM Terminals	130,923	-
Liberia Maritime Authority	14,500	-
LBDI Transfer to GoL for Taxes	206,273	
Total	351,696	24,900

It is worth noting here that the US\$ 206,273 was L\$ 27,273,400.57 paid directly in June 2018 from the Staff Provident Fund, based on management decision, to settle outstanding Personal Income Taxes (PIT) of September 2017. The closing for the fiscal year in June was L\$ 132.22 to US\$ 1.00.

External Assistance

There was no external receipt from multilateral or bilateral sources during the year unlike the prior year that brought US\$ 161,605 as shown below:

Description	FY 17/18	FY 16/17
	US\$	US\$
OSIWA		149,660
UNOPS		11,945
Total	-	161,605

Compensation of Employees

Description	FY 17/18	FY 16/17
	US\$	US\$
Basic Salary-Civil Service	13,121,843	13,063,239
General Allowance	131,902	258,222
Honorarium	-	-
Professional Services	1,815,789	1,228,603
Overtime	51,816	198
Residential Rental Allowance	-	(2,800)
NASSCORP-Employer's Contribution	-	-
LRA Provident Fund	794	344,646
Incapacity, Death Benefits & Funeral Expenses*	(4,072)	16,711
Total	15,118,072	14,908,819

Note*: The negative figure shown for Incapacity, Death Benefits in FY 17/18 is due to reversal of payments for the late Clarence T. Wilson and Esther Saah. The checks were written but became stale-dated after FY 16/17. Similar reversal led to the negative figure shown in Residential Rental Allowance.

Goods and Services

Description	FY 17/18	FY 16/17
	US\$	US\$
Travel (Domestic & Foreign)	246,937	548,174
Utilities	26,150	524,708
Rental & Lease	93,878	807,694
Repair & Maintenance	42,179	454,505
Operational Expenses	990,899	2,395,557
Total	1,400,043	4,730,638

Consumption of Fixed Capital

Description	FY 17/18	FY 16/17
	US\$	US\$
Transport Equipment	-	952
Miscellaneous Office Equipment	-	-
Machinery & Other Equipment	13,237	123,515
Security Equipment	-	-
Furniture & Fixture	1,414	71,557
ICT Infrastructure	72,192	433,883
Other Fixed Assets	-	166,248
Total	86,843	796,155

Special Project

Description	FY 17/18	FY 16/17
	US\$	US\$
Real Estate Block Mapping Project	84,573	103,221
Total	84,573	103,221

Description	FY 17/18	FY 16/17
	US\$	US\$
Ecobank-USD	67,011	(263,921)
Ecobank-LRD	92,874	(157,607)
Project (OSIWA@LBDI)	-	147,781
Petty Cash Balance	9,591	9,401
Total	169,477	(264,346)

Note*: The Staff Provident Fund Account, held at LBDI, had US\$ 361,962.59 and L\$ 9,048,383.61 as closing balances at June 30, 2018.

It is further worth noting that the negative figures shown in the cash balances for FY16/17 do not reflect actual overdraft at the banks but they are the result of raising more checks than available cash balance in the Cash Book. Some of those checks were not disbursed due to limited cash position. The practice in FY16/17 captured raise vouchers as expense.

Explanation of Significant Variances

The LRA did not receive all of its approved funds from the MFDP so there was a -3% variance on the Appropriation in Statement of Comparison of Budget and Actual Amounts on Page 9. However, due to the impact of Other Receipts and payments by Third Parties, actual Total Receipts exceeded final budget's Total Receipts by 2%. On the other hand, actual expenditure on Goods and Services fell short of the final budget for Goods and Services by 29% due mainly to less receipt from MFDP for Goods and Services. Net cash flow of US\$ 581,414 or 3% of Total Receipt (including all payments by third parties) resulted as shown below:

Description*	FY 17/18	Percentage
	US\$	%
Total Receipts	17,769,315	100%
Total Payments	17,187,901	97%
Net Cash Flow	581,414	3%

Note*: Based on the Statement of Comparison of Budget And Actual Amounts

Liabilities

Descriptions	FY 17/18	FY 16/17
	US\$	US\$
Provident Fund (Employer's)		-
Provident Fund (Employees')		-
NASSCORP (Employer's)	617,026	1,471,498
NASSCORP (Employees')		-
1000 KVA Generator		18,400
Income Tax Payable on Employees' Salary		-
Income Tax Payable on Contractors' Salary	20,592	-
Income Tax Payable on Education Allowance		-
Income Tax Payable on Professional Serv.-10%		-
Withholding Taxes Payable-Vendors	112,898	16,105
Total	750,516	1,506,003

Payments by Third Parties

Known payments made by external third parties on behalf of the LRA in FY 2017-2018 amounted to US\$ 498,370 as compared to US\$ 487,995 in the previous fiscal year as detailed below:

Description	FY 17/18	FY 16/17
	US\$	US\$
BIVAC	299,797	292,995
APM Terminals	-	195,000
IPFMRP	128,000	-
AfDB	70,573	-
Total	498,370	487,995

Contingent Liabilities

At the end of the 2017-2018 Fiscal Year, LRA's Legal Division submitted, the Internal Audit Division, a list of cases on which 22 cases had contingent liabilities of US\$ 803,424 and L\$ 1,840,000. The details of the cases are presented in the table below:

NO.	CASE TITLE	ACTION	CONTINGENT LIABILITIES	
			USD	LRD
1	Wah Woart vs. LRA	Unfair Labor Practice	16,800	600,000
2	Deddeh Kpadeh et al vs. LRA	Unfair Labor Practice	63,909	-
3	Varney Bundoo et al vs. LRA	Unfair Labor Practice	38,224	-
4	Daniel J. C. Hayes vs. LRA	Unfair Labour Practice	33,321	-
5	Jenkins A.I. Lekpeyee Vs LRA	Unfair Labor Practice	96,000	-
6	Abraham B. Sirleaf vs. LRA	Unfair Labour Practice	6,800	-
7	Abel Voker ET Al Vs LRA	Unfair Labor Practice	42,950	-
8	Larry Nyuma et al vs. LRA	Unfair Labour Practice	5,600	-
9	Musa Sonii vs. LRA	Unfair Labour Practice	9,600	-
10	J. Akoi Garwolo VS LRA	Unfair Labour Practice	350	620,000
11	Henry Sumo et al VS LRA	Unfair Labour Practice	350	620,000
12	Kuku Wilmot Vs LRA	Unfair Labour Practice	40,480	-
13	Gerald Gman Vs LRA	Unfair Labour Practice	33,600	-
14	Elizabeth Togba	Unfair Labor Practice	8,400	-
15	Reuel Quoigoah et al. vs. LRA	Unfair Labor Practice	15,600	-
16	Christopher Wallace vs. LRA	Unfair Labor Practice	15,000	-
17	Foday sei vs. LRA	Unfair Labor Practice	21,240	-
18	H. Bashelu Kromah vs LRA	Unfair Labor Practice	45,000	-
19	Varney Davis	Unfair Labor Practice	57,000	-
20	Kandakai Sherman VS LRA	Unfair Labor Practice	51,000	-
21	Memunatu Sheriff vs. LRA	Unfair Labor Practice	7,200	-
22	Cecelia D. McGill	unfair labor practice	195,000	-
TOTAL			803,424	1,840,000

Authorization Date

This financial report was authorized for release on July 31, 2018 by Mrs. Decontee King-Sackie, Acting Commissioner General of the Liberia Revenue Authority (LRA).

APPENDIX

1. Outstanding Commitments as at June 30, 2017 SUMMARY OF FY 2017-18 COMMITMENTS

Commitment Expense Category	Total	Percentage Composition
Vehicle Repair	\$ 56,634.23	2.7%
Assorted Supplies	\$ 138,135.00	6.6%
Building Materials	\$ 20,557.50	1.0%
Travels	\$ 24,839.08	1.2%
Other Services	\$ 53,416.30	2.6%
Equipment Repair	\$ 20,432.73	1.0%
Legal Services	\$ 14,000.00	0.7%
Communication	\$ 75,390.00	3.6%
ICT Infrastructure	\$ 354,420.44	16.9%
Printing	\$ 21,861.40	1.0%
Rental Services	\$ 709,892.00	33.9%
Spare Parts	\$ 3,560.00	0.2%
Stationery	\$ 61,487.95	2.9%
Electricity	\$ 121,021.12	5.8%
Equipment	\$ 22,438.00	1.1%
Events	\$ 29,682.29	1.4%
Fuel & Lubricants	\$ 51,393.20	2.5%
Furniture & Fixture	\$ 2,305.00	0.1%
Guard Services	\$ 57,158.60	2.7%
Insurance	\$ 185,121.65	8.9%
Janitorial Services	\$ 6,240.00	0.3%
Statutory Obligations	\$ 61,192.00	2.9%
Grand Total	\$ 2,091,178.49	100.0%

2. Payments for Fixed Assets During the Fiscal Year

The following fixed assets were acquired during the 2017-2018 fiscal year:

Description	Quantity	Total Cost	Acquisition Date
IT Router	5	650	19-Jul-17
Outer Router	6	845	26-Oct-17
Total	11	1,495	

Note: Details of the year-end commitments and fixed assets acquired in FY 2017-18 are with the appropriate offices at the LRA.

APPENDIX

Category	CIF	PAID	WAIVED	%
TOTAL WAIVER	685,723	5,478	122,193	100%
TOTAL WAIVER EXCL.GOL PROJ.&MACs	547,137	4,904	97,017	79%
TOTAL WAIVER EXCL.GOL PROJ.	603,664	4,904	107,105	88%
TOTAL WAIVER EXCL.MACs	629,196	5,478	112,105	92%
EXECUTIVE ORDER	190,202	147	33,244	27%
United Commodities Inc.	62,936	0	10,169	8%
Supplying West Africa Traders	56,305	1	8,467	7%
K & K Trading Corporation	29,585	-	6,386	5%
Fouta Corporation	17,549	-	3,265	3%
Fouani Brother Corporation	9,840	1	2,120	2%
Fouta Corporation	8,011	1	1,727	1%
Sing Africa Plantation Liberia	2,269	81	390	0%
Atlantic Resource Inc.	1,092	39	192	0%
T.R.H Trading Corporation	750	-	162	0%
Nobel Liberia Ltd	472	-	102	0%
Forest Venture Inc.	497	10	97	0%
Uruz, Inc.	37	1	40	0%
Liberia Petroleum Refining Company	262	5	37	0%
Trust African Foundation	125	-	27	0%
Dolphin Construction Ltd	110	3	15	0%
E.H.G Agro, Inc.	95	2	13	0%
Willmart Ent.	34	-	7	0%
Solid Rock Investment	49	1	7	0%
Gro Green Inc.	71	1	6	0%
Ma Matha Farm	30	1	4	0%
Ministry Of Agriculture	37	1	3	0%
West African Group Of Companies	13	-	3	0%
Speedy International Liberia Ltd	15	0	2	0%
Selma Agriculture Development	12	0	2	0%
Universal Outreach Foundation	5	0	1	0%
CONCESSIONS	165,846	2,505	29,437	24%
Arcelor Mittal	64,042	363	12,495	10%
Bea Mountain Mining Co.	41,027	206	7,300	6%
MNG Gold Liberia Inc.	13,414	267	2,501	2%
Golden Veroleum-Liberia	16,870	336	2,488	2%
Firestone	11,955	972	1,356	1%
APM Terminals Liberia Ltd	5,768	115	1,317	1%
Libinc Oil Palm Inc.	5,215	104	863	1%
Sime Darby Plantation Inc.	4,759	95	633	1%
CGGC Mining Service Ltd	654	3	150	0%
Maryland Oil Palm Plantation	1,131	23	141	0%
Liberian Agricultural Company	371	7	79	0%
Cavalla Rubber Corporation	316	6	61	0%
Salala Rubber Corporation	171	3	28	0%

APPENDIX

Category	CIF	PAID	WAIVED	%
Liberia Forest Product Inc.	152	3	24	0%
ExxonMobil Exploration & Production	1	-	0	0%
INVESTMENT INCENTIVES	113,230	2,056	22,336	18%
Fouani Brother Corporation	16,695	242	5,020	4%
Sethi Brother Inc.	12,460	218	2,765	2%
Liberia Cement Corp	9,339	276	1,756	1%
Sethi Ferro Fabrik	10,391	208	1,559	1%
Duraplast	9,389	101	1,401	1%
Premier Milling Corporation	7,508	101	1,180	1%
Jeety Trading Corporation	4,222	94	1,088	1%
Ritco Rajia International Trading	2,756	55	1,045	1%
LIPFOCO	4,139	85	659	1%
Liberia Coca Cola Bottling Co.	2,688	54	616	1%
Monrovia Breweries Inc.	3,494	70	513	0%
Mano Manufacturing Company	2,358	47	491	0%
Goyal Farms	1,159	23	397	0%
Tiba Industrial Group (Tip)	1,293	26	333	0%
National Paint Industrial	1,709	34	309	0%
N.B Industrial Complex	1,697	34	304	0%
Liberia Plastic Incorporated	8,679	74	264	0%
International Aluminum Factory	1,290	26	252	0%
Advanced Concrete Solution Inc.	240	5	226	0%
Metalum (Liberia) Ltd	1,561	31	218	0%
Garson Corporation	1,192	24	205	0%
Liberty Investment	1,236	24	185	0%
Tsmo Investment Corporation	636	13	169	0%
Supreme Liberia Inc.	1,072	22	167	0%
Liberia Soap & Detergent Co. Inc.	714	14	166	0%
CGGC Mining Service Ltd	583	56	147	0%
Global Logistics Service	701	14	119	0%
Modern Mill Of Liberia Inc.	743	15	104	0%
Liberia Bottling Juice & Water Corporation	351	7	99	0%
Zircon Industrials Engineering Inc.	369	7	64	0%
Rainbow Paint Industrial Inc.	405	12	62	0%
Milla Group Inc.	293	6	47	0%
National Toiletries Inc.	179	4	46	0%
Libinc Oil Palm Inc.	211	4	42	0%
Mashalls Resort And Marina Inc.	129	3	39	0%
Bella Case Hotel & Suites	123	2	34	0%
Montserrado Group Of Industries Inc.	137	3	29	0%
Poovin Beverages Inc.	76	2	28	0%
A.A.E.E Liberia Inc.	155	3	26	0%
S.S.S. Private Ltd	100	2	23	0%
3 Oaks Incorporation	102	2	23	0%

APPENDIX

Category	CIF	PAID	WAIVED	%
Vee Ess Global Inc.	75	1	22	0%
Obasanjo Farms Liberia Inc.	104	2	16	0%
African Development And Investment Co.	64	1	14	0%
Paper, Plastic & Packaging Industrials Park	90	2	13	0%
MHN Eko Liberia	46	1	7	0%
Corina Hotel & Realty Corp	17	0	6	0%
Atlantic Foods Company	26	1	6	0%
Ria Hotel & Resorts Inc.	55	1	5	0%
Liberia Foam Plate Factory	34	1	5	0%
Liberia Foam Plate Factory	33	1	5	0%
Shree Krishna Emergency Health Center	30	1	4	0%
Aquarius Beverages Inc.	25	1	4	0%
African Development & Investment Company	26	1	4	0%
Boulevard Palace Hotel	24	0	3	0%
Jump Pharmaceutical Corp Ltd	5	0	3	0%
Population Service International	2	0	1	0%
GOL PROJECTS	82,059	575	15,088	12%
Hydro	31,144	380	6,756	6%
Road	16,623	86	3,275	3%
Infrastructure Development	16,011	27	3,005	2%
Air Port Renovation	15,027	72	1,385	1%
GoL	2,906	11	608	0%
Water	349	-	59	0%
MACs	56,526	0	10,087	8%
Ministry Of Health	21,979	-	2,787	2%
Ministry Of Public Works	6,970	-	1,313	1%
National Social Security & Welfare Corporation	5,481	-	852	1%
Ministry Of Foreign Affairs	2,767	-	596	0%
Liberia National Police	2,182	-	588	0%
Ministry Of Justice	2,064	-	578	0%
Liberia Electricity Corporation (LEC)	2,346	-	506	0%
National Identification Registry	1,644	-	275	0%
Forestry Development Authority	1,026	-	261	0%
Ministry Of Agriculture	1,652	-	246	0%
Ministry Of Transport	924	-	202	0%
National Elections Commission	455	-	148	0%
Ministry Health	416	-	135	0%
Liberia Broadcasting System	616	0	124	0%
Ministry Of Education	385	-	118	0%
Ministry Of Post & Telecommunications	471	-	116	0%
Temple Of Justice	440	-	102	0%
Ministry Of Post & Telecommunication	465	-	82	0%
Executive Protective Service	210	-	76	0%
Forestry Development Authority	293	-	72	0%

APPENDIX

Category	CIF	PAID	WAIVED	%
Ministry Of Youth & Sport	238	-	69	0%
Millennium Challenge Account-Liberia	233	-	65	0%
Ministry Of States For Presidential Affairs	142	-	52	0%
Liberia Immigration Services	25	-	47	0%
Office Of The Speaker	112	-	45	0%
Ministry Of Youth & Sports	142	-	40	0%
Ministry Of Internal Affairs	222	-	37	0%
The Liberian Senate	98	-	36	0%
LISGIS	141	-	35	0%
Liberia Water & Sewer Corp	177	-	34	0%
Liberia Revenue Authority	137	-	26	0%
Liberia Institute For Biomedical Research	191	-	25	0%
General Services Agency	112	-	23	0%
National Fisheries & Aquaculture Authority	85	-	22	0%
General Service Agency	129	-	20	0%
Liberia Institute Of Public Administration	66	-	19	0%
Liberia Maritime Authority	61	-	17	0%
National Public Health Institute Of Liberia	56	-	16	0%
LACE	58	-	15	0%
National Transit Authority	77	-	15	0%
Liberia Maritime Training Institute	42	-	14	0%
Liberia Plastic Incorporated	89	-	14	0%
Ministry Of State & Presidential Affairs	64	-	14	0%
Monrovia City Government	64	-	14	0%
General Auditing Commission	43	-	12	0%
Central Agriculture Research Institute	41	-	12	0%
Ministry Of State For Presidential Affairs	68	-	12	0%
Ministry Of Finance And Development Planning	53	-	11	0%
Liberia Maritime Authority	181	-	11	0%
Liberia Land Authority	57	-	10	0%
National Leprosy & Tuberculosis Control Program	92	-	10	0%
House Of Senate	35	-	9	0%
Liberia Anti-Corruption Commission	34	-	9	0%
Bureau Of Maritime	33	-	9	0%
National Council Of Chief & Elders	23	-	8	0%
Land Right Authority	27	-	8	0%
National Council Of Chiefs & Elders Of Liberia	19	-	6	0%
Financial Intelligence Unit	22	-	6	0%
Liberian Institute For Biomedical Research	27	-	6	0%
H.E. Jewel Howard Taylor	21	-	6	0%
Independent National Commission On Human Right	27	-	6	0%
National Elections Commission	23	-	5	0%
Liberia National Lottery	23	-	5	0%
National Lottery Authority	23	-	5	0%

APPENDIX

Category	CIF	PAID	WAIVED	%
The Liberia Senate	4	-	4	0%
National Aids Commission	13	-	4	0%
Liberia Post Graduate Medical Council	17	-	3	0%
Environmental Protection Agency	18	-	3	0%
Inter Audit Agency	15	-	3	0%
Ministry Of Land, Mines & Energy	9	-	2	0%
Financial Intelligence Unit Of Liberia	9	-	2	0%
Rural And Renewable Agency	7	-	1	0%
National Public Health Institute	7	-	1	0%
Executive Protective Service	1	-	1	0%
Ministry Of National Defense	7	-	1	0%
Liberia Telecommunication Authority	1	-	0	0%
Planned Parenthood Association	0	-	0	0%
DIPLOMATIC MISSIONS	53,814	-	6,987	6%
US Embassy	5,425	-	1,905	2%
World Health Organization	14,736	-	1,630	1%
UNMIL	19,675	-	1,051	1%
UNICEF-Office	5,336	-	806	1%
UNDP-Liberia	1,306	-	341	0%
UNFPA-Liberia	1,406	-	255	0%
Chinese Embassy In Liberia	1,912	-	210	0%
World Food Program-Liberia	1,672	-	202	0%
UNOPS-Liberia	124	-	96	0%
UNHCR-Liberia	355	-	81	0%
International Organization For Migration	392	-	81	0%
Embassy Of Sweden	205	-	57	0%
Delegation Of The European Union	206	-	52	0%
International Monetary Fund	147	-	41	0%
World Bank Country Office	71	-	21	0%
Food Agriculture Organization-Liberia	40	-	20	0%
African Development Banks	94	-	17	0%
UNIDO Liberia	115	-	22	0%
UN Women Liberia	96	-	16	0%
British Embassy	38	-	11	0%
European Union	34	-	11	0%
Embassy Of Cuba	34	-	11	0%
German Embassy	38	-	10	0%
US Peace Corp	34	-	7	0%
Embassy Of Libya	23	-	7	0%
Robert Flight International	16	-	5	0%
Embassy Of The Democratic Republic Of Congo	14	-	4	0%
Embassy Of Cote D' Ivoire	14	-	4	0%
South African Embassy	14	-	4	0%
France Embassy	11	-	3	0%

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Category	CIF	PAID	WAIVED	%
Embassy Of Brazil	214	-	3	0%
Amb. Ibrahim Nye	9	-	3	0%
Nigerian Embassy	4	-	1	0%
Embassy Of Germany	3	-	1	0%
Embassy Of Lebanon	1	-	0	0%
INGOs	17,379	98	3,437	3%
USAID	7,428	0	1,554	1%
Mary's Meals-Liberia	1,383	27	313	0%
Medicine Sans Frontiers	1,496	0	238	0%
Save The Children Int'l	917	0	237	0%
Christian Aid Ministries	771	15	175	0%
Samaritan's Purse Liberia	1,304	26	127	0%
Partner In Health	647	-	102	0%
German Agro	337	0	96	0%
Ministry Of Health	606	2	80	0%
O/W: Last Mile Health	252	1	47	0%
Christian Health Association of Liberia	147	1	20	0%
Sightsavers Liberia	198	0	12	0%
Riders for Health	9	0	1	0%
GIZ Offices Monrovia	373	0	66	0%
Plan International Liberia	103	2	61	0%
Living Water International	224	4	44	0%
US Peace Corp	153	0	38	0%
Americares-Liberia	287	-	31	0%
Solidaridad Network West Africa	99	1	22	0%
International Committee Of The Red Cross	86	-	19	0%
Liberia Soap & Detergent Co. Inc.	65	1	19	0%
ICRC	54	-	17	0%
Sustainable Development Institute	66	1	15	0%
Welthungerhilfe	89	-	14	0%
Development Education Network Liberia	72	1	14	0%
BRAC-Liberia	24	0	13	0%
Irish Aid-Liberia	43	-	12	0%
World Hope International	64	1	11	0%
Tear Fund Liberia	41	1	11	0%
International Rescue Committee	61	1	10	0%
Mission Aviation Fellowship	47	1	9	0%
Catholic Relief Service	44	1	9	0%
New Africa Research And Development Agency	29	1	8	0%
Fauna & Flora International	36	1	7	0%
National Catholic Secretariat	26	1	7	0%
ICRC-Monrovia Delegation	44	0	7	0%
Society For The Conservation Of Nature Of Liberia	90	2	6	0%
Zoa-Liberia	33	1	6	0%

APPENDIX

Category	CIF	PAID	WAIVED	%
Population Service International	44	0	6	0%
Wild Chimpanzee Foundation	30	1	6	0%
Conservation International	29	1	6	0%
Liberia Institute For Biomedical Research	27	-	5	0%
Water Mission International	15	0	4	0%
Alfalit-Liberia	17	1	3	0%
Mercy Corps Liberia	9	0	2	0%
Feed The Hungry	7	0	2	0%
Humanity First Liberia	44	1	1	0%
Every Home For Christ-Liberia	10	0	1	0%
Word Of Hope Outreach Ministries Inc.	3	0	1	0%
The Salient Project	3	0	0	0%
Last Mile Health	2	-	0	0%
AHT Group Ag Liberia	1	0	0	0%
LEGISLATURE	1,909	18	603	0%
Representative	1,342	14	426	0%
Hon. Byron W. Zahnwea	108	1	41	0%
Hon. Francis S. Youngs	85	0	34	0%
Hon. Isaac B. Roland	56	0	22	0%
Hon. Clarence Massaquoi	58	0	21	0%
Hon. Dorwohn T. Gleekai	50	0	18	0%
Hon. Julie F. Wiah	45	0	18	0%
Hon. Adolph A. Lawrence	36	0	14	0%
Hon. Joseph N. Somwarbi	45	4	14	0%
House Of Senate	38	-	11	0%
Hon. Dr. George E.S. Boley	38	0	11	0%
Hon. Albert B. Hill	36	0	11	0%
Hon. Alexander Poure	35	0	10	0%
Hon. Price O.S. Tokpah	26	0	10	0%
Hon. Bob H. Sheriff	31	0	9	0%
Hon. Adolph Akwe Lawrence	21	0	8	0%
Hon. Rosana G.D.H. Schaack	21	0	8	0%
Hon. Bnofal Chambers	28	0	8	0%
Hon. Larry P Younquai	28	0	8	0%
Hon. Rustonlyn Suacoco	27	0	8	0%
Hon. Cllr. Fonati Koffa	22	0	6	0%
Hon. Prince O.S. Tokpah	20	0	6	0%
Hon. Saah H. Joseph	14	0	6	0%
Hon. Haja Fata Siryon	19	0	5	0%
Hon. Sekou S. Kanneh	17	0	5	0%
Hon. Francis Sakila Nyumalin	17	0	5	0%
Hon. Jeremiah K. Koung	18	0	5	0%
Hon. Crayton O. Duncan	28	0	5	0%
Hon. Nathaniel N. Bahway Sr.	17	1	5	0%

APPENDIX

Category	CIF	PAID	WAIVED	%
Hon. Vincent S.T. Willie	11	0	4	0%
Hon. Richard Koon	15	0	4	0%
Hon. Prince K. Moye	8	0	4	0%
Hon. J. Fonati Koffa	18	0	4	0%
Hon. Moses Y. Kollie	11	0	4	0%
Hon. Garrison Yealue Jr.	14	0	4	0%
Hon. Thomas Goshau	20	0	3	0%
Hon. Lawrence Morris	12	0	3	0%
Hon. Jeremiah Kpah Koung	12	0	3	0%
Hon. Worlea-Saywah Donah	12	0	3	0%
Hon. Mary M.Karwor	11	0	3	0%
Hon. Robert F. Wonba	8	0	3	0%
Hon. Gertrude Lamin	8	0	3	0%
Hon. G. Wesseh Blamo	11	0	3	0%
Hon. Hans M. Barchue	10	0	3	0%
Hon. Zoa E. Pennue	20	0	3	0%
Hon. Gabriel B. Smith	7	0	3	0%
Hon. James P. Biney	24	0	3	0%
Hon. Alfred G. Koiwood	7	0	3	0%
Hon. Alolph A. Lawrence	9	0	3	0%
Hon. Emerson V. Kamara	6	0	2	0%
Hon. Edward S. Ford	8	0	2	0%
Hon. J. Alex Tyler	7	0	2	0%
Hon. Dr. Bhofal Chamber	5	0	2	0%
Hon. Edward W. Karfiah	7	2	2	0%
Hon. Albert T. Chie	5	0	2	0%
Hon. Acarous M. Gray	5	0	2	0%
Hon. Numene T. H. Bartekwa	4	0	1	0%
Hon. Cllr. S. Gayah Karmo	5	0	1	0%
Hon. Mathew Gee Zarzar	5	0	1	0%
Hon. Adam Bill Corneh	6	0	1	0%
Hon. Ballah G. Zayzay	6	0	1	0%
Hon. Matthew Zarzar	5	0	1	0%
Hon. Jefferson S. Kannah	3	0	1	0%
Hon. Prince O.S Tokpeh	5	0	1	0%
Hon. Alex C. Grant	3	0	1	0%
Hon. Joseph P. Koleh	23	0	1	0%
Hon. Larry Younquoi	4	1	0	0%
Hon. Bhofal Chambers	1	0	0	0%
Senator	567	4	177	0%
Sen. Matthew N. Jaye	163	1	31	0%
Sen. Dallas A.V. Gueh	74	0	27	0%
Sen. G. Alphonso Gaye	64	0	24	0%
Sen. Joseph N. Nagbe	51	0	18	0%

APPENDIX

Category	CIF	PAID	WAIVED	%
Sen. Conmany B. Wesseh	11	0	15	0%
Sen. George T. Tengbeh	38	0	11	0%
Sen. Henry W. Yallah	22	0	6	0%
Sen. Stephen J.H. Zargo	19	0	5	0%
Sen. Geraldine Doe-Sheriff	17	0	5	0%
Sen. Daniel Naatehn	14	0	5	0%
Sen. Price Y.Johnson	15	0	4	0%
Sen. Marshall Dennis	12	0	4	0%
Sen. Prince Y. Johnson	10	0	3	0%
Sen. J. Gbleh Bo-Brown	9	0	3	0%
Sen. Jonathan Lamborty Kaipaiy	9	1	3	0%
Sen. Daniel Naatehn	6	0	3	0%
Sen. Francis S. Paye	6	0	2	0%
Sen. Gbleh-Bo J. Brown	10	0	2	0%
Sen. George M. Weah	5	0	2	0%
Sen. Thomas S. Grupee	4	0	1	0%
Sen. J. Milton Teahjay	3	0	1	0%
Sen. Joseph N. Nagbe	3	0	1	0%
Sen. Jonathan L. Karpay	0	0	0	0%
EDUCATIONAL INSTITUTIONS	933	8	258	0%
West Africa Examination Council	508	-	144	0%
Ministry Of Education	144	0	38	0%
O/W:Bridge Partnership Project	124	-	34	0%
Bethel Foundation School	12	0	2	0%
Opportunities for African Kids	9	0	2	0%
Stella Maris Polytechnic	67	1	22	0%
University Of Liberia	60	-	20	0%
Mother Pattern College Of Health Sciences	35	1	9	0%
Liberia Agency For Community Empowerment (LACE)	32	-	9	0%
Bomi Community College	26	-	8	0%
Our Lady Of Grace Int'l School	30	6	3	0%
University Of Liberia	15	-	2	0%
Ganta Christian Community	5	0	1	0%
Liberia Institute Of Certified Public Accountants	4	-	1	0%
We Care Foundation	4	0	1	0%
Liberia Christian Association Of The Blind	3	-	1	0%
Liberia Education Relief Service	2	0	0	0%
RELIGIOUS ORGANIZATIONS	1,015	27	183	0%
Catholic Archdiocese Of Monrovia	297	5	66	0%
Christian Congregation Of Jehovah's Witnesses	184	6	38	0%
Church Of Jesus Christ Of Latter Days Saints	118	2	23	0%
Providence Baptist Church	98	2	16	0%
Great Commission Victory Ministry	60	3	10	0%
United Methodist Church	28	1	6	0%

APPENDIX

Category	CIF	PAID	WAIVED	%
Ministry Of Health	24	2	4	0%
O/W:Great Commission Victory Ministry	24	2	4	0%
World Hope International	13	0	3	0%
The Gideon International Liberia	22	0	2	0%
MAF-Liberia	14	0	2	0%
United Pentecostal Church Of Liberia	6	0	2	0%
Bible Society In Liberia	18	0	2	0%
Biblical Discipleship Ministries, Inc.	18	0	2	0%
Free Presbyterian Mission Church Of Liberia	9	0	1	0%
Bible Society In Liberia	14	0	1	0%
Liberia Annual Conference/United Methodist Church	11	-	1	0%
Lamp & Light Office Biblical	10	0	1	0%
Turning Point Liberia	8	0	1	0%
Every Home For Christ-Liberia	5	0	0	0%
Military Baptist Church Inc.	2	0	0	0%
Grand View Baptist Church	5	0	0	0%
The Living Bread Pentecostal	49	3	0	0%
Living Word Ministries Int'l	1	0	0	0%
Bethel Cathedral Of Hope Church	1	0	0	0%
Law By Choice For Freedom Project	1	0	0	0%
The Church Of Jesus Christ Of Latter Day Saints In Liberia	0	0	0	0%
LNGOs	1,216	14	173	0%
Ministry Of Health	677	4	68	0%
O/W: First Responder Liberia	628	3	61	0%
Basket of Hope	26	-	3	0%
Liberia Help, Inc.	9	0	2	0%
African Charities, Inc.	12	0	2	0%
Maternal & Child Health Advocacy	2	-	0	0%
First Responder Liberia Inc.	143	-	19	0%
Society For The Conservation Of Nature Of Liberia	87	2	14	0%
Water Of Life Liberia	54	1	9	0%
Society Entrepreneurs For Sustainable Development	33	1	9	0%
Liberia Agency For Community Empowerment (LACE)	35	0	8	0%
Planned Parenthood Association Of Liberia	22	-	6	0%
Children Relief Service Inc.	16	0	6	0%
Liberia Albino Society Inc.	17	0	5	0%
Village Improvement Project	13	0	4	0%
Jerry Gebulski African Disability Foundation	13	1	3	0%
My Brother Keeper Orphanage	11	0	3	0%
World Educational & Social Advance	7	0	3	0%
Liberia Red Cross Society	10	-	3	0%
The Lord Prayer Ministry	7	1	2	0%
Living Word Mission Inc.	8	0	2	0%
Young Men Christian Association	8	0	1	0%

APPENDIX

Category	CIF	PAID	WAIVED	%
Goarzon Neezonnie Association Of Liberia	9	0	1	0%
Harriet Amelia Vivour Outreach Mission, Inc.	6	0	1	0%
Liberia's Image Incorporation	4	0	1	0%
Feed The Hungry	6	0	1	0%
The African Network Against Child Abuse & Neglect	5	0	1	0%
Ministry Of Education	4	0	1	0%
Joseph N. Boakai Foundation	12	1	1	0%
Liberia Christian Association Of The Blind	2	-	1	0%
United Christian Aid Foundation Int'l	4	1	1	0%
CLC-Liberia	3	-	0	0%
Diamond For Peace Liberia	1	0	0	0%
National Old Folk Of Liberia	0	0	0	0%
MEDICAL INSTITUTIONS	927	9	155	0%
Ministry Of Health	409	1	64	0%
O/W: Phebe Hospital & School Of Nursing	279	0	45	0%
Ganta United Methodist Hospital	37	1	6	0%
John Vianney Catholic/ Foyah Community Health Center	35	-	5	0%
Ganta Leprosy & Tuberculosis Rehab	36	-	5	0%
Kingdom Care Medical Center	11	-	1	0%
Jackson F. Doe Memorial Hospital	7	-	1	0%
Redemption Hospital	3	-	0	0%
ELWA Hospital	0	-	0	0%
ELWA Hospital	238	5	42	0%
John F. Kennedy Memorial Center	173	2	37	0%
Catholic Archdiocese Of Monrovia	44	0	5	0%
Ganta United Methodist Hospital	41	1	4	0%
St. Joseph's Catholic Hospital	17	0	3	0%
Foundation For Restoring Women Dignity	4	-	0	0%
RETURNEES	426	12	119	0%
Anthony Barclay	142	3	36	0%
Arthur R. Fomgbeh, Jr. William W. Bloh et'al	31	1	6	0%
Simon John Ballout	17	0	5	0%
Marie Daramy	13	0	4	0%
Valdemer Reeves	12	0	4	0%
Laurine Wede Johnson	13	1	4	0%
Mr. Ernest Vefee	13	0	3	0%
Mr. Glays H. Collins	12	0	3	0%
Ministry Of Foreign Affairs	10	1	3	0%
O/W: Mr. Jeff G. Dowama	10	1	3	0%
Mr. David Molly	10	0	3	0%
Micah-Tebah Balleh	10	0	3	0%
Mr. Byron Taylor	4	0	3	0%
Mr.Gentry Frewontua Cater	12	0	2	0%

APPENDIX

Category	CIF	PAID	WAIVED	%
Mr. Mechen V. Kennedy	6	0	2	0%
Mr. John R.H. Bright	6	0	2	0%
Mr. Lucia Yallah	6	0	2	0%
Princeton Molton	5	0	2	0%
Boima Cormay Yayou	7	0	2	0%
Dr. James Sobbeh	8	0	2	0%
Amb. S. Mohammed Sheriff	7	0	2	0%
Sylvester K. Pewee	4	0	2	0%
Mr. Yormie Carver Y.	7	0	2	0%
Hermon K. Baldee	5	0	2	0%
David Crusoe	7	0	2	0%
Roger Mengistu Teah	5	0	2	0%
Faya Davis	5	0	2	0%
Tom O. Wilson	5	0	2	0%
Mr. Mohammed S. Sheriff	5	2	2	0%
Oretha Bestman Yates	4	0	1	0%
Imogene M. Collin	4	0	1	0%
Siaka M. Keita	4	0	1	0%
Mr. Zuulu Cooper	4	0	1	0%
Mr. Jerreck Jeff Dwanah, Jr.	6	0	1	0%
Emma C-Metieh Glassco	3	0	1	0%
Debbie Porlee Cooper	2	0	1	0%
Randolph Emerick Tebbs	3	0	1	0%
Emmanuel M. Redd, Sr.	2	0	1	0%
H.E. Ethel Davis	5	-	0	0%
Murvee E. Sonie, George F. Kerkulah	0	0	0	0%
TAX REFUND	188	9	65	0%
Caroline Frozen Food Center	67	2	48	0%
United Motor Company	97	7	14	0%
Abeer Pharmaceutical Limited	24	-	3	0%
JUDICIARY	51	0	20	0%
Hon. Kabineh M. Janeh	46	0	18	0%
Justice Sie-A-Nyene Youh	6	-	2	0%