



**LRA**  
LIBERIA REVENUE AUTHORITY

# LRA 2024 Annual Report

JANUARY –  
DECEMBER,  
FY2024

# Message from the Commissioner General



It is with great pride and gratitude that I present the FY2024 Annual Report of the Liberia

Revenue Authority (LRA). This year has been a testament to our collective dedication to advancing the nation's fiscal agenda and delivering on our commitment to robust and sustainable revenue mobilization.

As at end December, 2024, total revenue collection stood at US\$748.16 million while Domestic revenue accounted for US\$698.66 million, representing 95 percent of the annual revised target. Notably, the amount collected from the domestic front surpasses the previous year's contribution by US\$86.70 million, or 14 percent. This progress underscores the effectiveness of our initiatives and reinforces our goal of moving the revenue envelope towards the billion-dollar mark.

The LRA achieved a significant milestone by enhancing the efficiency of our operations and creating a seamless framework for taxpayer identification and revenue collection.

Under the ongoing Public Financial Management Reform for Institutional Strengthening Project (PFMRISP), we have made meaningful strides in institutional capacity building. These efforts were complemented by our participation in capacity workshops focused on disaster recovery, indicator vetting, and data validation. Partnerships with organizations such as the African Tax Administration Forum (ATAF) and the West African Tax Administration Forum (WATAF) have

further enriched our knowledge base and collaborative efforts.

The LRA has secured about fifty (50) star-link satellite terminals to power internet into our rural CBOs and TBOs and create an avenue for easy rollout of our revenue collection systems – ASYCUDA and LITAS.

We are also in advanced partnership discussion with N-Soft for the implementation of cutting-edge technological governance solutions that will capture transactional data across the digital sector, including Mobile Money, telecommunications, Gambling, and Banking. This technology will enable us to harness the potential of our digital sectors.

This year, we completed the design and construction of a state-of-the-art pilot One-Stop Shop Service and a Toll-Free Call Center at our Headquarters, providing taxpayers with modern and accessible support services.

The importance of fulfilling tax obligations as a civic responsibility and a contribution to nation-building remains central to our advocacy. Through compliance programs and rigorous enforcement measures, we have witnessed steady growth in domestic revenue collection.

I extend my heartfelt thanks to our hardworking staff, dedicated partners, and all taxpayers who have embraced their role in strengthening Liberia's fiscal stability. Together, we are building a brighter future, and I look forward to achieving even greater milestones in the years ahead.

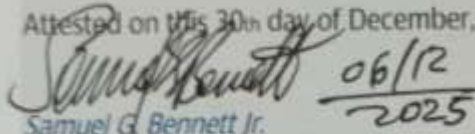
**Commissioner General**  
Liberia Revenue Authority

## Attestation on financials

### Budget and Finance

The International Public Sector Accounting Standards (IPSAS-Cash Basis) set the basis for the financial information provided therein. The financials on page 68 do not contain material misstatements, are an adequate representation of the underlying economic and financial reality reported and complete in all material aspects.

Attested on this 30<sup>th</sup> day of December, 2024 A.D.



Samuel G. Bennett Jr.

Deputy Commissioner General/Administrative Affairs

### Domestic Tax Department

Section 7(2) (g) of the LRA's Act provides that the data on pages 36-50 of this report contain no material misstatements; that revenue collection is a faithful representation of the underlying tax returns of the system; and that the data is truthful, accurate and complete in all material aspects.

Attested on this 30<sup>th</sup> day of December 2024 A.D.



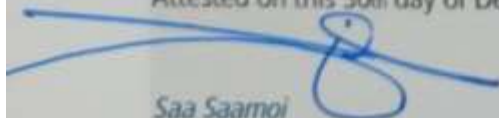
Margaret Krote

Act. Commissioner/Domestic Tax Department

### Customs Department

The data on revenue collection is presented in accordance with the Section 7(2) (g) of the LRA's Act and shows that the data on pages 51-66 of this report contain no material misstatements, data on revenue collection is a faithful representation of the underlying tax returns of the system and the data is truthful, accurate and complete in all material aspects.

Attested on this 30<sup>th</sup> day of December, 2024 A.D.



Saa Saamoi

Commissioner/Customs Department

## About Us

### Establishment

- Semi-autonomous organ of the Executive Branch of the Government of Liberia
- Operationalized July 1, 2014 through an act ratified by the National Legislature in September 2013
- Formerly Department of Revenue under the former Ministry of Finance, which included the Bureau of Internal Revenue and the Bureau of Customs and Excise, as defined in Chapter 21 of the Executive Law of 1972
- Mandated to administer and enforce revenue laws in accordance to the Liberia Revenue Code and other related laws under which it is assigned responsibility for the purpose of assessing, collecting, auditing, and accounting for all national revenues and to facilitate legitimate trade and customs border management-enforcement.

### Roles and Responsibilities

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

## Acronyms

A-CIP	Anti-Corruption and Integrity Promotion
ASYCUDA	Automated System for Customs Data
BOTA	Board of Tax Appeal
BSC	Balance Scorecard
CG	Commissioner General
CIF	Cost Insurance & Freight
CMPA	Communication, Media and Public Affairs
CONS	Consolidated
CSP	Corporate Strategic Plan
CTP	Compliance Trader Program
DCGAA	Deputy Commissioner General for Adm. Affairs
DCGTA	Deputy Commissioner General for Tech. Affairs
DI	Destination Inspection
DRM	Domestic Resource Mobilization Strategy
DTD	Domestic Tax Department
EFD	Electronic Fiscal Device
EOI	Exchange of Information
ERMCD	Enterprise Risk management and Compliance Div.
ERMIF	Enterprise Risk Management Integrated Framework
GoL	Government of Liberia
HRD	Human Resource Division
IAD	Internal Audit Division
IPFMRP	Integrated Public Financial Management Reform Program
ISO	International Organization for Standard
ISORA	International Survey on Revenue Administration
LICPA	Liberia Institute of Certified Public Accountants
LITAS	Liberia Integrated Tax Administration System
LITP	Liberia Institute of Tax Practitioners
LNP	Liberia National Police
LRA	Liberia Revenue Authority
MFDP	Ministry of Finance and Development Planning
NORAD	Norwegian Agency for Development Cooperation
OSIWA	Open Society Initiative for West Africa
PED	Professional Ethics Division
PFMRIS	Public Financial Management Reform for Institutional Strengthening
PSSPD	Policy, Stats. And Strategic Planning Division
SIDA	Swedish International Development Agency
TAS	Tax Administration System
TATS	Tax Arrears Transaction System
TMD	Transformation and Modernization Division
TPSD	Taxpayer Service Division

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## Executive Summary

The Liberia Revenue Authority (LRA) continues to make remarkable progress in fulfilling its mandate to collect lawful revenue essential for national development and economic transformation. By fostering a transparent and efficient revenue collection system, the LRA plays a vital role in strengthening Liberia's fiscal stability and supporting key government initiatives. Through innovative approaches, strategic partnerships, and the adoption of advanced technology, the LRA remains committed to enhancing domestic resource mobilization, thereby contributing meaningfully to national growth and development.

The FY 2024 budget was approved at US\$738.86 million, with domestic revenue accounting for US\$696.43 million or 94 percent, while external resources accounted for US\$42.43 million or 6 percent. During the mid-year review, the budget was revised mainly on account of US\$2.4 million in external resources and US\$12.8 million contingent revenue that were deemed not realizable. Consequently, the domestic revenue target was shifted downward from US\$696.43 million to US\$690.86 million or 0.8 percent. External resources also shifted downward from US\$42.43 million to US\$40 million or 6.1 percent, thus introducing a domestic financing gap of US\$8 million.

Actual collection for FY 2024 stood at US\$748.16 million or 101 percent of the total revised target. Domestic Revenue accounted for US\$698.66 million or 93.4 percent while External resources accounted for US\$40.0 million or 5.3 percent. When compared to the previous fiscal period, total revenue grew by US\$32.24 million or 4.5 percent. Domestic revenue also exceeded the previous fiscal period by US\$86.70 million or 14.2 percent. The steady growth in domestic revenue is on account of compliance improvement programs, rigorous enforcement exercises and commitment to moving the revenue envelope to billion.

In an effort to strengthen domestic revenue mobilization, a new five-year DRM Strategy and Corporate Strategic Plan has been developed and is currently undergoing stakeholder validation. These strategies focus on enabling tax policies and strengthening the legal framework, broadening the tax base, enhancing voluntary compliance and enforcement, bolstering institutional capacity and fostering partnership and cooperation.

Furthermore, the LRA has piloted the decentralization of real property tax administration in Margibi and Grand Bassa Counties, with funding from the Government and development partners. This is in adherence to the Local Government Act of 2018 initiative and has led to the registration of 21,576 properties.

Additionally, the LRA has integrated its systems with the National Identification Registry and five commercial banks. This is part of an ongoing effort to integrate all commercial banks with the LITAS system, thus creating a platform for seamless tax payment. Similarly, the LRA has acquired about fifty star-link satellite terminals to provide internet connectivity to rural TBOs and CBOs, providing the environment to smoothly roll out LITAS and ASYCUDA across the country.

This report highlights our progress on the strategic roadmap, identifies challenges, and provides recommendations to address them. As the Government's principal revenue-collecting agency, mandated to facilitate legitimate trade, we also outline future opportunities to expand revenue streams as we advance toward achieving the billion-dollar collection milestone.

## Strategic Snapshot

### OUR CORE VALUES



#### Commitment

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

#### Integrity

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

#### Teamwork

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

- Embrace position change and be personally willing to undertake other responsibilities.

#### Service

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

### MISSION

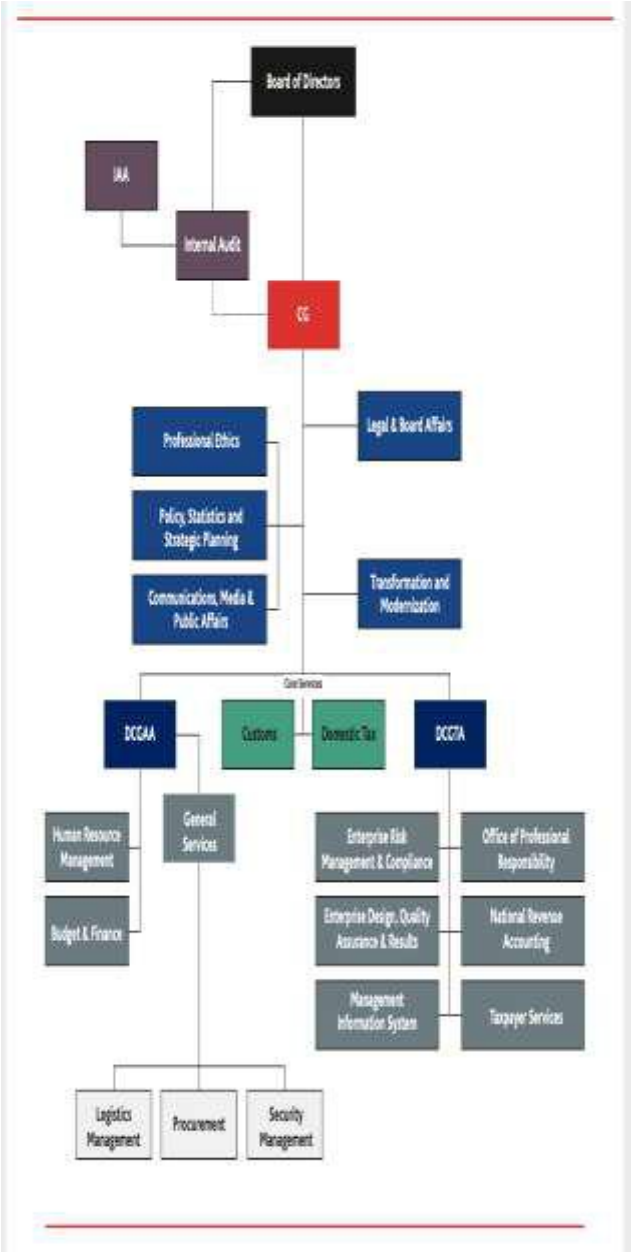
To be a professional revenue administration adhering to international standards and to serve as a model for revenue collection and service delivery

### VISION

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



Organizational Structure



The Executive leadership of the LRA is comprised of five levels:

The Commissioner General (CG), the Deputy Commissioner General for Technical Affairs (DCGTA), the Deputy Commissioner General for Administrative Affairs (DCGAA), the Commissioner of the Domestic Tax Department (DTD) and the Commissioner of the Customs Department (CD).

The CG who heads the executive management team of the LRA is also the CEO and Secretary to the Board of Directors but retains functional accountability to the Minister of Finance and Development Planning (MFDP). The Board, which is the governing body of the LRA is appointed by the President.

The Deputy Commissioner General for Technical Affairs (DCGTA) is responsible for operational risk management, MIS and service delivery. The Deputy Commissioner General for Administrative Affairs (DCGAA) leads the LRA in the areas of corporate affairs and administration and covers HRD, GSD and Budget & Finance.

The two other positions at the Executive Management level are the Commissioner of Customs, responsible for the collection of border taxes, facilitation of legitimate trade and enforcement of border security and the Commissioner of Domestic Tax who leads in enhancing domestic revenue collection, ensuring voluntary compliance and enforcing the collection of tax debt.

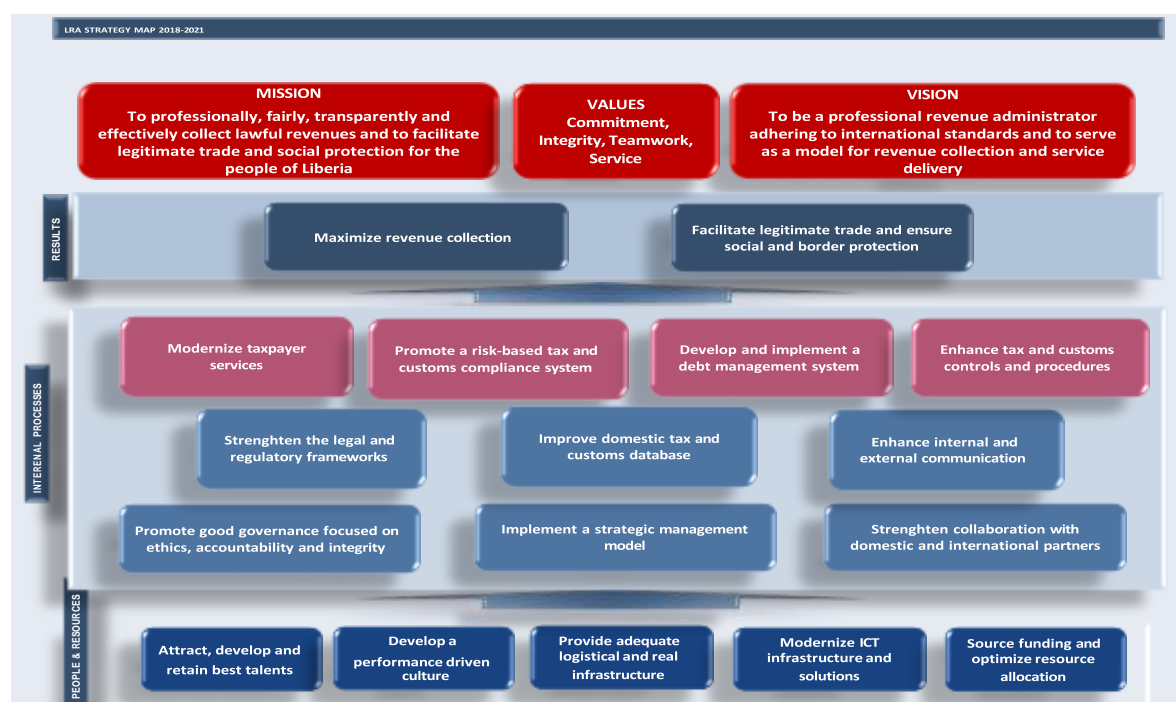
The functional departments and agencies within the LRA include:

The Internal Audit Department (IAD) is headed by a commissioner who reports administratively to the Commissioner General of the LRA and functionally to the Board and the Internal Audit Agency (IAA) of the Government.

In addition, there are four other functional areas, which fall directly under the CG's office:

Professional Ethics Division (PED), Policy, Statistics & Strategic Planning Division (PSSPD), Legal and Board Affairs Department (LBA), Communication, Media & Public Affairs (CMPA), Fiscal Investigation Division (FID), Transformation & Modernization Division (TMD)

## Strategy Map



## Strategic Indices

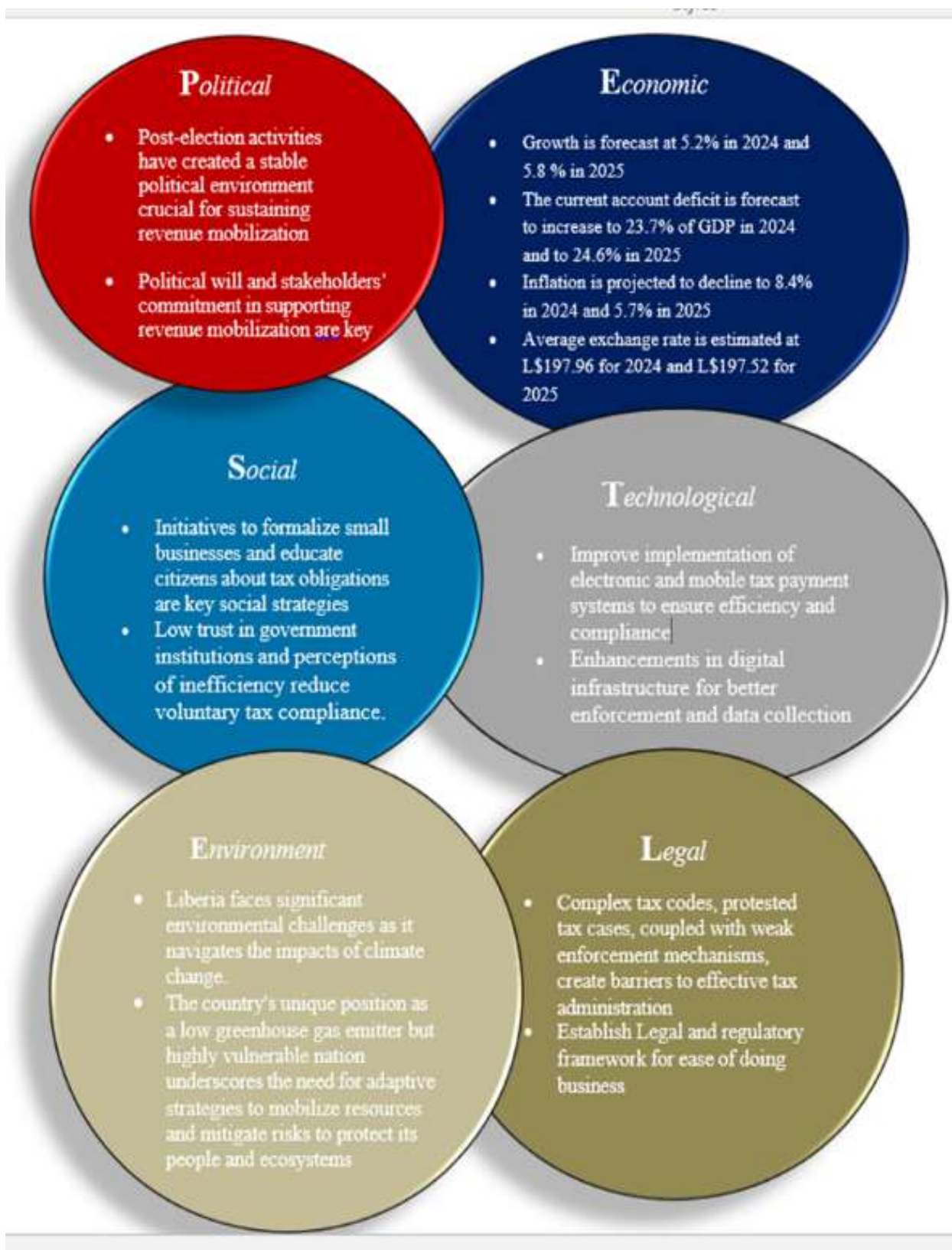
- <1.1>Revenue Collection Performance
- <2.1> Average Clearing time
- <2.2> Customs Clearance Rate
- <3.1>Taxpayer Services Index (TSI)
- <4.1>Compliance rate on reporting, filing and payment
- <4.2>Audit Capacity and Coverage Index
- <4.3> Audit Recovery Efficiency Rate
- <4.4> Audit Plan Adherence
- <4.5> Enhanced efficiency of Audit Program
- <5.1>Approved Debt Management tools
- <5.2>Integrated tax debt stock consolidation
- <6.1>(Tax and Customs controls and procedures index
- <8.2>Tax Database Integrity Index(TDII)
- <9.1>Communication Performance Index (CPI)
- <10.1>Internal Audit Interventions
- <10.2>Ethics and Integrity Dissemination Index
- <10.3>Enterprise Risk Management Maturity Index
- <11.1>Strategic Management Model Index (SMMI)
- <12.1>Partnership and Collaboration Index (PCI)
- <13.1>Human Resources Management Index (HRMI)
- <13.2>Employee Satisfaction Rate
- <14.1> Performance Target Rate
- <14.2>Performance Management compliance level
- <15.1> Real Infrastructure Conformity index
- <16.1>ICT Index (ICT)
- <17.1>Budget execution ratio
- <17.2> Cost of Collection Optimization

## STRATEGIC PARTNERSHIP

### Partial view of our strategic partners:

<b>USAID</b>	<ul style="list-style-type: none"> <li>Support to increase domestic revenue generation to enhance development</li> </ul>
<b>OSIWA</b>	<ul style="list-style-type: none"> <li>Strengthening Revenue Authority capacity to facilitate domestic resource mobilization; conducted a low-level forensic audit</li> </ul>
<b>UNDP</b>	<ul style="list-style-type: none"> <li>Institutional capacity building to enhance development effectiveness</li> </ul>
<b>OECD</b>	<ul style="list-style-type: none"> <li>Provide technical support to Domestic Tax (Exchange of Information EOI)</li> </ul>
<b>ODI</b>	<ul style="list-style-type: none"> <li>Provide technical support on the implementation of the DRM Strategy</li> </ul>
<b>IPFMRP</b>	<ul style="list-style-type: none"> <li>Revenue Mobilization and Administration</li> </ul>
<b>AFDB</b>	<ul style="list-style-type: none"> <li>Enhance efficiency in the implementation of customs procedures</li> </ul>
<b>WB</b>	<ul style="list-style-type: none"> <li>Support the connection of Liberia to SIGMAT under the Trade Facilitation West Africa (TFWA) Project</li> </ul>
<b>NORAD</b>	<ul style="list-style-type: none"> <li>To address corruption and improve public confidence in customs for improved coordination and trade facilitation, WCO Anti-Corruption and Integrity Promotion (A-CIP) Program for Customs</li> </ul>
<b>WCO</b>	<ul style="list-style-type: none"> <li>Embarked on the conduct of the first national Time Release Study to enhance trade facilitation / Customs Security Program</li> </ul>
<b>IMF</b>	<ul style="list-style-type: none"> <li>Strengthen Tax Authority in the granting and processing of exemptions</li> </ul>
<b>SIDA</b>	<ul style="list-style-type: none"> <li>Development of property cadaster</li> </ul>
<b>IFC</b>	<ul style="list-style-type: none"> <li>Drafting Regulation for the Modernized Customs Code</li> </ul>
<b>ATAF</b>	<ul style="list-style-type: none"> <li>Promote and facilitate mutual cooperation among African Tax Administrations and other relevant stakeholders with the aim of improving efficiency of tax legislation and administration.</li> </ul>
<b>WATAF</b>	<ul style="list-style-type: none"> <li>Enhance the cooperation and active promote improvement tax administration through better service delivery, taxpayer education, effective use of automated systems, countering tax evasion and aggressive tax planning and strengthening audit and human resource management capability.</li> </ul>
<b>SWEDISH TAX AGENCY</b>	<ul style="list-style-type: none"> <li>Focuses on modernization of taxpayer service, Development of competent human resource and compliance risk management</li> </ul>

## PESTEL ANALYSIS



## Economic Outlook

Liberia's economic outlook for 2024 presents mixed opportunities and challenges as the country seeks to stabilize and expand its economy. The World Bank projected that Liberia's GDP growth would improve to 5.3 percent in 2024, driven by advancements in mining, construction, and increased public spending. However, inflationary pressures remain, primarily due to rising food and global fuel prices, which saw inflation increase from 7.6 percent in 2022 to 10.5 percent in 2023.

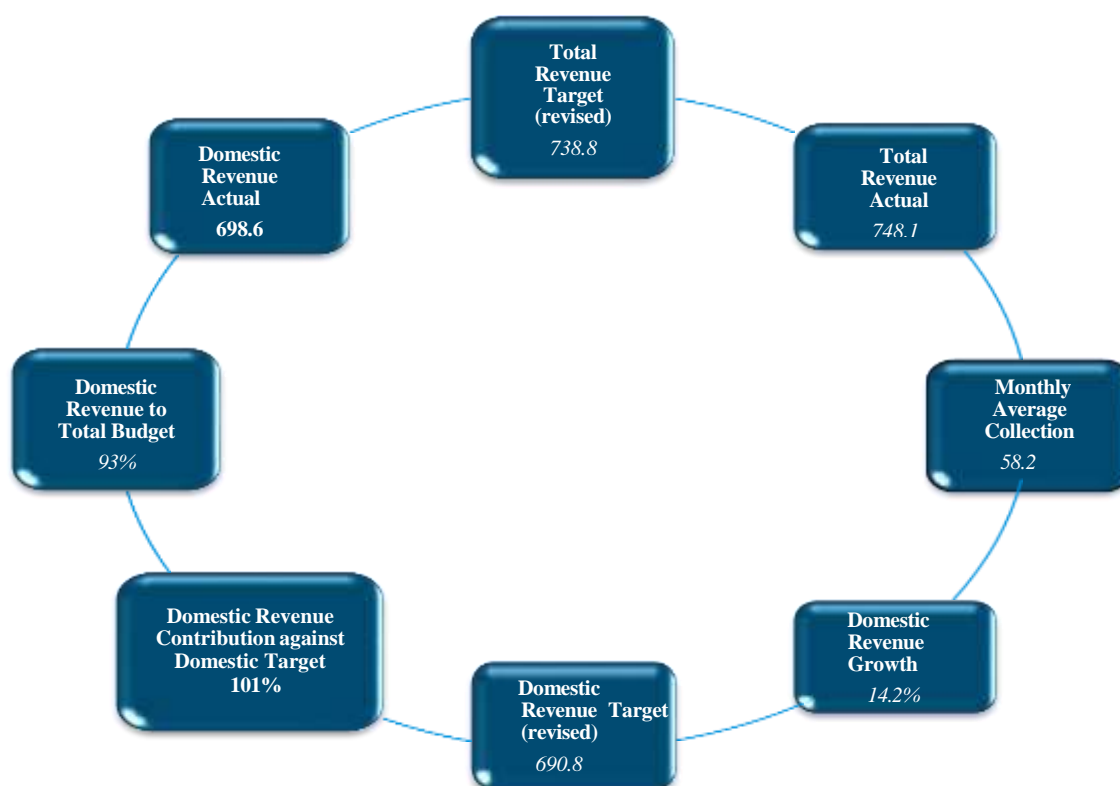
Efforts are being made to address critical infrastructure issues, particularly in the energy sector. The government, supported by the World Bank and African Development Bank, has initiated substantial projects to expand electricity access and enhance generation capacity. These initiatives are essential for achieving universal energy access by 2030, which is seen as a cornerstone for sustainable economic growth. As part of this effort, a \$45 million investment was approved in mid-2024 to bring electricity to nearly half a million Liberians.

On fiscal matters, the government managed to reduce its deficit from 6.5 percent of GDP in 2022 to 3 percent in 2023. However, challenges like high public debt (approximately 52.6 percent of GDP as of late 2023) and a significant trade imbalance persist. Structural reforms aimed at improving the business climate and fostering private sector investment are critical for further progress.

While progress is evident, key challenges remain, including improving macroeconomic stability, combating inflation, and ensuring equitable distribution of development benefits across urban and rural areas.

*Source: World Bank Development Indicators/CBL*

## FY2024 REVENUE COLLECTION AT A GLANCE



Fiscal Year 2024	
Total National Budget (Revised)	738.8
Actual Revenue Outturn	748.1
Monthly Average (Domestic Revenue)	58.2
Domestic Revenue Target (Revised)	690.8
Domestic Revenue Actual	698.6
Domestic Revenue Growth	14.2%
Domestic Resource Contribution to Total Outturn	93%
Domestic Resource Achievement against Target	101%



## **CORPORATE GOVERNANCE**

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The LRA was established as a corporate semi-autonomous entity. Its corporate governance structure descends from a Board of Directors to an executive management team, senior managers and other supervisory levels.

### **The Board's Mandate**

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The Board of Directors is mandated to ensure that LRA fully complies with the Liberia Revenue Code in collecting lawful revenues and facilitates legitimate trade and social protection. It also drives 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 composition of the board includes: 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 LRA corporate governance structure is built on the following legal pillars:**

## **LIBERIA REVENUE AUTHORITY**



## REVENUE PERFORMANCE
























The FY 2024 budget was approved at US\$738.86 million. Domestic revenue accounted for US\$696.43 million or 94 percent, while external resources accounted for US\$ 42.43 million or 6 percent. During the mid-year review, the budget was revised along various tax lines maintaining the overall target. Domestic revenue target was shifted downward from US\$ 696.43 million to US\$690.86 million or 0.8 percent. External resource was also shifted downward from US\$ 42.43 million to US\$40 million or 6.1 percent, thus introducing a domestic financing gap of US\$8 million.

Actual collection for FY 2024 stood at US\$748.16 million or 1.3 percent above the total revised target. The over performance was mainly driven by increase in trade (commercial and non-commercial, growth in private sector employment, particularly mining, a significant increase in gold royalties and administrative fines and penalties. Domestic Revenue accounted for US\$698.66 million or 93.4 percent while External resources accounted for US\$49.5 million or 6.6 percent, of which US\$9.5 million was on account of domestic financing.

When compared to the previous fiscal period, total revenue grew by US\$32.24 million or 4.5 percent. Domestic revenue also exceeded the previous fiscal period by US\$86.71 million or 14.2 percent. The steady growth in domestic revenue is on account of the compliance improvement programs, rigorous enforcement exercises and favorable overall macroeconomic conditions.

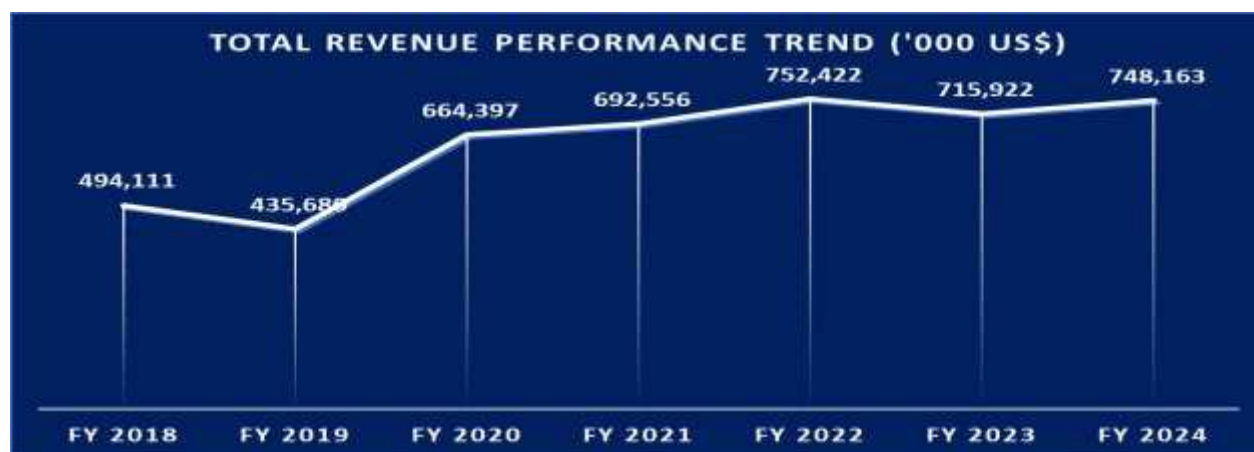
The core departments of Domestic Tax and Customs accounted for 68.3 percent and 31.7 percent of the actual domestic revenue, respectively. Tax revenue accounted for 80.2 percent of domestic revenue, thus exceeding the previous fiscal period by US\$33.59 million or 6.4 percent.

Table 1: Overall Revenue Performance

Tax Kind	Approved Budget	Revised Budget	Actual	Var.+/-	% Var.+/-
<b>Total Revenue (Incl. Financing Gap)</b>	<b>738,860</b>	<b>738,860</b>	<b>748,163</b>		<b>9,303 1%</b>
<b>Total Revenue (Excl. Financing Gap)</b>	<b>738,860</b>	<b>730,860</b>	<b>738,663</b>		<b>7,803 1%</b>
<b>Domestic Revenue</b>	<b>696,426</b>	<b>690,860</b>	<b>698,663</b>		<b>7,803 1%</b>
Domestic Tax Department	498,212	485,907	477,226		(8,681) -2%
Customs Department	198,213	204,953	221,437		16,484 8%
<b>Tax Revenues</b>	<b>540,525</b>	<b>579,507</b>	<b>560,005</b>		<b>(19,502) -3%</b>
Taxes on Income & Profits	244,948	288,641	256,111		(32,531) -11%
O/W Personal Income Tax (PIT)	137,934	199,645	206,748		7,103 4%
O/W Corporate Income Tax (CIT)	57,018	57,018	45,841		(11,177) -20%
O/W Other Income Taxes	49,996	31,978	3,522		(28,457) -89%
Taxes on Property	5,116	6,004	4,843		(1,161) -19%
Taxes on Goods & Services	83,525	72,387	69,130		(3,257) -4%
O/W Maritime Revenue	14,000	14,000	14,000		- 0%
Taxes on International Trade	197,685	203,224	219,310		16,086 8%
Other Taxes (SDCs)	9,250	9,250	10,611		1,361 15%
<b>Non-Tax Revenues</b>	<b>155,901</b>	<b>111,353</b>	<b>138,658</b>		<b>27,305 25%</b>
Property Income	127,455	90,728	94,674		3,946 4%
O/W Road Maintenance Fund	40,625	32,636	31,791		(845) -3%
Administrative Fees	27,942	20,299	24,200		3,901 19%
Fines, Penalties & Forfeits	501	324	19,779		19,454 5997%
Miscellaneous & Unidentified	2	2	6		4 0%
<b>External Resources</b>	<b>42,434</b>	<b>40,000</b>	<b>40,000</b>		<b>- 0%</b>
<b>FINANCING GAP</b>	<b>-</b>	<b>8,000</b>	<b>9,500</b>		<b>1,500 0%</b>

Source: TAS





## TAXES ON INCOME AND PROFIT

During the year under review collection of taxes on income and profit fell below the revised target by US\$32.78 million or 11.4 percent mainly on account of a dip in corporate income taxes and withholdings on contract services, gambling and acquisition price. However, growth in private sector employment, particularly mining, contributed to the over performance in personal income taxes. When compared to the previous fiscal period, actual collection grew by US\$35.51 million or 16.1 percent. See table below for details.

Table 2: Collection of taxes on income and profit

Tax Kind	Approved Budget	Revised Budget	Actual	Var.+/-	% Var.+/-
<b>TAXES ON INCOME &amp; PROFITS</b>	<b>244,948</b>	<b>288,641</b>	<b>255,860</b>	<b>(32,782)</b>	<b>-11%</b>
<b>PERSONAL INCOME TAX (PIT)</b>	<b>137,934</b>	<b>199,645</b>	<b>206,748</b>	<b>7,103</b>	<b>4%</b>
Taxes on Residents	229,432	273,125	242,179	(30,947)	-11%
PIT Section 200A (Residents)	306	306	347	40	13%
Withholding Taxes (Residents)	170,302	213,995	192,720	(21,275)	-10%
Taxes on Non-Residents	15,516	15,516	13,681	(1,835)	-12%
<b>CORPORATE INCOME TAX (CIT)</b>	<b>57,018</b>	<b>57,018</b>	<b>45,706</b>	<b>(11,312)</b>	<b>-20%</b>
<b>OTHER INCOME TAXES</b>	<b>49,996</b>	<b>31,978</b>	<b>3,406</b>	<b>(28,572)</b>	<b>-89%</b>
Presumptive Section 200c (Small Tax)	1,806	1,806	3,406	1,600	89%
GSM Annual Gross Margin Tax	-	-	-	-	0%

Source: TAS



## TAXES ON GOODS AND SERVICES

During the reviewed period, Taxes on goods and services fell below the revised target by US\$3.48 million or 4.8 percent, mainly on account of general goods and services and other fees and licenses. However, excise tax on domestic goods and motor vehicle taxes exceeded their respective targets by US\$2.0 million and US\$0.85 million. When compared to the previous fiscal year, actual collection dipped by US\$17.2 million or 19.9 percent. See table below for details.

Table 3: Actual collection of Taxes on goods and services

Tax Kind	Approved Budget	Revised Budget	Actual	Var.+/-	% Var.+/-
<b>Total Goods &amp; Service Tax</b>	<b>83,525</b>	<b>72,387</b>	<b>68,905</b>	<b>(3,482)</b>	<b>-5%</b>
GST Excluding Motor Vehicle	49,767	39,873	36,819	(3,054)	-8%
Domestic Excise	5,341	3,819	5,814	1,995	52%
Motor Vehicle Taxes	9,166	9,443	10,293	850	9%
Use of Goods & Permission to use Goods	5,248	5,248	1,951	(3,297)	-63%
Maritime	14,000	14,000	14,000	-	0%
Other Taxes on Goods & Service	3	3	29	25	740%

Source: TAS



## TAXES ON INTERNATIONAL TRADE

For the period under review, International trade taxes exceeded the revised target of US\$203.22 million by US\$16.09 million or 7.9 percent. The contributing factor to this over performance was due to increase in commercial and non-commercial trade, particularly petroleum importation. When compared to the previous fiscal period, actual collection grew by US\$31.34 million or 16.7 percent. See table below for details.

Table 4: Collection of Taxes on Income and Profit

Description	Approved Budget	Revised Budget	Actual	Var.+/-	% Var.+/-
<b>CUSTOMS DEPARTMENT</b>	<b>198,213</b>	<b>204,953</b>	<b>221,437</b>	<b>16,484</b>	<b>8%</b>
<b>TAXES ON INTERNATIONAL TRADE</b>	<b>197,685</b>	<b>203,224</b>	<b>219,310</b>	<b>16,086</b>	<b>8%</b>
<b>IMPORT DUTIES</b>	<b>106,328</b>	<b>110,637</b>	<b>117,134</b>	<b>6,497</b>	<b>6%</b>
O/W: Import duties on goods other than rice and petroleum	66,935	71,130	66,764	(4,365)	-6%
Import duties on petroleum products	16,112	16,112	26,972	10,860	67%
Other Import duties	15,818	15,818	15,762	(56)	0%
<b>CHARGES ON IMPORTS</b>	<b>71,337</b>	<b>77,144</b>	<b>89,799</b>	<b>12,654</b>	<b>16%</b>
O/W: GST on Imported Goods (Exc. Petroleum)	54,046	58,829	64,153	5,324	9%
GST on Imported Petroleum	11,155	11,815	17,861	6,046	51%
<b>EXCISE</b>	<b>19,713</b>	<b>15,232</b>	<b>12,032</b>	<b>(3,200)</b>	<b>-21%</b>
O/W: Excise tax on Other Imported Goods n.e.c	153	153	145	(8)	-5%
Excise Tax On Alcoholic Beverages (Imp.)	307	307	64	(243)	-79%
Excise Tax On Tobacco and Tobacco Products	9	9	0	(9)	-99%
Excise Tax On Non-Alcoholic Beverages (Imp.)	5,839	5,839	6,801	962	16%
<b>FEES AND OTHER LEVIES ON EXPORTS</b>	<b>311</b>	<b>214</b>	<b>345</b>	<b>132</b>	<b>62%</b>
O/W: Other Exports	200	153	273	120	78%
Cocoa and Coffee	1	1	0	(1)	-78%
<b>OTHER NON-TAX REVENUE</b>	<b>529</b>	<b>1,729</b>	<b>2,127</b>	<b>398</b>	<b>23%</b>
Log and Wood Products Export Fees	493	1,693	2,027	334	20%
Rental Of Bonded Warehouses	35	35	99	64	183%

Source: TAS

## ADMINISTRATIVE FEES

For the reviewed period, Administrative fees outperformed its projected revised budget by US\$2.1 million or 10 percent. This over performance is largely driven by rigorous enforcement mechanism and compliance programs carried out jointly by the Liberia Revenue Authority and sector ministries. See table below for details.

Table 5: Administrative Fees Collection

Tax Kind	Approved Budget	Revised Budget	Actual	Var.+/-	% Var.+/-
<b>SECTOR MINISTRIES &amp; AGENCY FEES</b>	<b>27,942</b>	<b>20,299</b>	<b>22,368</b>	<b>2,069</b>	<b>10%</b>
AGRICULTURE MINISTRY	125	125	29	(96)	-77%
CENTER FOR NATIONAL DOCUMENTS AND RECORDS	341	341	267	(74)	-22%
COMMERCE AND INDUSTRY MINISTRY	23	23	59	36	153%
EDUCATION MINISTRY	202	202	303	101	50%
ENVIRONMENTAL PROTECTION AGENCY	96	96	419	323	337%
FOREIGN AFFAIRS MINISTRY	5,000	2,971	2,704	(267)	-9%
FORESTRY DEVELOPMENT AUTHORITY	-	-	-	-	0%
GENDER, SOCIAL & CHILDREN PROTECTION MINISTRY	147	147	40	(107)	-73%
HEALTH AND SOCIAL WELFARE MINISTRY	176	176	6	(170)	-97%
INDUSTRIAL PROPERTY OFFICE	22	22	38	16	0%
INFORMATION MINISTRY	76	76	51	(24)	-32%
INTERNAL AFFAIRS MINISTRY	157	157	100	(57)	-36%
JUSTICE MINISTRY	53	53	86	33	63%
LABOR MINISTRY	8,379	8,029	9,186	1,157	14%
LANDS, MINES AND ENERGY MINISTRY	199	199	80	(119)	-60%
LIBERIA COPYRIGHT OFFICE	-	-	0	0	0%
LIBERIA ELECTRICITY CORPORATION	-	-	-	-	0%
LIBERIA IMMIGRATION SERVICE	6,978	4,017	5,214	1,197	30%
LIBERIA LAND AUTHORITY	271	271	106	(164)	-61%
LIBERIA NATIONAL POLICE (LNP)	53	53	16	(37)	-71%
LIBERIAN BUSINESS REGISTRY	3,830	2,527	1,881	(645)	-26%
NATIONAL COMMISSION ON HIGHER EDUCATION (CHE)	-	-	3	3	0%
NATIONAL FIRE SERVICE (NFS)	47	47	321	274	579%
NATIONAL PUBLIC HEALTH INSTITUTE OF LIBERIA	1,000	-	506	506	0%
NATIONAL IDENTIFICATION REGISTRY	0	0	0	(0)	-34%
OTHER MINISTRIES AND AGENCIES (OMA)	50	50	73	23	47%
POST AND TELECOMMUNICATIONS MINISTRY	29	29	91	62	213%
PUBLIC WORKS MINISTRY	264	264	608	344	130%
TEMPLE OF JUSTICE	21	21	6	(15)	-72%
TRANSPORT MINISTRY	382	382	165	(217)	-57%
YOUTH AND SPORTS MINISTRY	21	21	10	(11)	-51%

Source: TAS

# CG DIRECT REPORT

## TRANSFORMATION AND MODERNIZATION DIVISION

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The Transformation and Modernization Division (TMD) manages at the enterprise level key strategic initiatives of the authority. These activities set the portfolio of the reform agenda through resource coordination, project management & results-oriented monitoring and evaluation for all existing and future reform projects. The year under review commenced development of the new five (5) year Domestic Resource Mobilization Strategy (DRMS), 2025-2029. Below are key modernization projects undertaken by the TMD:

### Key Project Initiatives

- Prepared project initiation document for the Governance Reform Accountability Transformation (GREAT) Project.
- Prepared Project Appraisal Document for GREAT Project
- Continued the implementation of activities under the Public Financial Management Reform for Institutional Strengthening Project (PFMRISP) that ended October 30, 2024.
- Presentation of Project Appraisal Document (PAD) to the World Bank Project Team.
- Realigned GREAT PAD or budgetary allocation based on the project objectives and agreed deliverables.
- Participated in the preparation of GREAT 5-years Project Appraisal Document
- Submitted draft 18-month procurement plan for GREAT Project
- Submitted draft Concept Notes for activities using Direct Selection Methods
- Finalized agreement under the African Development Bank Project. The project is valued at five million two hundred eight thousand United States Dollars (US\$5.2 million)

## POLICY, STATISTICS AND STRATEGIC PLANNING DIVISION

The Division of Policy, Statistics and Strategic Planning (PSSPD) is one of the Commissioner General's direct reporting arms of the Liberia Revenue Authority (LRA). It is responsible for advising the LRA senior management on policy matters regarding revenue administration, legal policy instruments, government's fiscal policies and economic programs.

### Key Achievements

#### Policy and Strategic Planning Unit

1. Drafted ten administrative regulations in collaboration with Domestic Tax and Legal departments
2. Produced status reports for drafted customs regulations
3. Produced and published LRA Annual Report for 2023
4. Finalized development of LRA 5-years Corporate Strategic Plan (2025-2029)
5. Drafted regulations for Value Added Tax in collaboration with LEAD
6. Conducted working session with core departments (Customs & Domestic tax) and Legal to produce report on LRA's tax debt stock
7. Participated in several working session and meetings including the development of the ARREST Agenda, EU-Liberia 12<sup>th</sup> bilateral dialogue and stakeholder consultations on LRA's Domestic Resource Mobilization Strategy (2025-2029)

#### Statistics Units

1. Analyzed and published daily revenue performance flash reports
2. Collected, collated, and uploaded macroeconomic and revenue data on the African Tax Outlook (ATO) portal for 2023
3. Collected, consolidated and analyzed tax expenditure data from core departments
4. Held revenue engagement meetings with MACs, SOEs, and large businesses to gather assumptions to inform the revenue forecast for the FY 2025
5. Collaborated with MFDP on the drafting of FY 2025 budget.
6. Analyzed previous revenue trends and presented draft revenue estimates for FY 2025 for revenue generating ministries and agencies; timely preparation of MACs for budget hearing.
7. Responded to several data requests from key stakeholders including National Legislature, ECOWAS, IMF, etc.
8. Conducted revenue reconciliation working session for first half of 2024.

#### Strategic partnership

1. Engage partners through regular communications
2. Attended capacity workshops for knowledge sharing, vetting of indicators, and data validations
3. Represented LRA at international fora and workshops on tax matters

## LEGAL AND BOARD AFFAIRS

The Legal Department plays a central role in the administration of the Revenue tax laws. The Department provides guidance on the correct legal interpretation of the tax laws, represent the LRA in litigation, and provide all other legal support the LRA needs to carry out its mission of serving taxpayers. The Department is also involved in the drafting of opinions, regulations, rulings, manages debt portfolios by maximizing domestic resources through its tax debt collection, publish legal guidance, handles cases at the Tax and other Courts, hears appeals and forwarded relevant cases to the Board of Tax Appeals (BOTA) and works closely with the Ministry of Justice on tax litigations. It also provides specific legal advices and determinations to taxpayers and to various LRA offices both before and after assessments are made.

### Key Achievements

**Litigation Unit-** responsible for managing all legal proceedings involving the agency, including civil litigation and administrative hearings.

- The unit litigation process led to the actualization of over US\$3 million from all cases between January to November
- The unit is currently pursuing the following cases at the tax court, including SOEs (NPA, NAFAA), CONEX, Petrol Trade, AMINATA & Sons and other cases at Board of Tax Appeal (BOTA)

#### **Taxpayer Advocate Service Unit**

- Conducted about six (6) sessions for taxpayers' awareness on their bills of rights in and around the capital and other parts of the country.

#### **Protest Unit**

- Received about Six (6) protests from taxpayers, out of which one (1) has been resolved and one (1) awaits the signature of the Commissioner General.
- Pending protests: there are Four (4) pending protests.

#### **Debt Management Unit**

- The unit worked closes with the litigation unit for the adjudication of cases involving SOEs (NPA, NAFAA), CONEX, Petrol Trade, AMINATA & Sons

## INTERNAL AUDIT

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

### Key achievements

Table 6: Internal Audit Initiatives

No.	Number of activity or engagement	Details and/or description of engagements
1	One (1) Risk Assessment	Conducted entity-wide risk assessment to inform the preparation of IA's risk-based annual work plan.
2	One (1) Annual Risk-Based Business Plan	Prepared one annual risk-based plan for FY 2024 to focus IA's audits and reviews on key risk areas.
3	Four (4) IA's Quarterly Activity Reports	Prepared and submitted four IA's quarterly activity reports to Senior Management.
4	Four (4) EQARD Monitoring Reports	Prepared and submitted four quarterly reports to EQARD.
5	One (1) Annual IA's Activity Report	Prepared one annual activity report to highlight achievements and challenges of IA.
6	Two (2) Comprehensive Audits	RIA CBO comprehensive audit draft report being finalized. LPRC CBO comprehensive audit fieldwork being concluded.
7	Two (2) Issued- Oriented Audits	Three issued-oriented audit draft reports for Large Tax Division AAA and Enforcement Sections being concluded.
8	One Compliance Audit	Bonded and Transshipment Section compliance audit draft report being finalized.
9	Three Compliance Review	Freeport DI Site compliance review final report issued to relevant stakeholders. LPA scheme compliance review final report in progress, direct transfer compliance review draft report issued to relevant stakeholders.
10	Three (3) Quarterly Limited Scope Reviews	Completed FY2024 quarter 1 and 2 limited scope review of procurement and stores, quarter 3 review being finalized.



## **FISCAL INVESTIGATION**

The Fiscal Investigations Division (FID) provides quality and timely tax intelligence, audit support, investigation and enforcement specialized capabilities that foster optimum revenue collection within the LRA.

- One Self-Assessment workshop held on Liberia's Tax Crime Investigation Framework conducted, involving 10 tax and financial crimes institutions (Phase I completed)
- Liberia TIWB-CI Gap analysis and action plan report published. This report seeks to address loopholes within the tax crime framework (Phase I report completed)
- Liberia Action Plan prioritized at Liberia TIWB-CI planning and casework session 1st on-site visit completed (Phase II)
- World Bank National Risk Assessment Tax Crime Module & Training for LRA and other targeted competent and financial crime authorities finalized. This assessment seeks to strengthen Liberia's tax crime/evasion framework against money laundering linked to tax offenses
- Tax crime national risks assessment working group established
- LRA Online Whistleblower Tool to report tax violation and evasion completed
- Seven tax crime cases investigated and concluded generating a total tax liability evaded of US\$480,000.00 (plus penalties and interests)
- Significant tax impact anticipated from the remaining ongoing cases in the coming months
- Tax crime and investigations awareness handbook for taxpayers drafted
- Three existing MoUs b/w LRA and other targeted Law Enforcement Agencies being reviewed for likely amendments; one new MoU drafted to be signed with LNP
- Two Staff of FID participated in 4 tax and financial crimes trainings

## **ETHICS AND INTEGRITY**

The Professional Ethics Division (PED) was established by the Authority 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 carefully examined. If a formal investigation is required, the investigation must be thorough, unbiased and reported in a timely and objective 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.



## Key Achievements

Some of PED key accomplishments include:

- Investigated 13 out of 17 cases reported involving employees' misconduct. Of the investigated cases, 9 were sustained with 2 referred to the LACC and 2 pending.
- Conducted 9 background checks to determine the ethical history of persons undergoing LRA's recruitment process

## COMMUNICATION, MEDIA & PUBLIC AFFAIRS

The CMPA Section is responsible to disseminate factual, clear and accurate information about the LRA and its existence to the public through media and other engagements and as well as working with other units, divisions and sections through outreach activities.

## Key Achievements

In 2024, the CMPA Section facilitated over 620 media and public engagement activities, reflecting a substantial increase in the visibility of LRA's work. This includes: 35 Press releases, 26 Public service announcements, 165 Talk show appearances, 13 Educational video/slides content shares, 350+ Social media posts, 33 Media Queries and FOI Requests handled and 1 Quarterly magazine.

These efforts have positioned the LRA as a transparent, responsive, and professional entity in the eyes of the public.

### Media and Public Engagement Success

CMPA successfully cultivated robust relationships with media outlets across Liberia, resulting in increased media coverage of LRA activities. Notably, CMPA partnered with 24 radio stations in 10 counties including Montserrado, delivering tax education, compliance messages, and public service announcements. The initiative ensured nationwide media coverage, significantly boosting LRA's presence on both urban and rural platforms.

With these secured platforms, the CMPA facilitated at least 165 talk shows, 27 phone-ins and numerous media interactions, allowing the public to better understand tax laws and obligations. Through such strong media partnerships, CMPA effectively positioned the LRA as a reliable and hardworking public institution, enhancing public trust and tax compliance.

## **Social Media Growth**

The LRA's social media presence saw remarkable growth, with its Facebook page expanding from 13,000 to 35,000 followers in 2024. These platforms (Facebook, LinkedIn, X and Instagram) have become essential in engaging directly with taxpayers, providing real-time updates and fostering public interaction. CMPA posted over 350 information and education materials, generating tens of thousands of comments and reactions, underscoring the growing impact of digital communication on tax education and awareness in Liberia.

However, while Facebook and LinkedIn are making headway, platforms like Instagram and X still lag in traction, suggesting the need for further investment in digital strategy to reach broader audiences. Meanwhile, the good news is that USAID has promised to provide funding to boost these pages (for the first time in our history) for the rest of the year. It is estimated our followers might hit past 45,000.

## **Website Revamp**

A key milestone in 2024, so far, has been the successful revamp of the LRA website. Since its relaunch in June, the site has garnered over 45,000 hits, a significant improvement from its previous 25-30,000 hits over five years. The revamped site now serves as a comprehensive and user-friendly portal for taxpayers and the public, offering easy access to vital tax information. This transformation reflects LRA's commitment to leveraging digital tools for greater efficiency and transparency in tax administration.

## **Training and Capacity Building**

CMPA conducted two in-house training sessions for LRA staff involved in public outreach and media appearances, benefiting 51 staff members in total from various ranks. The training focused on improving the delivery of tax messages and enhancing public engagement. This was the first of its kind in LRA's history, with positive feedback from participants and improved media performance, setting a new standard for LRA's communication efforts. In 2025, we hope to expand these initiatives, which are being budgeted for.

## TECHNICAL AFFAIRS DEPARTMENT

### MANAGEMENT INFORMATION DIVISION

The Management Information Systems (MIS) Division is one of the technical support divisions of the Liberia Revenue Authority. The MIS Division leads IT back-office operations, network administration, and systems, program/software development and acquisition efforts. Additionally, MIS is responsible to provide expertise in the selection and operating technological solutions for the Authority's lines of business such as Customs and Domestic Tax administration, software development, Finance & Human resources management, and all other enterprise-wide activities such as security and business continuity planning. The increasing use of technology by the LRA has made the MIS a central component to the corporate governance and operations of the LRA.

### Key Achievements

In line with our stated goals and objectives and our robust approach to the LRA IT enhancement, the MIS overall performance can be measured by the following categories

Promote ICT  
Governance

Manage ICT Solutions  
and Tools

Improve ICT  
Infrastructure

The LRA has taken concrete steps toward achieving its information and technology (ICT) modernization goals. A number of infrastructures strengthening, and digitalization projects have been implemented (with some ongoing) with the aim of improving voluntary compliance by reducing compliance cost of taxpayers.

Below are the highlights of the major infrastructure and digitalization initiatives carried out during the reporting year:

### Core Business Systems

Integration of LITAS with Ministry of Labor Work Permit Billing System and Liberia Immigration Service E-visa/Visa-on-arrival system is ongoing. CETIS Liberia Inc. is the vendor contracted by the two agencies of the Government to provide services under BOT arrangement. Setup, configuration and testing complete. Official Launch is pending.

- Integration of LITAS with IB Bank for direct payments of taxes completed
- Technical work on the integration of LITAS and Passport system at MOFA completed and tested successfully. MOFA to launch integrated service in January 2025.

- Integration of LITAS to Bloom Bank (formerly Global Bank) and LBDI completed. Launch is pending completion of awareness and taxpayer education programs.
- Integration of LITAS with MOT for vehicle registration and driver license payments completed
- Integration of LITAS with Liberia Immigration Service Billing System completed
- Synchronizing ASYPM database server with Production for reporting and performance management completed
- Increase of ASYCUDA simplified systems payment limit from 250 to 5,000 USD
- Implementation of Customs Transit systems completed, testing ongoing

### **Business/System Development**

- Completed the development and implementation of the HR performance management system
- Completed the development of e-learning system in consultation with the training unit in HR. testing is ongoing.
- Completed the development and implementation of customs broker and tax practitioners' system
- Upgrading and lunch of the whistleblower system

### **Infrastructure Section**

- Deployment of starlink enterprise kit for internet at both urban and rural offices ongoing. Areas completed at 3 CBOs (Freeport, Harper and Toe Town), 3 TBO (Duala, Harper and Zwedru) and 1 LRA urban Window (LBR) completed.
- Installation of Starlink terminals at Yekepa, Lougatou, and Ganta CBOs and TBOs completed.
- Disaster Recovery setup with Arabsoft/Farsight at Freeport Data Center completed
- Upgrade of Internet bandwidth speeds with LTC to 1STM completed
- Maintenance of 2 communication towers (MFDP and LRA HQ) Completed.
- Implementation of a new firewall SOPHOS completed
- Upgraded TAS for Passport collections fees systems
- Established a VPN with the new Bloom Bank for LITAS payment integration

### **IT Governance**

- Finalization of the updated IT security policy, signed by CG and is in implementation
- Conducted cyber security training and awareness in HQ. Rural offices in progress.

## ENTERPRISE RISK MANAGEMENT AND COMPLIANCE DIVISION

The Enterprise Risk Management & Compliance Division (ERMCD) was established in conformity with the risk framework of the Committee of Sponsoring Organization (CoSO), the Tread Way Commission, the International Organization for Standardization (ISO), and the Enterprise Risk Management Integrated Framework (ERMIF). Its goal is to provide reasonable assurance to the LRA Management team and the Board of Directors and comprehensively identify all risks and proactively manage in an efficient and effective manner to protect national revenue and LRA's image.

### Key Achievements

- Partnered with HR to confirm staff access rights to the LRA system and applications aligned with staff roles and assigned areas.
- Accompanied DTD Compliance Risk on study/benchmarking visit to the Kenya Revenue Authority, to gain insight in tax compliance risk management systems and processes
- Participated in the World Customs Organization (WCO) Norad Anti-Corruption and Integrity Promotion (A-CIP) Program for Customs
- Build capacity to LRA's efforts to reinforce the capacity of their internal auditors and risk practitioners in appreciating the complexity of the Customs processes and procedures enabling them to identify any areas for improvement in these processes, including any risks regarding corruption, misconduct or malpractice.
- Excise Stamp implementation reviewed and report submitted
- Validated HR performance management system in collaboration with MISD, HRMD, and Budget and Finance
- In collaboration with EDAD and the Policy Division, conducted training and deployed tablets across various Rural Customs Business Offices (CBOs) for the operationalization of Web Application

## **ENTERPRISE DATA ANALYTICS DIVISION (EDAD)**

The Enterprise Data Analytics Division (EDAD) is pivotal in enhancing decision-making and efficiency at the Liberia Revenue Authority (LRA). Recognizing the challenges posed by modern tax and customs management, EDAD was created to implement innovative solutions aimed at modernizing operations, increasing transparency, and improving stakeholder satisfaction.

### **Key Achievements**

- Automation of National Revenue Accounting and Reporting Section (NRARS) Processes ongoing. Once completed, the tool will ensure timely and accurate reconciliation of revenue numbers in TAS and CBL statement as well as commercial banks. Phase one is completed which reconciled TAS with CBL statement.
- Developed a digital platform to manage staff loans under the LRA LPA Loan scheme, improving processing efficiency
- Developed a case investigation and analysis portal for Professional Ethics Division (PED) to enhance internal and external case management, pending full operational rollout
- Automation of daily revenue performance flash report. The automated platform visualized actual revenue collections by LRA daily.
- Developed Web Applications for Customs and Tax Business Offices (CBOs and TBOs); The web applications were fully rolled out, with the CBOs' app successfully operationalized.

## **ENTERPRISE DESIGN, QUALITY ASSURANCE AND RESULTS DIVISION**

The Enterprise Design, Quality Assurance & Results Division (EDQARD) is one of the divisions under Technical Affairs. The Division develops standard operating procedures for operating units across the LRA. It also assesses, monitors and evaluates the quarterly activities of all sections and Divisions in the authority.

## Key achievements

During the period under review, EDQARD accomplished the following initiatives:  
Conducted Spot Checks in seven (7) Counties with the purpose of ascertaining whether or not LRA Rural Staff were implementing the SOPs in the discharge of their duties.  
Today, rural staff of the LRA are fully implementing payment SOP at TBOs and CBOs.

EDQARD developed and completed Standard Operating Procedures (SOPs) for the following business processes within the LRA as seen in this chart:

Table 7: SOP and Business Processes

No.	Standard Operating Procedure Title	Business Process Owner
1.	Investigation of Customs Brokers & Tax Practitioners Professional Misconduct	OPRS
2.	Payment of Presumptive Taxes Four Percent (4%) at the Ports of Entry	DTD
3.	Withholding Tax Payments at Rural TBOs Within LRA	DTD
4.	One Stop Shop Collection Process at TBOs Within LRA	DTD/Rural Tax
5	SOP for Fiscal Investigation Division	FID
6	Raising Supplementary Bills as a Result of Excess or Undeclared Goods Found During Examination	CD
7	SOP for Omni and Reversal for Transitory Accounts	DTD

Source: EDQARD

## Monitoring and Evaluation

M&E worked with the Policy and Enterprise Data Analytic Divisions and automated the following process:

- Divisional Work Plans from the Corporate Strategic Plan
- Automated M&E Framework leading to automated reporting format
- EDQARD worked with the National Performance Management and Compliance Systems and produced LRA Service Delivery Charter and Service Delivery Standards for use by the public.

## **Quality Assurance Section (QAS)**

- Expanded quality review of taxpayers audit to cover the Natural Resources Tax Audit Section (NRTAS). Consequently, inconsistency in the application of royalty payment rate for commercial diamond minerals was identified and flagged for management intervention. A stakeholders' dialogue is pending to address this gap.
- Review has ensured the minimization of the LRA granting tax credits to taxpayers.
- Review interventions by EDQARD's QAS was able to unearth multiple filings by taxpayers whereby taxpayers would amend returns in the middle of the audit in the same tax year with disregard to the filing period.
- Commenced the conduct of an Institutional Level Review within the Domestic Tax Department (DTD). The report will be completed and submitted by the end of this week.
- Re-engineered LRA's Quality Review Procedure shifting it from post issuance review process to pre issuance review process. The previous review procedure saw the risk of loss of additional assessments after casefiles review.

## **OFFICE OF PROFESSIONAL RESPONSIBILITY SECTION**

The mission of the Office of Professional Responsibility Section (OPRS) is to effectively interpret and apply the standards of practice (promulgated by law, rules, and regulations) for tax professionals and customs brokers in a fair, transparent, accountable, and equitable manner. Its strategic goal is to support effective and efficient tax administration by ensuring that all tax practitioners and customs brokers providing services to clients of both the Domestic tax and Customs Departments and practicing before the LRA adhere to professional standards and follow the law, rules, and regulation.

### **Key achievements**

#### **Summary of Achieved Activities against planned activities**

- OPRS in collaboration with Management Information Division (MISD) re-developed online testing platform for Tax Practitioner and Customs Brokers after the previous one crash. The Platform has been tested and proved to be functional.
- Issued 10 licenses to Tax Practitioner under the Grandfather Clause Program
- Renewed 360 individuals Customs Brokers licenses
- Received and investigated three complaints of alleged professional misconduct. Investigation reports submitted for appropriate actions
- Created awareness through talk shows of the functions of the Office of Professional Responsibility as a means of widening public knowledge



- Held two stakeholders' engagement meeting with the LITP and four engagement meetings with the National Customs Brokers Association
- Held three CBO capacity building training (Bo-water side –Sierra Leone, Ganta-Guinea, and Lougatuo-Ivory Coast CBO)
- Made one assessment visit to Yealla – Guniea CBO

## **NATIONAL REVENUE ACCOUNTING AND REPORTING SECTION**

The National Revenue Accounting and Reporting Section is one of the offices under the Deputy Commissioner General for Technical Affairs. It is responsible for conducting daily/monthly bank reconciliation of the Central Bank of Liberia (CBL) and Commercial Banks (CBs) for the period.

### **Key Achievements**

- Initiated the establishment of a Technical Team comprising of technicians from MFDP, CBL and LRA to quarterly determine and establish actual revenue cash receipt that hit the General Revenue Accounts for the period January 2024 to June 2024.
- Strengthened relationship with external partners, including Ministries and Agencies, Commercial Banks
- Reconciled and assigned revenue instruments (Flag receipts) to LRA rural collectors at CBOs and TBOs, Central Bank of Liberia and Commercial Banks for period under review.

## **TAXPAYER SERVICES DIVISION**

The division is one of the four (4) divisions that reports to the Deputy Commissioner General for Operations and Technical Affairs. It is headed by an Assistant Commissioner and has two sections – Taxpayers Inquiries, Information and Education and Banks Service Delivery and Monitoring.

### **Key Achievement**

- In collaboration with MIS and CMPA, redesigned and remodeled the LRA Website resulting in a significant increase in Taxpayer engagement with the LRA's website.
- Completed the design and construction of a modern pilot One-Stop Shop Service and a Toll-Free Call Center at HQ. The equipping, setup, and staffing of these centers will commence soon. The goal is to support taxpayers in fulfilling their tax obligations. These facilities will strengthen our capacity to deliver exceptional customer service that is accessible, user-friendly, respectful, responsive, and results- oriented, thereby aiding taxpayers in meeting compliance requirements.

- Entered into a tripartite Memorandum of Understanding (MoU) with the Ministry of Education (MoE), and the West African Examinations Council (WAEC) aims at establishing a collaborative relationship between the three institutions on several initiatives, including:
  - ✓ Drafting tax education materials to be incorporated into the national civil curriculum for senior high students,
  - ✓ Conducting nationwide tax education programs to increase voluntary compliance for educational institutions, and
  - ✓ Other joint initiatives to strengthen tax education in Liberia.
- Conducted national student day which featured activities such as debates, quizzes, parades, and interactive learning programs, designed to engage students in meaningful discussions about taxation and civic responsibility. Through these events, students explored how taxes contribute to the provision of public services like education, healthcare, infrastructure, and security, reinforcing the idea that paying taxes is essential for national progress. The LRA is collaborating with the Ministry of Education (MoE), the LRA is integrating tax education into the secondary school civic curriculum to prepare students to become responsible citizens with a solid understanding of their tax obligations.

#### Other Notable Achievements for the Period Under Review

- Conducted 16 communities' engagements in 7 counties on Real Property Tax, General Compliance and LITAS
- Conducted 15 tax clinics /seminars for schools, concessions, MACs, business associations, and private businesses.
- Conducted 48 radio shows (42 community radio shows) on Real Property Tax, Tax Clearance Certificate, General Compliance and LITAS
- Conducted 5 customer service trainings on Customer Service, VAT and LITAS
- Conducted 5 service delivery assessments at TBOs in Nimba, Bong, Grand Cape Mount, Bomi and Gbarpolu Counties and 1 service delivery assessment at Service Windows in Montserrado Counties
- Simplified 14 tax forms and procedures
- Heading and coordinating the planning and implementation of Taxpayer Appreciation Week 2025

# ADMINISTRATIVE AFFAIRS DEPARTMENT

## HUMAN RESOURCE MANAGEMENT DIVISION

The Human Resource Management Division is one of the divisions under the department of Administrative Affairs. It is responsible for staffing including recruitment, training and development, performance appraisals, benefits administration (pay and benefits) and the reward system, personnel well-being and discipline within the LRA.

### Staff Demographics

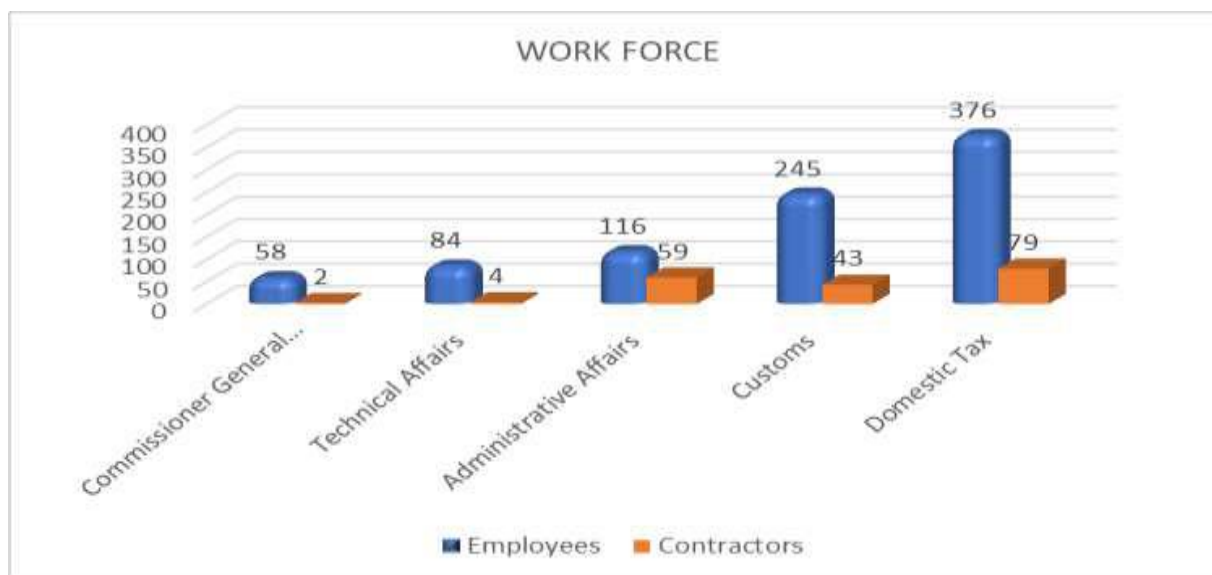
**Table 8: Employees and contracts**

Description	Employees	Contractors
Commissioner General Direct Report	58	2
Technical Affairs	84	4
Administrative Affairs	116	59
Customs	245	43
Domestic Tax	376	79
Total Staff	879	187

Source: HRD

**Table 9: Workforce by gender**

Description	Employees	Contractors
Male	674	138



## COMPENSATION:

As part of HR's strategy to retain and motivate hardworking employees as well as the very best of professionals, all categories of staff of the Authority shall be paid fairly and equitably for a fair day's work. To achieve this goal, the Compensation, Benefits, Welfare & Records Unit processed salaries before or by the 15<sup>th</sup> of every month and forwarded to the Risk Management and Budget & Finance Divisions for review, approval and payment to staff individual salary accounts. Payment to the employee salary accounts were done according to policy, monthly, by or before the 25<sup>th</sup>.

## BENEFITS:

### Leave

During the fiscal year, we granted employees various types of leaves in keeping with Section 2.12 of the HRMP manual. In total, we have ten (10) different types of leaves. However, this report only captures leaves that were granted based on requests from employees.

As part of a measure to mitigate attempts to abuse these leaves privileges, the HR Division developed a leave request form to manually track the usage and later capture in an excel spread to analyze and report on the frequency of the type of leave request received during the fiscal year.

**Table 10: Leave Types Analysis**

Leave Type	Approved # of Days	Total Staff Requesting Leave
Annual Leave	20	306
Sick Leave	20	108
Maternity Leave	90	6
Study Leave	Max 2yrs	16

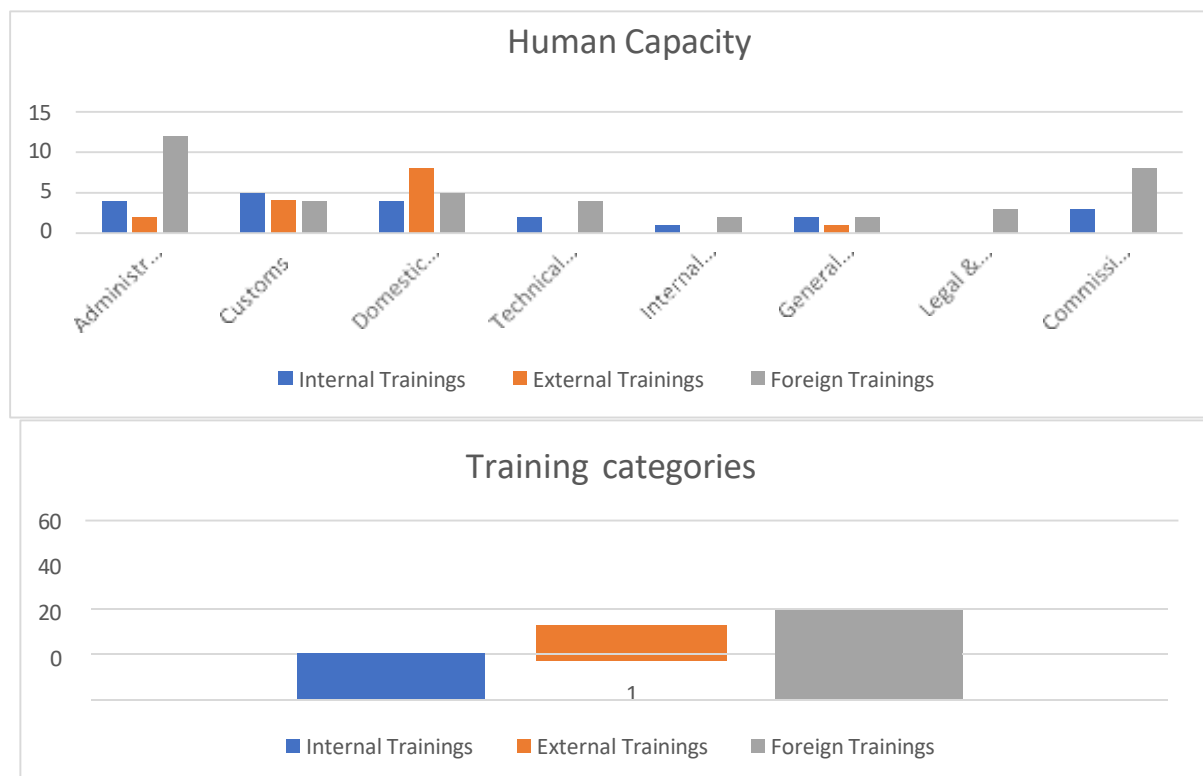
### Performance Management Statistics Highlights:

Transitioning from a paper-based system to an automated Performance Management System is a significant milestone the Unit accomplished. The new computerized system will boost staff performance and increase productivity. The Performance Management team, in collaboration with the system developers, which is the Management Information System (MIS) team, successfully conducted several awareness sessions for various categories of staff at the Headquarters and in the counties. To date, 582 Full-time employees (FTEs) of the LRA are registered on the system, and a pilot of the system is ongoing in selected sites. The 582 FTEs registered on the system total number of registered staff, represents 65 % of the staff complement.

**Table 11: Performance Plan Update - 2023/2024**

Month	Total Staff	Planning Completed	Outstanding	% Completed	% Outstanding
	892	473	419	53%	47%

Source: HRD



## GENERAL SERVICES DEPARTMENT

The General Services Department (GSD) is charged with the responsibility to provide the requisite support to all departments, divisions, sections and units within the Liberia Revenue Authority in managing facilities, supplies, internal transportation, security and resource conservation, maintenance and procurement related services.

### Key Achievements

#### Procurement Unit

The Procurement Unit operates under the supervision of the Entity's Procurement Committee. The Procurement Unit is staffed with persons trained and knowledgeable in procurement and charged with carrying out, on an ongoing basis, functions related to procurement.”

The Procurement Section issued to-date as of November 28, 2024 a total number of 502 Purchase Orders and 775 RFQs. The deviation between the RFQs and POs is that some of the POs issued were as a result of Award of Contracts deriving from NCB, not all came from RFQs.

Table:12 Procurement Stats:

Graph Items	Total
National Competitive Bidding (NCB)	11
Single Source (SS)	20
Sole Source (SS)	1
Quality Cost Based Selection (QCBS)	2
Request for Quotation (RFQ)	775
Purchase Order (PO)	502

From the approved Procurement Plan, 90 percent of Procurement Activities have been completed with a total of 29 activities completed out of 34 approved Procurement Plan Activities. There were 11 National Competitive Bidding that took place out of 13 NCB activities. 2 NCBs (Repair & Maintenance of Generator, Elevator Maintenance) were not consummated due to no bid submission. Subsequently, this Fiscal Year accomplished 20 Sole Source out of 6 approved on the Procurement Plan and accomplishing 1 QCBS out of 2 approved on the Plan.

## **Logistics Management Section**

Within the General Services Department, the Logistics Management Section is made up of four (4) fundamental units: Stores/Warehouse Management Unit, the Transport Unit, the Fixed Assets Management Unit, and the Facility Management Unit. The Logistics Management Section helps enhance business' efficiency and effectiveness of the LRA and supply chain management. The efficient management of logistics results in a decrease in the time required to accomplish each task, which improves revenue collection.

### **Facility Management Unit**

- Below are some key achievements of the facility management unit:
- Replaced some damaged floor tiles within the Real Estate Division on the 2nd floor main building LRA Headquarters
- Completed grounding of the newly installed 150 KVA Stabilizer station at the rear of the LRA Headquarters. The grounding will prevent and protect the system from lightning thunder.
- Conducted service on the LRA Headquarters Bio-digestive Systems
- Completed the Fumigation of the Customs Business Office at RIA
- Renovated Tax Business Office in Kakata,
- Renovation of the Red Light TBO is under way.
- Renovation of the Bensonville TBO is under way.
- Renovation and upgrading of a new TBO in Central Monrovia; documentation approved and submitted to procurement to hire a contractor.
- Renovation of the Gbarnga Tax Business Office (TBO) has come to a stopped at 85% completion. The contractor has abandoned the work.
- Bathroom tiles replacement (Some of the tiles replaced on the 3rd floor Back end is completed and others are pending.
- Borehole construction have been approved and documentations are in process.
- Conducting daily janitorial services within all of our facilities.
- Ensuring water is in the HQ building at all time for drinking and utility purposes.
- Regular removal of garbage from HQ.

- Serviced air conditioners within LRA headquarters and other Facilities regularly to ensure cooling is adequate.
- Conducting other facilities related works to ensure working environment is conducive.

### **Assets Management Unit**

During the period under reviewed, the Fixed Assets Management Unit completed its annual assets verification and Repair Exercise in Montserrado County. The Fixed Assets Management Unit also completed the Physical Fixed Assets verifications exercise at the LRA headquarters with the General Auditing Commission (GAC) team.

The unit also assembled, disassembled and repaired some materials at the headquarter offices, Jetty Building and other LRA Opened Windows. These materials included some Furniture and some IT Materials.

- Disposed 112 pieces of obsolete assets to include but not limited to office chairs, server racks, 3-seated taxpayers' seat, and broken air conditioners
- Disposed 100 cartoons of expired Hand Sanitizers and some empty shear of expired Soft Drinks from the Destination Site Warehouse at the Freeport of Monrovia
- distributed Twelve (20) ECOWAS donated Laptop Computers to Domestics Tax Department Staff
- Gathered 113 pieces of obsolete assets to include but not limited to scrapped Honda bike, server racks, 3-seated taxpayers' seat, and broken air conditioners
- Disposed 112 pieces of obsolete assets to include but not limited office chairs, server racks, 3-seated taxpayers' seat, and broken air conditioners
- Coded fifty pieces of Star Link internet kits in an effort to provide some level of security and keep fixed assets well tracked and recorded and placed into storage for future distribution to end users.

### **Transport Unit**

The Transport Unit during the period under reviewed successfully achieved the following:

- Responded to 499 vehicle request
- Supported 17 outstation travels.
- Supported HR Team with transportation for the ID cards process



## Stores Management Unit

The Stores Management Unit holds a significant position amongst the four (4) units within the Logistics Management Section, forming an integral part of the General Services Department at the Liberia Revenue Authority (LRA). Its primary mandate revolves around the efficient handling and oversight of supplies, encompassing both inventory and assets, acquired by the organization.

Below is the matrix illustrating the issuance and utilization of revenue Instruments, including Treasury and Flag Receipts, as well as Single Administrative Documents (SAD), during the month of Jan-November 2024 to various Customs and Tax Business Offices and various commercial banks namely: LBDI, UBA, and CBL & IBLL by Stores Management Unit.

### FLAG RECEIPTS (USD) UTILIZATION MATRIX

DATE	UoM	Beg. Balance	QTY ISSUED	SERIAL NUMBERS	CURRENT BAL.
Jan-Nov 2024	Sets	1969	629 booklets	170650-174300	1340 booklets

### FLAG RECEIPTS (LRD) UTILIZATION MATRIX

DATE	UoM	Beg. Balance	Qty In	QTY ISSUED	SERIAL NUMBERS	CURRENT BAL.
Jan-Nov 2024	Sets	1257	0	1257 Booklets	29745 - 356201	0 booklets

### SINGLE ADMINISTRATIVE DOCUMENT (SAD)

No:	Description	UoM	Beg. Bal.	Qty in Stock	Qty Issued	Current Balance
1.	Single Adm. Document	Booklets	45	150	126	69 booklets

## CORE BUSINESS


















### DOMESTIC TAX DEPARTMENT

The Domestic Tax Department, a core arm of the Liberia Revenue Authority, is tasked with the meticulous collection of "Lawful Revenue" with utmost professionalism and integrity. Among its primary objectives are augmenting domestic revenue collections to facilitate human and economic development, fostering public trust in revenue administration to bolster voluntary compliance, and rigorously enforcing tax debt collection. While the main objective of the Department is focused on legitimate revenue collection, its strategic objectives are fixed on: increasing the number of taxpayers and enhancing compliance; quality service delivery; sound and robust enforcement mechanism; and the conduct of appropriate tax audits.

The department comprises of many divisions including, Large Tax, Medium Tax, Small and Micro Tax, Natural Resource Tax, Government Not-For-Profit and Real Estate. Others include, Registration and Return Processing, International Tax, Business Policy Unit as well as Tax Business Offices.

During the fiscal year under review, the approved budget for domestic tax for FY2024 was US\$498.2 million. This amount was later revised to US\$485.91 against which actual collection accounted for US\$477.23. The actual amount collected fell against its projected amount by 8.7 million or 2 percent. When compared to previous years FY2024 collection reflects a growth of US\$54.29 or 12.8 percent growth. See table below for details.

Table 13: Domestic Tax Revenue Performance

Tax Kind	Approved Budget	Revised Budget	Actual	Var.+/-	% Var.+/-
<b>Domestic Tax Department</b>	<b>498,212</b>	<b>485,907</b>	<b>477,226</b>		<b>(8,681) -2%</b>
<b>Tax Revenues</b>	<b>540,525</b>	<b>579,507</b>	<b>560,005</b>		<b>(19,502) -3%</b>
Taxes on Income & Profits	244,948	288,641	256,111		(32,531) -11%
O/W Personal Income Tax (PIT)	137,934	199,645	206,748		7,103 4%
O/W Corporate Income Tax (CIT)	57,018	57,018	45,841		(11,177) -20%
O/W Other Income Taxes	49,996	31,978	3,522		(28,457) -89%
Taxes on Property	5,116	6,004	4,843		(1,161) -19%
Taxes on Goods & Services	83,525	72,387	69,130		(3,257) -4%
O/W Maritime Revenue	14,000	14,000	14,000		- 0%
Taxes on International Trade	197,685	203,224	219,310		16,086 8%
Other Taxes (SDCs)	9,250	9,250	10,611		1,361 15%
<b>Non-Tax Revenues</b>	<b>155,901</b>	<b>111,353</b>	<b>138,658</b>		<b>27,305 25%</b>
Property Income	127,455	90,728	94,674		3,946 4%
O/W Road Maintenance Fund	40,625	32,636	31,791		(845) -3%
Administrative Fees	27,942	20,299	24,200		3,901 19%
Fines, Penalties & Forfeits	501	324	19,779		19,454 5997%
Miscellaneous & Unidentified	2	2	6		4 0%

Source: TAS

## LARGE TAX DIVISION (LTD)

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 L\$50 million 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. The Division is made of three core sections, including Analysis, Assessment and Accounting, Audit and Collection and Enforcement. Currently as per LITAS Registry, there are four hundred and three (403) registered large taxpayers. Out of this number, there are two hundred eighty-one (281) active taxpayers, sixty-one (61) new/inactive which have been forwarded to enforcement for action (little or no activities since registration).

During the year under review, the LTD collection stood at US\$207.1 million against a projection of US\$264.5 million, falling short by US\$57.4 million. This negative variance can be explained by low collection of CIT from large taxpayers. See below detailed revenue performance for LTD.

Table 14: LTD Revenue Outturn

Large Tax Fiscal Year 2024 Revenue Outturn						
Tax Kind	Projection	US\$ Collection	LRD Collection	Consolidation	Variance	% Total
Income & Profit	152,790	57,191,115	7,060,430,387	94,124	-58,666	62%
Goods & Services	55,102	28,150,542	5,062,835,082	54,682	-420	99%
Other Taxes	12	12,350	194,453	13	1	108%
Property Income	56,438	21,831,671	4,935,957,145	47,658	-8,780	84%
Penalties and Interest	214	6,482,739	803,635,784	10,679	10,465	4991%
Miscellaneous	4	-	-	-	-4	0%
<b>TOTAL</b>	<b>264,561</b>	<b>113,668,417</b>	<b>17,863,052,851</b>	<b>207,156</b>	<b>-57,405</b>	<b>78%</b>

Source: LTD

## Filers and Non-Filers

To ensure the timely payments and filings of due and payable taxes, the Domestic Tax Department launched the LITAS platform with a rollout plan. There has been a steady continual growth in the number of taxpayers enrolled on the platform. The details below reflect the total number of LITAS enrollees for each month during the period.

Table 15: LTD Filers and non-filers (FY2024)

PERIOD	FILERS	BILL IS RAISE (NON-Filers)
JANUARY	245	38
FEBRUARY	230	48
MARCH	230	40
APRIL	245	38

MAY	250	33
JUNE	248	35
JULY	249	30
AUGUST	256	28
SEPTEMBER	251	29
OCTOBER	248	26
NOVEMBER	245	34
DECEMBER	252	32

Source: LTD

## MEDIUM TAX DIVISION (MTD)

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 main criteria used to categorize taxpayers is the gross annual turnover and as such, medium taxpayers are taxpayers with gross annual turnover of more than L\$3,000,000 and up to L\$50,000,000. The Division monitors and ensures the compliance of taxpayers in the medium category except for those medium taxpayers in the extractive and natural resource industries and not-for-profit organizations.

The Division currently consists of three sections: Accounting, Assessment & Analysis Section, Audit Section, and Enforcement Section. The Division is headed by an Assistant Commissioner who is assisted by three Managers that head various sections.

During the year under review, the MTD collection stood at US\$14.76 million against a projection of US\$17.43 million, falling short by US\$2.7 million. This negative variance can be explained by underperformance in collection of Goods and Services from medium taxpayers. See below detailed revenue performance for MTD.

**Table 16: MTD Revenue Outturn**

Medium Tax Fiscal Year 2024 Revenue Outturn						
Tax Kind	Projection	US\$ Collection	LRD Collection	Consolidation	Variance	% Total
Income & Profit	13,067	9,622,360	394,096,846	11,687	-1,380	89%
Goods & Services	4,350	1,428,649	103,823,894	1,971	-2,379	45%
Others Taxes		42870	104226	43	43	
Penalties and Interest	10	979,369	15,583,129	1,061	1,051	10415%
<b>TOTAL</b>	<b>17,427</b>	<b>12,073,248</b>	<b>513,608,095</b>	<b>14,762</b>	<b>-2,665</b>	<b>85%</b>

Source: MTD

## SMALL TAX DIVISION (STD)

The Small and Micro Tax Division (MTD) is the arm of the Department of Revenue responsible for ensuring the compliance of taxpayers in said category. The main criteria used to categorize taxpayers is the gross annual turnover and as such, medium taxpayers are taxpayers with gross annual turnover less than L\$3,000,000.

The Small & Micro Tax Division (STD) facilitates tax collection through the analysis, assessment and accounting of taxpayers' record, improvement of declarations and payments, compliance and enforcement mechanisms and petty traders' program.

During the year under review, the STD collection recorded US\$2.60 million against a projection of US\$5.76 million, falling short by US\$3.15 million. This negative variance can be explained by a deficit in presumptive tax collection from Small taxpayers. See below detailed revenue performance for STD.

**Table 17: MTD Revenue Outturn**

Small Tax Fiscal Year 2024 Revenue Outturn						
Tax Kind	Projection	US\$ Collection	LRD Collection	Consolidation	Variance	% Total
Income & Profit	5,747	1,707,310	111,048,102	2,289	-3,458	40%
Goods & Services	10	52,757	728,117	57	47	579%
Penalties and Interest	0	157,865	8,234,346	201	201 -	
Miscellaneous	-	48,840	1,658,443	58	58 -	
<b>TOTAL</b>	<b>5,757</b>	<b>1,966,772</b>	<b>121,669,008</b>	<b>2,605</b>	<b>-3,152</b>	<b>45%</b>

Source: STD

## NATURAL RESOURCE TAX DIVISION (NRTD)

The Natural Resources Tax Division (NRTD), a specialized division within the Domestic Tax Department (DTD), administers taxation within Liberia's natural resource sector. Its functions encompass audit, analysis, assessment, and accounting for taxpayers in the Mining, Petroleum, Agriculture, and Forestry industries.

During the year under review, the NRTD collection stood at US\$124.90 million against a projection of US\$92.32 million with an over performance of US\$32.59 million. This positive variance can be explained by a surge in CIT collection by NRTS taxpayers. See below detailed revenue performance for NRTD.

**Table 18: NRTD Revenue Outturn**

NRTD Tax Fiscal Year 2024 Revenue Outturn						
Tax Kind	Projection	US\$ Collection	LRD Collection	Consolidation	Variance	% Total
Income & Profit	49,630	64,931,875	14,730,846	65,009	15,379	131%
Goods & Services	935	737,280	33,812	737	-198	79%
Other Taxes	9,321	9,563,414	2,276,427	9,575	255	103%
Property Income	32,429	44,516,910	1,722,210	44,526	12,097	137%
Penalties and Interest	2	5,056,972	551,308	5,060	5,058	217596%
<b>TOTAL</b>	<b>92,318</b>	<b>124,806,450</b>	<b>19,314,604</b>	<b>124,908</b>	<b>32,591</b>	<b>135%</b>

Source: NRTSD

**TAX BUSINESS OFFICES (TBOs)**

Tax Business Office (TBO) is responsible for small and micro tax administration in and around the fourteen (14) sub political divisions, with eighteen (18) Tax Business Offices strategically located in these sub divisions.

During the year under review, the TBOs collected US\$2.76 million against a projection of US\$1.58 million with an over performance of US\$1.01 million. This positive variance can be largely explained by increase in Income and Profit taxes followed by taxes on Goods and Services. See below detailed revenue performance for TBOs.

**Table 19: TBO Revenue Outturn**

Tax Business Office (TBO) Fiscal Year 2024 Revenue Outturn						
Tax Kind	Projection	US\$ Collection	LRD Collection	Consolidation	Variance	% Total
Income & Profit	1,500	862,170	126,476,152	1,533	33	102%
Goods & Services	87	128,668	73,753,540	519	432	598%
Miscellaneous	-	1,103	646,952	5	4.61	-
	1,586.83	991,940.82	200,876,644.41	2,056.27	469.43	130%
TBO Efforts	-	248,332	56,230,693	547	547.00	
Transit / Mobile	-	160		160		
<b>TOTAL</b>	<b>1,587</b>	<b>1,240,433</b>	<b>257,107,337</b>	<b>2,763</b>	<b>1,016</b>	<b>174</b>

Source: TBO

**GOVERNMENT NON FOR PROFIT DIVISION (GNFPD)**

The Government & Not-For-Profit- Division, formerly sector ministry section, is one of the four divisions within the Domestic Tax Department charged with the responsibility to fairly administer and enforce not-for-profit revenue as promulgated by the Liberia Revenue Code. This is attained through the operations of the Division in ensuring accurate compliance with tax and non -tax/fees generated by various Ministries/Agencies & Commissions, the

Nonprofit Organizations (NGOs) and the Education Sector which includes all schools and other activities in the service sector.

During the year under review, GNFPD collection stood at US\$115.15 million, representing an over performance of US\$17.03 million or 17.3 percent against the projection of US\$98.13 million. This overperformance is largely explained by robust collection from NGOs and educational sectors. See table below for detailed information.

**Table 20: GNFPD Revenue Outturn**

Period	Projections	Collections	Variance	Collection in %
	US\$	US\$	US\$	
January-December, 2024	98,127.00	115,152.00	17,025.00	17%

Source: GNFPD

## **REAL ESTATE TAX DIVISION (RETD)**

The Real Estate Tax in Liberia constitutes a vital component of the national fiscal structure, administered by the Liberia Revenue Authority (LRA). This tax is levied on all real property within the nation, encompassing land, structures, and other immovable assets.

The Real Estate Tax Division (RETD) is mandated with the recovery, assessment, valuation, enforcement, collection, and accounting of taxes pertaining to land and buildings. The division is also responsible for enforcing the Revenue Code, associated regulations, and pertinent legislation concerning real estate within Liberia.

During the 2024 fiscal year, RETD made significant strides in expanding the property tax base with a total of 2,359 additional properties. The division has also piloted the decentralization of property tax administration under the Local Government Act of 2018 with collaborative efforts from USAID's LEAD project to expand the pilot to Bong and Nimba counties. The LRA also partnered with the National Housing Authority to register estate properties, successfully completing the registration of the Stephen Tolbert Estate, with the Barnesville Estate registration still ongoing.

In terms of revenue contribution, the RETD recorded US\$5.14 million in actual collection against a projection of US\$6.15 million with an under performance of US\$1.01 million. This negative variance is largely attributed to less collection under the Business and Commercial Use tax kind. See below detailed revenue performance for RETD.

Table 21: NRTD Revenue Outturn

Real Estate Tax Division (RETD) Fiscal Year 2024 Revenue Outturn						
Tax Kind	Projection	US\$ Collection	LRD Collection	Consolidation	Variance	% Total
<i>Property Taxes</i>	6,004	3,535,787	219,848,016	4,666	-1,339	78%
<i>Business or commercial use</i>	4,041	2,695,021	191,211,425	3,700	-341	92%
<i>Industrial use</i>	541	104,023	1,512,490	112	-429	21%
<i>Residential use</i>	569	300,138	3,631,512	319	-250	56%
<i>Other</i>	853	588,338	23,492,589	712	-141	83%
<i>Penalties and Interest</i>	155	240,489	8,714,621	305	150	197%
<i>Admin. Penalties on Property taxes</i>	24	147,860	5,243,424	184	160	758%
<i>Admin. Interest on Property taxes</i>	130	92,629	3,471,197	121	-9	93%
<b>TOTAL</b>	<b>6,159</b>	<b>3,946,141</b>	<b>228,562,637</b>	<b>5,148</b>	<b>-1,011</b>	<b>84%</b>

Source: RETD

## TRANSFORMATON AND MODERNIZATION SECTION

The responsibility of the Modernization and Transformation Section of the Domestic Tax Department is to implement modern technological services, Processes and Procedures, and reforms aimed at enhancing the tax administration activities within the Domestic Tax Department to enhance productivity and reduce cost of compliance on the part of taxpayer. Also, the Section plays other roles as deem necessary by the Commissioner for Domestic Taxes as it is a direct support function of the Office of the Commissioner for Domestic Taxes.

### Key Achievements

#### Value-Added Tax (VAT) Law Passage and Implementation Roadmap (2024- 2026)

In a significant step towards tax reform, the National Legislature passed the Value-Added Tax (VAT) Law in April 2024, replacing the outdated Goods and Services Tax (GST) regime. This law marks an essential advancement in Liberia's tax policy, aligning it with international standards and expanding the tax base. The VAT implementation is expected to generate a more stable revenue stream while curbing tax evasion and fraud. Developed with the support of the USAID-funded Local Empowerment for Accountability and Development (LEAD) program, the VAT law's regulations have been fully drafted and published, ensuring the groundwork for effective administration. VAT collection is set to begin in June 2026.

The Liberia Revenue Authority (LRA) and the Ministry of Finance and Development Planning (MFDP) have outlined an extensive VAT implementation roadmap from 2024 to 2026 to support this transition. Key stages include VAT policy development, where a policy paper detailing the rationale and projected revenue impacts was created. Additionally, comprehensive VAT regulations were drafted, finalized, and public consultations conducted,



bringing in diverse stakeholders such as the Chamber of Commerce, tax professionals, and the business community to refine the framework.

A VAT operations manual will be created to ensure that LRA officials have a thorough understanding of the policies and procedures, while significant improvements will be made to Liberia's Integrated Tax Administration System (LITAS) to support VAT processing, including invoicing, filing, payments, and refunds. Integration with other systems, like the Electronic Invoicing System (EIS) and the Automated System for Customs Data (ASYCUDA), will also facilitate smooth VAT administration.

An electronic invoicing system will be introduced to ensure transparent and efficient VAT processes. The development of specialized training materials covering VAT principles, regulations, and operational practices will equip LRA and MFDP officials with the necessary skills. Capacity-building initiatives are also planned, offering high-level workshops and in-depth training on VAT administration for officials, along with study tours to observe VAT implementation in other countries.

The LRA will coordinate with relevant entities to launch a broad public outreach and VAT awareness campaign to educate various taxpayer groups. This campaign will include multimedia resources such as brochures, videos, and interactive media sessions with public stakeholders. Additionally, the LRA and MFDP will undertake a nationwide outreach tour, organizing informational sessions in schools, town halls, and local organizations to promote a thorough understanding of the VAT system.

In preparation for the VAT rollout, guidance materials for VAT registration, invoicing, and filing processes will be developed and distributed to potential taxpayers, including those previously registered under the GST. By July 2026, the transition phase will be complete, and VAT will officially replace GST across Liberia. The launch will be accompanied by media engagement, public addresses, and technical support to address any immediate issues.

Following the rollout, a robust monitoring and evaluation plan will be implemented to track the effectiveness of VAT administration, including regular reviews of taxpayer compliance, filing and payment patterns, refund claims, and market prices. The VAT implementation roadmap aims to provide a structured, transparent, and efficient transition, with VAT projected to strengthen Liberia's revenue capacity, enhance transparency, and reduce reliance on foreign assistance.

## **Real Property Tax Reforms**

During the fiscal year 2024, the LRA achieved notable progress in expanding the property tax base despite challenges in the current property administration system. A total of 2,359 additional properties were captured, significantly increasing the revenue potential from property taxes. However, the absence of a national postal address system continues to impede full optimization of property tax administration.

In response, the LRA has engaged in ongoing discussions with the Ministry of Post and Telecommunications to implement a National Postal Addressing System. Meanwhile, the LRA has piloted the decentralization of property tax administration under the Local Government Act of 2018. The pilot project in Margibi County added approximately 12,000 new properties, while Grand Bassa saw a growth of about 9,000 properties.

Collaborations are ongoing with USAID-funded Local Empowerment for Accountability and Decentralization (LEAD) to extend these pilots to Bong and Nimba counties. Furthermore, the LRA has partnered with the National Housing Authority to register estate properties. Significant progress has been made, including the completion of the Stephen Tolbert Estate registration, while the Barnesville Estate registration is still underway.

## **ICT and Digital Transformation in Tax Administration**

A key highlight of LRA's Domestic Tax Department's achievements is the digital transformation of tax processes through the Liberia Integrated Tax Administration System (LITAS), which was launched in 2022. The system allows taxpayers to register, file, and make payments online, significantly improving ease of compliance and efficiency.

LITAS is currently integrated with the National Identification Registry and several commercial banks, including Ecobank Liberia, GT Bank, International Bank Liberia, UBA, and SIB Bank. Ongoing efforts are being made to bring additional banks and mobile money platforms into the system to increase coverage. Already, taxpayers in Grand Bassa and Margibi counties are utilizing LITAS, with rollout to Gbarnga and Voinjama nearing completion.

## **50 Starlink Satellite Terminals to Power Revenue Collection Nationwide**

The Liberia Revenue Authority (LRA) is excited to announce a significant milestone in its digital transformation journey with the receipt of 50 Starlink satellite terminals, with funding from the International Development Association (IDA) and the Government of Sweden, through the Public Financial Management Reform and Institutional Strengthening Project (PFMRISP). This equipment, valued at approximately US\$162,000, marks a significant leap forward in enhancing internet access for Tax Business Offices (TBOs) and Customs Business Offices (CBOs) across Liberia, including rural areas previously challenged by limited internet connectivity.

The introduction of Starlink, a cutting-edge satellite internet service provider, will enhance internet connectivity at LRA offices nationwide. This initiative is crucial to the LRA's strategic plan of leveraging digital technology to enhance revenue collection, providing real-time access to performance data in rural areas, and bolstering transparency, accountability, and reporting processes. It is also pivotal in rolling out the Liberia Integrated Tax Administration System (LITAS) and Automated System for Customs Data (ASYCUDA) at all our tax business offices and customs posts across the country. Achieving our annual revenue goal of reaching billions requires bold and intentional steps, and this Starlink installation is a critical one. The granting of Starlink/SpaceX a one-year provisional license to operate in Liberia has presented the LRA a remarkable opportunity to further expand the digitization of revenue collection across the nation.

## **N-Soft to Oversee Transactional Data Across the Digital Sector, including Mobile Money Operators, Telecommunications and Banking**

The Liberia Revenue Authority is in advanced partnership discussion with N-Soft for the implementation of cutting-edge technological governance solutions that will capture transactional data across the digital sector, including Mobile Money, telecommunications, Gambling, and Banking. This technology will enable us to harness the potential of our digital sectors. With real-time transaction reporting, we are poised to optimize revenue collection, ensuring all due taxes are accounted for. N-Soft has already increased revenue mobilization by over 30 percent in markets such as the Democratic Republic of Congo, Mozambique, Sierra Leone and Burundi. As we aspire to reach billions, digitization is the way forward.

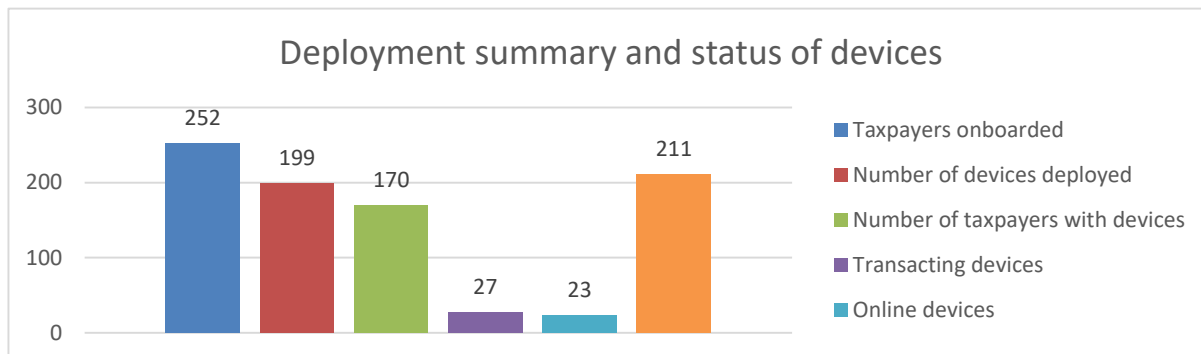
## **Electronic Fiscal Device Implementation**

The Electronic Fiscal Devices (EFDs) deployed at the premises of taxpayers were intended to strengthen the collection of lawful revenue and to ensure every business transaction made are transmitted through the Fiscal Device to the server hosted by the Revenue Authority. This also enables the Revenue Authority to safeguard Revenue and use the inflow sale data for simulation of economic modeling and data matching for ascertaining the nature of truthful declaration. An Electronic Fiscal Device (EFD) is a device used for recording and documenting financial transactions, particularly in the context of retail or point-of-sale operations. The primary purpose of EFDs is to provide a means of tracking and recording sales transactions for tax compliance and revenue collection purposes. These devices are deployed as part of government's efforts to curb tax evasion, enhance transparency, and streamline tax administration. Here are key features and aspects associated with electronic fiscal devices:

- ❖ **Sales Transaction Recording:** EFDs are designed to record, store, and transmit sales transaction in real time to the Revenue Authority. Information to be recorded, stored, and transmitted includes but not limited to Tax Identification Number (TIN) of the seller, date of the transaction, time of the transaction, items sold, quantities, prices, and applicable taxes.
- ❖ **Fiscal Memory:** EFDs have built-in fiscal memory, which securely stores transaction data and remit them when connected to the Internet. This information can be retrieved for auditing and reporting purposes.
- ❖ **Issuance of Fiscal Receipts:** One of the main functions of EFDs is to generate fiscal receipts for customers. These receipts serve as evidence of the transaction and include essential details like the seller's information, time and date stamp, and a breakdown of items and taxes, and LRA customized watermark.
- ❖ **Integration with Point-of-Sale (POS) Systems:** The EFDs managed by the Liberia Revenue Authority are in three-fold and assigned or deployed to Taxpayers base on the ICT infrastructure capabilities. There is the electronic fiscal printer that are integrated with Point of Sales System; electronic signature device that is integrated with accounting software and other invoicing system; and the electronic transaction registry for those with no system and minimum source of electricity.

The adoption of the Electronic Fiscal Device is part of broader tax reform initiatives. While EFDs contribute to increased transparency and compliance, their success depends on effective enforcement, proper regulation, and support from both businesses and tax authorities.

Due to some technical and administrative issues, the deployment of the EFD was placed on hold in the third quarter of fiscal year 2023. However, despite the many challenges, significant progress has been made in the deployment of the EFD.



### **Integrated Tax Administration System (ITAS)**

**Taxpayer Registration System** - a centralized system for registering taxpayers, which assigns a unique tax identification number (TIN) to individuals or businesses. Online and in person registration for individuals and in person for businesses due to the pending integration with the Liberia Business Registry, verification of registration information in real-time as LITAS is integrated with the National Identification Registry, and automatic assignment of TIN and economic Sector for easy identification in all tax-related activities.

**Electronic Filing System (E-filing)** - allows taxpayers to file their returns online, eliminating the need for paper-based submissions, secure submission of tax returns via the internet, automatic validation of tax returns for errors or missing information, and digital receipt acknowledgment and tracking.

**E-Payment System** - online payments for taxes, allowing taxpayers to pay via bank transfers, credit cards, debit cards (Visa and Master) or other electronic methods. Real-time payment processing, Integration with banks and mobile payment platforms, Automatic payment receipt and reconciliation and Notifications and reminders for payment deadlines.

**Tax Compliance and Enforcement System** - automatic tracking of taxpayer activity and filing status, alerts for late or non-filing taxpayers and enforce penalties, audits, and legal actions.

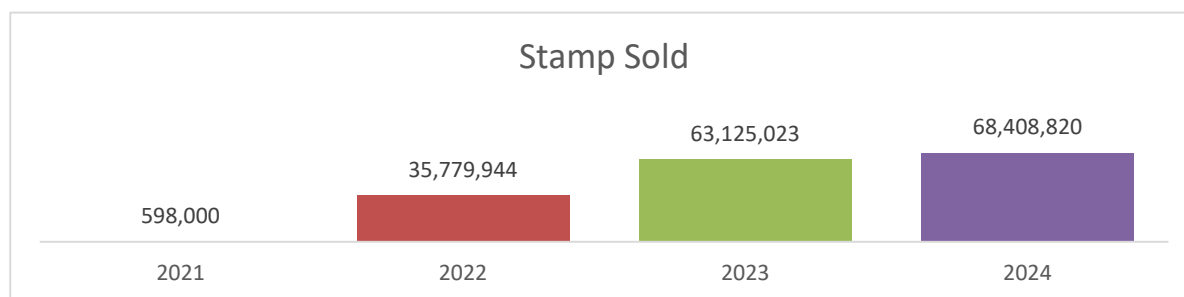
**Taxpayer Services Portal** - an online platform where taxpayers can access information, request services, and interact with the tax administration. Access to tax filing status, payment history, and refund information.

Integration with Ministry of Labor - seamless integration of work Permit system to LITAS that removes the LRA human biller from the process, shorten the processing time and allow greater flexibility for taxpayer to pay work permit bills at any Ecobank window, Ecobank mobile app and online banking platforms.

Integration with the Ministry of Foreign Affairs – integration of Passport Services to LITAS that removes human intervention from the billing and payment processes.

### **Excise Tax Stamp Implementation**

An excise stamp, also known as a tax stamp or fiscal stamp, is a physical label or mark affixed excisable products, typically tobacco, alcohol, or other goods subject to excise duties. The primary purpose of excise stamps is to serve as evidence that the required excise taxes have been paid on imported products and the Revenue Administration accounts for locally manufactured products. These stamps play a crucial role in combating tax evasion, ensuring regulatory compliance, and protecting government revenue. The affixing of Excise Stamp on Products such as Tobacco, Alcoholic, and Non-Alcoholic beverages was launched and came into effect on October 1, 2021, requiring all Manufacturers and Importers dealing in such excisable products as defined by the Excise Stamp Regulation to buy the Excise Stamp and affix it on their products before reaching the Liberian market for final consumption. The table below shows details of excise tax stamps sold out.



### **Data Cleansing Project**

The implementation of these tax reforms is critical for enhancing the efficiency and effectiveness of tax collection in Liberia. Ensuring that all taxable goods bear the excise stamp and that electronic fiscal devices are properly used will help reduce tax evasion and increase government revenue. These measures also aim to create a level playing field for businesses and foster a culture of compliance.

Also, significant steps have been taken to ensure the smooth implementation of these reforms. Training sessions have been conducted for both businesses and tax officials to familiarize them with the new systems and procedures. Moreover, public awareness campaigns have been launched to educate taxpayers about their obligations and the benefits of compliance. The adoption of digital tools and platforms has also been instrumental in enhancing transparency, reducing administrative burdens, and improving the overall efficiency of the tax collection process.

The Data Cleansing Project, another significant initiative, is focused on improving the accuracy and reliability of taxpayer information. This project is essential for effective tax administration and enforcement. By cleaning up the taxpayer database, the Liberia Revenue Authority (LRA) can ensure that all taxpayers are correctly identified and that their tax obligations are accurately assessed and collected. This project supports the broader goal of modernizing and strengthening the tax system in Liberia.

**Table 22: Data Cleansing**

<b>Division</b>	<b>Active</b>	<b>Suspended</b>	<b>Grand Total</b>
<b>Natural Resources Tax Division</b>	<b>7,781</b>	<b>1,095</b>	<b>8,876</b>
Large Taxpayer	238	1	239
Medium Taxpayer	1,953	785	2,738
Natural Resource Taxpayer	44	306	350
Small Taxpayer	5,546	3	5,549
<b>Government and non-for-profit Division</b>	<b>13,923</b>	<b>728</b>	<b>14,651</b>
GNFPD	13,923	728	14,651
<b>Small Tax Division</b>	<b>122,590</b>	<b>102</b>	<b>122,692</b>
Small Taxpayer	122,590	102	122,692
<b>Real Estate Tax Division</b>	<b>11,082</b>	<b>10</b>	<b>11,092</b>
Real Estate Taxpayer	11,082	10	11,092
<b>Medium Tax Division</b>	<b>7,957</b>	<b>5,024</b>	<b>12,981</b>
Medium Taxpayer	7,957	5,024	12,981
<b>Large Tax Division</b>	<b>511</b>		<b>511</b>
Large Taxpayer	511		511
<b>Domestic Tax Department</b>	<b>4,441</b>	<b>6</b>	<b>4,447</b>
Not Segmented	4,441	6	4,447
<b>Grand Total</b>	<b>168,285</b>	<b>6,965</b>	<b>175,250</b>

Source: DTD

## Mobile Money – Tax & Non-Tax Payment

The Liberia Revenue Authority (LRA) signed a partnership agreement with Lonestar Cell MTN, Orange Liberia and the United Bank of Africa (UBA) for the introduction of the payment of tax using mobile money for the first time ever in the country. The first phase of the project started in November

2017, which covered the payment of fees of five Ministries and Agencies and tax payments. On Thursday, March 17, 2022, the LRA officially launched the expansion of its mobile money payment of additional fees covering over Twenty (20) Ministries and Agencies as a means of accelerating and easing revenue collection in Liberia.

This initiative has revolutionized the way taxes are collected in Liberia by harnessing the power of mobile technology. It is not only making tax payments more accessible to citizens but also enhancing transparency and efficiency in the revenue collection process. The ease of paying taxes and fees through mobile money has received positive feedback from both taxpayers and the Liberia Revenue Authority.

The government has reaped several benefits from this innovative approach. Firstly, the use of mobile money has greatly reduced the logistical challenges and risks associated with physically transporting cash across the country. This has resulted in a significant decrease in the incidents of lost or stolen funds. Secondly, the adoption of mobile technology has streamlined the tax collection process, offering real-time tracking and monitoring of transactions. This increased transparency has fostered greater trust among taxpayers and improved compliance rates. Additionally, the government's collaboration with telecom companies and financial institutions has facilitated a more inclusive financial ecosystem, reaching rural and underserved communities who previously had limited access to banking services.

### **Tax Business Office**

LRA implemented Mobile Money Service for the remittance of taxes and fees collected by Collectors and Senior Collector to a dedicated Orange Money wallet. The project was launch in 2022. The project aims to improve transactions and monitoring in the counties where there exist LRA senior collectors. It also aims at reducing the risk of senior collectors traveling with government revenue from County to County to make payments at the bank. With the creation of the LRA Biller and specialized sim cards for senior collectors, revenue collected in the counties is secured. Orange Liberia, Liberia Revenue Authority and UBA partnered on the implementation of this project, Orange Liberia provided 21 phones with sim cards for the project implementation. With the phones and sim cards, LRA head office can track and view all the transaction senior collectors are making, senior collectors give the cash to orange agents and receive the e-value and transfer it to LRA Collections which is later push to the Government of Liberia transitory account.

### **Rural Taxes Collected through Orange Mobile Money**

The impact of these advancements can be quantified through the impressive figures of tax collections. The government has observed a steady increase in revenue, demonstrating the success of the mobile money tax payment system.



## CUSTOMS DEPARTMENT

### Overview

The Department of Customs is one of two core businesses of the Liberia Revenue Authority. It consists of three Divisions with a broader mandate to administer and enforce all Customs laws of the Revenue Code of Liberia and other laws relevant to the collecting border taxes, facilitating legitimate trade and enforcing border security.

The total revenue collected by the Department of Customs during the fiscal year was US\$221.43 million against the revised budget of US\$204.9 million; thereby resulting in a positive variance of US\$16.4 or 8 percent. This over performance was largely on account of an 11 percent decrease in non-taxable imports and 12 percent increase in taxable import during the year. See table below for details.

Table 23: Customs Department Revenue Performance

Description	FY 2023 Actual	FY 2024 Actual	CHANGE +/-	% CHANGE+/-
CUSTOMS DEPARTMENT	189,017	221,437	<div></div>	32,42017%
TAXES ON INTERNATIONAL TRADE	187,969	219,310	<div></div>	31,34117%
IMPORT DUTIES	98,615	117,134	<div></div>	18,51919%
O/W: Import duties on goods other than rice and petroleum	57,254	66,764	<div></div>	9,51117%
Import duties on petroleum products	20,878	26,972	<div></div>	6,09429%
Other Import duties	13,312	15,762	<div></div>	2,45018%
CHARGES ON IMPORTS	77,395	89,799	<div></div>	12,40316%
O/W: GST on Imported Goods (Exc. Petroleum)	55,297	64,153	<div></div>	8,85516%
GST on Imported Petroleum	8,555	17,861	<div></div>	9,306109%
EXCISE	11,615	12,032	<div></div>	4174%
O/W: Excise tax on Other Imported Goods n.e.c	182	145	<div></div>	(37)-20%
Excise Tax On Alcoholic Beverages (Imp.)	215	64	<div></div>	(151)-70%
Excise Tax On Tobacco and Tobacco Products	6	0	<div></div>	(6)-99%
Excise Tax On Non-Alcoholic Beverages (Imp.)	5,048	6,801	<div></div>	1,75335%
FEES AND OTHER LEVIES ON EXPORTS	343	345	<div></div>	21%
O/W: Other Exports	332	273	<div></div>	(59)-18%
Cocoa and Coffee	10	0	<div></div>	(9)-98%
OTHER NON-TAX REVENUE	1,048	2,127	<div></div>	1,079103%
Log and Wood Products Export Fees	959	2,027	<div></div>	1,068111%
Rental Of Bonded Warehouses	89	99	<div></div>	1112%

Source: TAS

### IMPORT

The information in this section comprises data captured in the Customs Automated System (ASYCUDA) and is detailed according to the Customs procedure regimes. Total imports, including bonded drawdown<sup>1</sup> for calendar year 2024 were valued at US\$2.2 billion. Direct imports constituted 93 percent of the total imports while imports under the suspense regime

<sup>1</sup> Bonded draw-down imports are goods that have been stored in a warehouse against a guarantee and are entering the market. They have already been accounted for when they first entered the country

accounted for 7 percent. About 64 percent of the total imports from outside of the ECOWAS Community<sup>2</sup> for the Calendar year were processed and inspected under the Destination regime, while 26 percent of the imports from within the community were processed and inspected under the destination regime respectively.

The table below disaggregates imports into commercial and non-commercial imports under both normal and suspense regimes for the comparative periods of 2023 and 2024. Taxable imports experienced a 12 percent growth, while nontaxable import decreased by 11 percent.

Table 24: Total Imports into Permanent and Bonded Regimes (Thousands of US Dollars)

Description	FY-2023	FY-2024	Var	change (%)
<b>Non-Com</b>	<b>1,687,672</b>	<b>1,508,960</b>	<b>- 178,713</b>	<b>-11%</b>
Normal Import	1,640,905	1,485,707	- 155,198	-9%
Draw Down	46,768	23,253	- 23,515	-50%
<b>Com</b>	<b>608,821</b>	<b>681,673</b>	<b>72,852</b>	<b>12%</b>
Normal Import	490,613	547,423	56,810	12%
Draw Down	118,208	134,250	16,042	14%
<b>Total</b>	<b>2,296,493</b>	<b>2,190,633</b>	<b>- 105,860</b>	<b>-5%</b>

Source: ASYCUDA

The table below summarizes the total imports for the period according to regions of importation. About 49 percent of the imports for the reporting period originated from Asia while 29 percent originated from the African region. Imports originating from Oceania and Antarctica accounted for the lowest.

Table 25: Total Imports from Regions (Thousands of US Dollars)

Region	Com	Non-Com	Total	Share
Asia	346,687	639,462	986,149	49%
Africa	34,935	561,519	596,454	29%
<b>O/W: ECOWAS</b>	<b>17,537</b>	<b>503,890</b>	<b>521,427</b>	<b>26%</b>
<b>O/W: ROA</b>	<b>17,398</b>	<b>57,629</b>	<b>75,027</b>	<b>4%</b>
Europe	81,327	177,873	259,200	13%
Americas	81,565	103,737	185,302	9%
Oceania	2,905	3,113	6,018	0%
Antarctica	4	4	8	0%
<b>Total</b>	<b>547,423</b>	<b>1,485,707</b>	<b>2,033,130</b>	<b>100%</b>

Source: ASYCUDA

## Principal Imports According to Commodities

This section summarizes the principal imports for the period according to commodity sections and chapters (HS descriptions). Total taxable imports increased by 12 percent from US\$490.6 million in 2023 to US\$547.4 million in 2024. The 12 percent increase was as a result of increases in the Importation of commodities under meat and edible meat offal.

On the other hand, Non-taxable import experienced a 9 percent growth from US\$1.6 billion in 2023 to US\$1.5 billion in 2024. This growth is mainly attributable to more than 100 percent increase in the importation of commodities under the plastics and rubbers category. See tables below for details.

Table 26: Commercial Imports 2023 and 2024

Description	FY-2023	FY-2024	Change (↓↑)	FY-2024 Share
<b>Commercial Imports</b>				
Machinery/Electrical	88,061	107,608	22%	20%
Transportation	62,673	69,445	11%	13%
Meat and Edible Meat Offal	45,744	63,739	39%	12%
Chemicals & Allied Industries	31,662	36,374	15%	7%
Miscellaneous Edible Preparation	29,382	31,068	6%	6%
Textiles	25,981	27,059	4%	5%
Major Com Imports	283,503	335,293	18%	61%
Other Com Import	207,110	212,130	2%	39%
<b>Total Com Imports</b>	<b>490,613</b>	<b>547,423</b>	<b>12%</b>	<b>100%</b>
Description	FY-2023	FY-2024	Change (↓↑)	FY-2024 Share
<b>Non-Commercial Imports</b>				
Mineral Products	744,545	449,444	-40%	30%
Vegetable Products	239,403	230,001	-4%	15%
Plastics/Rubbers	68,094	176,391	159%	12%
Machinery/Electrical	179,280	168,626	-6%	11%
Metals	84,221	91,537	9%	6%
Transportation	134,762	83,247	-38%	6%
Major Non-Com Imports	1,450,304	1,199,246	-17%	81%
Other Non-Com Imports	190,600	286,461	50%	19%
<b>Total Non-Com</b>	<b>1,640,905</b>	<b>1,485,707</b>	<b>-9%</b>	<b>100%</b>
<b>Total</b>	<b>2,131,517</b>	<b>2,033,130</b>	<b>-5%</b>	<b>371%</b>

Source: ASYCUDA

## EXPORTS

As disaggregated in the table below, total exports for the fiscal year were valued at US\$226.7 million, of which permanent exports accounted for US\$215.6 million, or 95 percent, while temporary and re-exports jointly accounted for less than 5 percent. On the overall, total exports increased by 37 percent from US\$165.6 million in 2023 to US\$226.7 million in 2024.

Table 27: Exports into Permanent and Re-exportation (Thousands of US Dollars)

CPC	Description	FY-2023	FY-2024	Var	%↑↓
Ex1	Permanent Export	148,248	215,593	67,345	45%
Ex2	Temporary Exports	2,876	66	-2,811	-98%
Ex3	Re-export	14,514	10,548	-3,966	-27%
Ex8	Transit	0	508	508	-
<b>Total</b>		<b>165,639</b>	<b>226,715</b>	<b>61,077</b>	<b>37%</b>

Source: ASYCUDA

## Exports According to major destinations

The table below summarizes Liberia's principal export destinations for the fiscal year according to regions and principal countries of destination. The Americas received about 39 percent of the exports while Oceania received the lowest accounting for 0.4 percent.

Table 28: Exports According to Principal Regions and Countries of Destination (Thousands of US Dollars)

Region	FY-2023	FY-2024	Change	Y-2024 Share
Americas	62,598	88,548	41%	39%
Europe	53,613	70,016	31%	31%
Asia	19,093	37,371	96%	16%
Africa	30,128	28,020	-7%	12%
O/w: ECOWAS	11,337	11,800	4%	5%
O/w: ROA	18,791	16,220	-14%	7%
Antarctica	206	1,855	801%	1%
Oceania	-	906	↑	0%
<b>Total</b>	<b>165,639</b>	<b>226,715</b>	<b>37%</b>	<b>100%</b>

Source: ASYCUDA

## DIVISIONAL ACTIVITIES

### CUSTOMS POLICY AND TECHNICAL OPERATIONS DIVISION

The Division of Customs Policy and Technical Operations is one of the three (3) Divisions within the Customs Department. It comprises of Trade Facilitation & Tariff Management Unit, Centralized Assessment Unit, and Bonded & Transshipment Unit. Each of these units has separate and distinct back-office and field related functions that are coordinated and supervised by the Assistant Commissioner for Customs Policy and Technical Operations. The Division has a mandate to ensure that goods declarations, duty waivers from the ECOWAS Trade Liberalization Scheme (ETLS), bonded and transit/transshipment procedures, and investigation of appeal cases are consistent with laws, agreements and policies intended to facilitate legitimate trade and ensure compliance with customs requirements and procedures.

#### Trade facilitation and tariff management Unit (TFTMU)

TFTMU is responsible to implement the simplification of international trade procedures. It does so by investigating appeal cases for valuation, classification, rules of origin, etc. for concerned parties. The Unit analyzed 238 appeal cases over the period (January - December 2024). In FY 2023, the number of appeal cases analyzed was 247. This indicates that there was a slight reduction in the protest and appeal from the angle of the business community.

This could be partly explained by the fact that MedTech Scientific's operation was suspended in the middle part of the year causing less protest action from business practitioners, as most of the protest and appeal cases have been reported against MedTech Scientific.

During the period under consideration (FY 2024), duty waiver was granted to requesting companies under the ECOWAS Trade Liberalization Scheme (ETLS) totaling US\$1.76 million. Total Cost, Insurance and Freight (CIF) Value from these importations amounted to US\$12.30 million. During the year under review, there was a reduction in the total duty waived from US\$2.31 million in FY 2023 to US\$1.73 million in FY 2024. This reduction in duty waived under the ETLS framework is 23.64 percent, and a major contributing factor to it can be attributed to the removal of fish from the list of products that were previously benefiting from the ETLS' waiver. The table below provides detailed comparative analysis for FY 2024 and previous fiscal years.

Table 29: Comparative Analysis from Trade and Tariff Unit

Trade and Tariff	2022	2023	2024
<b>Trade and Tariff Appeal</b>			
<b>No. Appeal Cases Comparative Analysis</b>	<b>179</b>	<b>247</b>	<b>238</b>
Classification	0	2	5
Valuation	168	240	224
Tax Refund / Others	11	5	9
<b>ETLS</b>			
<b>CIF (US\$)</b>	<b>13,073,875.33</b>	<b>15,377,242.03</b>	<b>12,304,287.64</b>
<b>Waiver (US\$)</b>	<b>1,939,485.46</b>	<b>2,309,171.66</b>	<b>1,763,287.28</b>

### Centralized Assessment Unit (CAU)

The CAU is responsible to carry out assessment of goods imported into Liberia. The assessment covers valuation, classification and rules of origin. This section presents comparative analysis of goods declarations lodged for FY 2023 and FY 2024, queried declarations, miscellaneous bill raised as per request received by the unit, and processed infractions consistent with examination reports.

For the reporting period, the total goods declarations lodged on account of Freeport and RIA Customs Business Offices totaled twenty-nine thousand nine hundred sixty-four (29,964). This figure shows a 7.26 percent increase when compared to FY2023. With respect to our biggest port (Freeport CBO), goods declarations lodged totaled twenty-six thousand five

hundred seven (26,507). This also represents a 7.26 percent increase when compared to FY2023. The table below has the details.

Table 30: Comparative Analysis of Goods Declarations Lodged

Lodged Goods Declarations	2023	2024
<b>Total Lodged Goods Declarations</b>	<b>27,936</b>	<b>29,964</b>
Freeport (CBO) LRFRP	24,713	26,507
RIA CBO (LRRIA)	3,223	3,338
Other(s)	51	119

Source: CAU

The querying of goods declarations is one of the key components of compliance check. During FY2024, queries reported by compliance officers totaled one thousand six hundred twenty (1,620). The number of queried declarations for this period decreased by 28.16 percent when compared to FY2023. See table below.

Table 31: Queried Declarations Analysis

Goods Declarations	2023	2024
<b>Queried Declarations</b>	<b>2,255</b>	<b>1,620</b>

Source: CAU

It is worth noting that the query figures in the table above account for queried declarations that were delayed either because the declarants did not respond to the queries at all, or did not timely, properly and/or satisfactorily address the queries. Those that were cleared within minutes or hours of the declarants adequately responding to queries sent by compliance officers are not included in said figures.

The total miscellaneous bill raised as per requests received by the CAU (FY2024) amounted to two hundred eighty-one (281), a 19.71 percent decline when compared to FY2023. The table below shows bills raised as per category.

Table 32: Comparative Analysis of Bill Raised by Category

Miscellaneous Bills	2023	2024
<b>Total Miscellaneous Bills Raised</b>	<b>350</b>	<b>281</b>
Amendment	189	120
Cancellation	149	159
Use of Photocopy Documents	12	2

Source: CAU

Processed infractions for FY2024 totaled one hundred twenty-five (125), a 12.59 percent decrease when compared to FY2023. The table below depicts the infractions by category.

Table 33: Comparative Analysis of Processed Infractions by Category

Processed Infractions	2023	2024
<b>Total Processed Infractions</b>	<b>143</b>	<b>125</b>
Excess	79	52
Undeclared	31	38
Excess & Undeclared	12	14
Excess, Undeclared & Undervaluation	0	1
False Declaration	15	13
Undervaluation	5	6
Misclassification	1	1

Source: CAU

### Bonded, Transit and Transshipment Unit

For the period under review, the Bonded, Transit and Transshipment Unit recorded total duty collection in the amount of US\$2.70 million. This amount shows a 10.26 percent decline in FY2024 duty collection as compared to FY2023. On the other hand, total duty waived amounted to US\$4.39 million in FY 2024. This also shows a slight decrease in duty waived in FY2024 as compared to FY2023. The table below shows details for bonded, transit and transshipment activities for the period under review as well as previous periods.

Table 34: Comparative Analysis from Bonded, Transit and Transshipment Activities

Trade and Tariff	2022	2023	2024
<b>Bonded &amp; Transshipment</b>			
Duty Paid	1,553,266.76	2,897,490.30	2,575,867.82
2.5% Transshipment fees Paid	2,320.98	16,953.35	-0-
Quarterly Bonded Warehouse fees paid	41,250.00	81,500.00	100,500.00
Others / Luxury Tax / Misc. bills/fine & penalty	4,070.69	14,038.10	24,709.51
<b>Total Collection</b>	<b>1,600,908.43</b>	<b>3,009,981.75</b>	<b>2,701,077.33</b>
<b>Total Duty Waived</b>	<b>5,542,878.78</b>	<b>4,541,629.54</b>	<b>4,392,830.05</b>
<b>Bonded Goods</b>			
Number of Vehicles	960 units	1,625 units	1,246 units
Value of Vehicles (CIF)	21,470,804.9	36,996,664.95	27,641,934.38
Number of Motorcycles	510 units	750 units	525 units
Value of Motorcycles (CIF)	1,076,088.41	1,031,086.11	1,068,798.15
Number of Yellow Equipment / Tractor	34 units	50 units	17 units
Yellow Equipment/ Tractor (CIF)	1,463,167.98	2,168,236.83	719,437.08
Petroleum Bitumen 50/70	9,238 mts.	176,802.94 mts.	4,500 mts
Petroleum Bitumen 50/70 (CIF)	6,501,949.03	3,152,962.00	2,647,500.00
Whisky Liquid	7,200 bottles	-0-	-0-
Whisky Liquid (CIF)	26,080.00	-0-	-0-

Source: TFTMU

## Duty free Section

The Liberia Revenue Code provides several tax incentives and exemptions to support investment, economic development, and international commitments. Specifically: Section 16 outlines special investment incentives for qualifying businesses. Sections 9 and 1708 detail exemptions granted to diplomatic missions, international non-governmental organizations (INGOs), medical institutions, religious organizations, and members of the National Legislature. Executive Orders also grant waivers on specific goods to promote economic and social welfare. The ECOWAS Trade Liberalization Scheme (ETLS), adopted by Liberia to promote regional trade, grants exemptions on goods manufactured within the ECOWAS region.

During the fiscal year 2024, total revenue losses due to various tax waivers amounted to approximately US\$227.4 million. A breakdown of the losses by category shows that: General goods waivers accounted for 95 percent of total revenue losses. Petroleum product waivers made up 4 percent of the total and exemptions under the ECOWAS Trade Liberalization Scheme (ETLS) accounted for 1 percent. The table below provides a detailed breakdown of these waivers, categorized by General goods, Petroleum products and ETLs.

**Table 35: Summary of Revenues Foregone by Category**

DESCRIPTION	CIF	DUTY WAIVED	% SHARE
<b>TOTAL REVENUE LOSSES</b>	<b>1,153,864,788.72</b>	<b>227,353,460</b>	<b>100%</b>
1.1 General Goods	1,108,565,566	216,943,089	95%
1.2 Petroleum Products	32,994,935	8,647,083	4%
1.3 ECOWAS Trade Liberalization Scheme	12,304,288	1,763,287	1%

Source: Customs Duty Free section

General Goods (95 percent of Total Waivers): Concession agreements contributed 40 percent of the waivers, with the mining, agriculture, and port operations sectors being the primary beneficiaries. Investment incentives accounted for 31 percent, largely driven by the manufacturing, agriculture, and construction industries. Executive Orders made up 17 percent, primarily benefiting rice imports, solar energy products, and water supplies.

Petroleum Products (4 percent of Total Waivers): Concessions accounted for 55.4 percent of petroleum-related waivers, indicating that large-scale investment projects received significant tax relief. Investment incentives made up 17.9 percent, benefiting select



businesses engaged in petroleum-related activities. INGOs had the smallest share, representing just 0.3 percent of the petroleum-related waivers.

ECOWAS Trade Liberalization Scheme (1 percent of Total Waivers): Goods originating from Ghana accounted for 55 percent of the exemptions under the ETLS, highlighting Ghana's significant trade footprint in Liberia.

It is worth noting that at 95 percent of total waivers, duty exemptions on general goods significantly reduce potential tax revenue. Concession agreements and investment incentives represent a major portion of these losses, suggesting that Liberia’s tax incentive framework needs a cost-benefit analysis.

**COMPLIANCE AND ENFORCEMENT DIVISION**

The Compliance and Enforcement Division has four core units, including Post Clearance Audit, Risk Management & Intelligence, Collection & Enforcement and Anti-Smuggling units. Following are activities undertaken by the Division for the reporting period

**Customs Risk Management and Intelligence Unit (CRMIU)**

The CRMIU is responsible for monitoring and updates of the ASYCUDA Risk Management Selectivity, comprehensive System’s reviews of Inspections Acts to obtain Inspection Reports, revision of CAU queries and Post Clearance Audit Reports to obtain insights of additional Assessments from Customs Offenses/Infractions, data analysis and sharing of intelligence alerts and look outs, revisions of Indicators for Outcomes of Examinations Discrepancies, receive and process information into useful intelligence and send out Alerts.

During the year under review, CRMI operations were largely concentrated at the Freeport Customs Business Office because it is the only port that is fully automated.

**Freeport CBO Selectivity Analysis**

The table below shows the selection of all declarations at the Freeport CBO for FY2024 in various customs regimes and procedures. Import for home consumption (IM4, PSI4, and SC4 & SR4) accounts for 96 percent of all declarations made to value of trade at the Freeport CBO for the year. Declarations made of imports from the ECOWAS Community decreased by 5 percent from 80 declarations in 2023 to 76 declarations in 2024 with a trade value of

US\$2.47 million and US\$1.23 million respectively.

**Table 36: Freeport Selectivity Analysis (FY2024)**

Type	No. of Declarations	RED	YELLOW	BLUE	Total of values	Estimated Duties
COM1	1		68		2,320.00	
COM2	1				800.00	
COM 3	1				4,4448.00	100.00
COM4	76		68	8	1,234,361.86	185,734.14
EX1	360	1	174	185	188,079,947.92	205,527.02
EX 2	1			1	64,000.00	
EX3	103		62	41	10,429,971.17	4,989.99
EX 8	8		6	2	257,359.03	
IM 5	12		11	1	1,561,426.35	
IM7	115		102	13	21,991,585.38	21,371.28
IM 8	201	23	158	20	78,714,499.53	861.31
PSI7	11		10	1	2,129,457.90	
SRC4	916	2	350	564	7,699,202,801.65	1,439,590.15
SRI 4	242	3	209	30	66,864,900.97	3,094,673.48
<b>Total</b>	<b>24120</b>	<b>1111</b>	<b>16978</b>	<b>6031</b>	<b>9,279,537,808.00</b>	<b>146,122,017.26</b>

Source: CRMU

### Alerts and Lookouts Annual Hit Rate

During the period reporting, one hundred eighty-two (182) alerts were sent for intrusive examinations and/or investigations. Out of the total alerts mentioned, there were twenty-four (24) Hits (constituting 13 percent of the total alerts inspected, fifty-three (53) pending/hanging for examination reports. Additionally, the unit received seventy (70) discrepancy reports (both DI & premises Examinations) from Freeport CBO other than the ones alerted by CRMU & Intelligence Unit.

**Table 37: Alerts (FY2024)**

Total Alerts	Hits	Hits Rate	Additional Assessments & Penalties	Alerts Pending Report
<b>182</b>	<b>24</b>	<b>13%</b>	<b>\$129,266.91</b>	<b>53</b>

Source: CRMU

## Anti-Smuggling and Investigation Unit (ASIU)

The ASIU has a statutory responsibility in the following areas, in accordance with the Liberia Revenue Code as Amended 2011, with specific provisions: Section 1608 through Section 1614. Specifically, ASIU is responsible to investigate tax evasion and other fraud-related cases, respond to emergency smuggling cases, seal warehouses and or stores of businesses involved with tax evasion, reconstruct crime scenes, initiate prosecution of cases, enforcement of mechanisms that support the facilitation of trade and commerce and carry out specialized investigations directed by Senior Management to ensure compliance.

During the period under review, the ASIU recovered US\$1,638,261. The direct intervention of expected lost revenue recovered accounts for US\$1,232,450, while the indirect revenue recovered accounts for US\$405,811. The details are below for ease of reference. The ASIU revenue recovery for FY2024 witnessed a 15 percent increase compared to 2023 and a 45 percent increase compared to 2022.

**Table 38: Revenue covered through ASIU operations**

No	Year	Amount
1	2022	\$1,128,566.18
2	2023	\$1,427,024.08
3	2024	\$1,638,261.18

Source: ASIU

## Physical Investigation

ASIU recorded 136 cases ranging from the illegal importation of contraband and prohibited goods/items to drugs, under-declaration, undervaluation, understating of invoices and CRFs, smuggling, and falsification of customs clearing documents. Of the 136 cases, 126 were thoroughly investigated and completed, while 10 are pending completion. Revenue raised from the completed investigations amounted to US\$390,223.07. Please see the below details.

**Table 39: ASIU Physical Investigation FY2024**

QUARTER	CASES	COMPLETED	PENDING	REVENUE GENERATED
1	30	9	0	12,917.26
2	40	18	0	127,286.26
3	35	14	0	194,984.34
4	31	21	10	55,035.21
	136	62	10	390,223.07

Source: ASIU

As indicated in the table above, out of the 136 cases, 62 cases, representing 46 percent, had revenue implication while 55, representing 40 percent, were related to drugs, contraband, and other prohibited items, and 19 representing 14 percent had non-revenue implication. The ASIU recorded cases for FY2024 witnessed a 23 percent increase compared to FY2023 and a 55 percent increase compared to FY2022. The increase in the detection and discovery of cases clearly impacted the increased revenue recovery.

### Desk Intel Audit

During the reporting period, ASIU received 152 alerts from CRMIU related to Urban CBO (Freeport). These alerts were disseminated to the ASIU Operation Team (Intel signal at the exit gate, static at DI, and roaming). As a result, the teams made (36) hits, some of which were made along with the assigned Customs Examiners.

### ASIU Operations

The ASIU Operation teams made 248 interventions ranging from excess and undeclared goods to smuggling and undervaluation. As a result, the revenue raised amounted to US\$1,248,028, as recovered duties and taxes, including administrative penalties and fines. Please see the details below.

**Table 40: ASIU Operations**

No.	Description	Hits	Hit Rate	Revenue	Revenue %
1	Delivery Point (DP)	32	13%	\$336,771.13	27%
2	Alerted Shipment		15%	246,672.78	20%
3	Transferred		2%	29,791.64	2%
4	Rural CBOs		22%	215,999.66	17%
5	Port Facility (PF)		46%	405,811.35	33%
6	Salala HUB		2%	12,981.55	1%

Source: ASIU

### Roaming Team

The team made 128 interventions ranging from excess and undeclared goods to smuggling and undervaluation. As a result, the revenue raised amounted to US\$829,235 as recovered duties and taxes, including administrative penalties and fines. Please see the details below.

### National and international activities and coordination

During the period under review, the ASIU participated in five joint Customs enforcement operations code-named CRIPHARM-9, SAMA 1, Tentacle West Africa, Alamba-4, and Thunder 2024, organized by the WCO-WAC under the Regional Intelligence Liaison Office (RILO) for the West & Central Africa region. The mentioned operations target and dismantle the criminal network in the following areas:

- The illegal flow of counterfeit pharmaceuticals and related medical equipment;
- Wildlife smuggling and trafficking;
- The Illicit flow of currency and terrorist financing;
- The Illicit flow of Timber and endangered spices;
- The illegal flow of chemical precursors, and explosives, and other contraband.

As a result, Liberia made and reported fifty-five (55) cases representing fifty-eight (58) seizures ranging from the unlawful importation of contraband cigarettes to the trafficking of wildlife and endangered species, drugs, precursor chemicals, contraband, and counterfeit pharmaceutical products, currency, and gold using a close user group, WCO (CENcomm 3 and CEN Platforms).

The Liberia Customs/ASIU recorded and reported cases and seizures for 2024, witnessed a 9% increase compared to 2023 and an 83% increase compared to 2022. This increase in the number of cases and seizures results from more collaboration between Customs ASIU Officers and other national agencies/institutions in the WCO-WCA joint enforcement operations.

**Table 41: Joint Customs enforcement operations**

No	Description	No. of cases & seizures	%
1	Contraband and counterfeit pharmaceutical products	16	28%
2	Wildlife & endangered species illicit trafficking	5	9%
3	Illicit flow of currency and terrorist financing	2	3%
4	Illegal export of gold	1	2%
5	Trafficking of illicit drugs	27	47%
6	Firearm & explosives	1	2%
7	Contraband Cigarettes	6	10%
Total		58	100%

Source: ASIU

The Unit represented the Customs Department at the WCO-WCA RILO Organizing Coordinating Unit (OCU) for Operations CRIPHARM-9 and Alamba-4 in Gabon and Cote D'Ivoire respectively. The Unit further represented the Customs Department and turnover assorted contraband cigarettes to the Guinea and Sierra Leone Customs Administrations in keeping with the Customs Nairobi Convention on mutual assistance and cooperation for the prevention, investigation, and repression of Customs offenses.

### **National**

The ASIU worked along with the office of the Customs Commissioner and Assistant Commissioner for Compliance & Enforcement and turned over assorted cell phones to the Liberia National Police (LNP) for further investigation and drugs seized during the mentioned period to the Liberia Drug Enforcement Agency (LDEA) during its inter-agency actions. Also, during the period under review, the Unit extended its deployment to the LPRC CBO with a surveillance team. The team's deployment has deterred suspected abuse of duty-free petroleum products and assisted the CBO in preventing duty-free abuse.

Under the WCO-WCA Security Program for West & Central Africa, the Unit's staff benefited from several trainings on the WCO working tools, ASYCUDA refresher sessions and Customs Data Mining training conducted by the IMF.

### **Post Clearance Audit Unit (PCAU)**

The PCA Unit in line with its duties is responsible to conduct Post Clearance Audit for Blue Lane entities in line with the ASYCUDA selectivity criteria, comprehensive on-site Audits on high-risk entities and issue/special investigation audits (as commissioned by the Commissioner of Customs. Additionally, the unit also conduct system/desk review and where necessary raise bill on infractions noted, analysis on excesses and undeclared items/goods and raise bill for communication to the office of the Assistant Commissioner and the Commissioner of Customs and carry out auction activities.

During the period, the unit undertook one hundred twenty (120) activities that led to the recovery of lost revenue, including comprehensive audits, desk reviews, auctions, anti-smuggling interventions, and special alert issues, amounting to two million nine hundred

thirty-nine thousand three hundred ten United States Dollars and ninety-one Cents (US\$2,939,310.91).

As outlined in the table below, PCAU completed sixty-three (63) comprehensive audits, resulting in a total short-payment bill of US\$804,437.02 and conducted seventeen (17) desk reviews, which led to total short-payment bills of US\$235,809.16.

As part of its activities, the unit also carried out auction reviews, raising a total bill of US\$72,321.37 from auction-related assessments. Additionally, PCA completed ninety-seven (97) anti-smuggling activities, generating bills amounting to US\$474,364.75 from these interception reports, while issue reviews accounted for a total of US\$889,228.84.

**Table 42: PCA Core Activities FY2024**

ACTIVITY TYPE	S/N	BILL RAISED		
		USD	PENALTY (LRD)	PENALTY USD
Desk Rev. Audit (PCA)	17	235,809.16	-	27,367.70
Comprehensive Audit	63	804,437.02	2,000,000.00	0
Auction	1	72,321.37	-	-
PCA & ASIU Int.	97	474,364.75	-	312,839.65
ISSUE REVIEW (IAD, C1, OTH.)	1	889,228.84	-	121,823.23
<b>TOTAL</b>	<b>179</b>	<b>2,476,161.14</b>	<b>200,000.00</b>	<b>462,030.58</b>
<b>GRAND TOTAL</b>		<b>2,939,310.91</b>		

SOURCE: PCA bill Tracker

A comparative analysis of the unit's performance for FY2024, compared to past fiscal periods, reveals 81.17 percent increase in revenue bills raised for PCA activities, including desk reviews, comprehensive audits, PCA & ASIU interventions, issue reviews, and auction activities.

**Table 43: Comparative analysis of Fiscal performance**

FISCAL PERFORMANCE	US\$'000'
FY18/19	1,014.97
FY19/20	1,264.30
FY/2021	743.46
FY2022	2,959.19
FY2023	2,386.0
FY2024	2,939.91

Source: PCA Report

## Customs Modernization

No	Achievement	Description
1.	Digitization of Transit Operations	Commenced the digitization of transit operations with countries neighboring Liberia which now brings greater efficiency in cross border trade facilitation and supply chain security.
2.	National Electronic Trade Single Window	Commenced the implementation of a national electronic trade single window which will further streamline clearance procedures at our ports and enhance trade facilitation moving forward.
3.	Customs Inspection Facility	Commenced the construction of a state-of-the-art destination inspection facility to include non-intrusive inspection technology which will eventually minimize delays in goods clearance and reduce congestion at the Freeport of Monrovia.
4.	Customs Security Program	Commenced the second phase of the Customs Security Program for the improvement of cross border supply chain security.



## Key Challenges

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Some key challenges include:

- Untimely reporting of revenue numbers due to the processing of direct transfer numbers/payments from commercial banks
- Low tax-to-auditors ratio thereby constraining the level of audit efficiency
- Lack of adequate vehicles to timely deploy enforcement officers on the field greatly impedes collection efforts
- Lacks criminal tax investigations powers. Thus, LRA investigation is limited to administrative tax inquiries which undermines serious tax recovery against would-be offenders.
- Qualified penalties and interest charges under various TAPIS and executive orders on waivers of P&I are still in the accounts receivable of taxpayers due to lack of policy on the write-out of penalty and interest charges. This gives the wrong impression on the divisions' debt portfolio.
- Slow pace of case resolutions of protested assessments by the Legal Department for the timely collection of revenue
- Effective monitoring of taxpayers remains a challenge. Issues ranging from adequate taxpayer registration information, multiple accounts for one tax kind, system unable to capture non-tax due filing, etc., is an impediment to capturing adequate filing and payment information
- Inadequate logistics remains a key impediment to effective implementation of planned activities including hindering of effective enforcement efforts.
- Unconducive environment (dilapidated offices) continues to weaken effective rural revenue administration
- Audit processes by Internal Auditors from planning to follow-up review is conducted manually
- Inadequate manpower continues to impede efforts to expand the tax base for increase revenue collection across rural Liberia
- Lack of approved Standard Operating Procedures (SOPs)
- Among others

## Financial Statements

### UNAUDITED REPORT AND FINANCIAL STATEMENTS FOR THE FISCAL YEAR (January 1 – December 31, 2024)

#### STATEMENT OF RESPONSIBILITIES

This Financial Statement has been prepared in accordance with the provisions of the Amendment and Restatement of the Public Financial Management (PFM) Act of 2009 and its attendant Regulations, and in compliance with Cash Basis International Public Accounting Standards (Cash-IPSAS of 2017) adopted by the Government of Liberia.

In accordance with the provisions of the Amendment and Restatement of the 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.

Under the provisions of the same Act, I am required to prepare unaudited Final Account of the Liberia Revenue Authority 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 Comptroller 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 Public Accounts of the Liberia Revenue Authority 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 Amendment and Restatement of the Public Financial Management (PFM) Act of 2009.



James Dorbor Jallah  
**Commissioner General**  
**Liberia Revenue Authority (LRA)**



## **The FY2024 Approved Budget**

At the onset of the fiscal period FY2024, the National Legislature appropriated a total of US\$ 18,629,428 for the Liberia Revenue Authority. In the FY2024 budget, US\$11,709,250 was appropriated for Wages, Salaries and Other Employee Benefits while US\$4,160,178 was appropriated for Goods and Services while the appropriation for Capital Expenditure (Non-Financial Assets) was US\$2,760,000. During the period under review, there was no supplemental budget. It is worth noting that in the 4<sup>th</sup> quarter the LRA's appropriation for FY2024 (US\$ 18,629,428) was slashed by US\$ 1,103,429, thus bringing the appropriation for FY to US\$ 17,525,999. The budget was recast to reflect the current reality as follows: US\$11,709,250 as Wages, Salaries and Other Employees benefits; US\$5,395,348 for Goods and Services while the appropriation for Capital Expenditure (Non-Financial Assets) was US\$421,401

### **Summary**

The budget of the Liberia Revenue Authority for the 2024 fiscal year was US\$17,525,999. Total receipt against the budget was US\$17,588,771, causing an increase of budget by US\$62,712 attributed to exchange gain/loss on LRD receipts. Other Receipts during the year amounted to US\$ 1,758,609. Therefore, total receipt during the year was US\$19,347,380. Total payment for the year amounted to US\$18,773,139. This included employees' Compensation of US\$ 11,946,801; Goods and Services of US\$5,850,142; and Capital Expenses of US\$976,196. Final cash balance for the year was US\$4,715,122.

### **Authorized Appropriation/Allocations**

During the year 2024, the Liberia Revenue Authority received the total amount of US\$17,588,771 from the central Government of Liberia through the four-percent arrangement with the Central Bank of Liberia.

#### **1 Other Receipts**

Cash receipts from source other than the Government of Liberia's national budget amounted to US\$1,758,609 in the 2024 fiscal year.

#### **2 Expenditure – Operational Fund**

##### **a. Employee benefits**

Payments for Wages, Salaries and Other Employee Benefits amounted to US\$ 11,946,801 in 2024 fiscal year.

##### **b. Goods and Services**

Payments for Goods and Services Consumed amounted to US\$5,850,142 in the 2024 fiscal year.

##### **c. Purchase of Capital Items**

Due to revenue collection necessity, payments were made for Capital Expenditure amounting to US\$976,196 in the 2024 fiscal year.

### 3 Project Flows

For the fiscal year 2024 under review a total expenditure of US\$524,860 was made on behalf of the LRA on account of LITAS project for LITAS training and change management and ICT Equipment, etc. This is a partial drawdown on the total contract valued of \$5,332,228.13. Note that the total funding basket is \$7.2 Million.

### 4 Outstanding Commitments

Total outstanding commitments at the end of the 2024 fiscal year was US\$401,883 as detailed below:

December 31, 2024 Unsettled Commitments	
PIT	\$ 197,013
NASSCORP	36,553
Vendors Withholding	21,706
Payments due vendors and others (validated LPOs) *	146,611
<b>Total</b>	<b>\$ 401,883</b>

### Cash Balances

Total combined cash balance at December 31, 2024 was US\$4,715,122. This included the following specific balances: Ecobank LRD Account US\$617,827 equivalent; Ecobank USD Account US\$198,031, GT Bank (CUF) US\$146,534; Overtime (LBDI) US\$51,182; AfDB excise (UBA) US\$71,118 and MedTech (Ecobank) US\$3,630,430


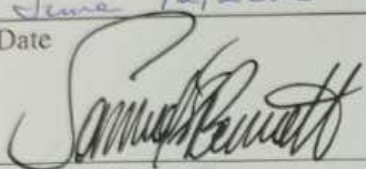
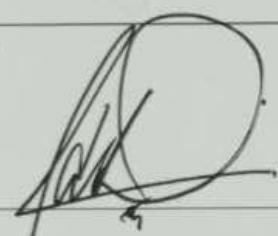

### Contingent Liabilities and Long-Term Commitments

There was no immediate contingent liability at the end of the year; however, unpaid employer's contributions of NASSCORP stood at US\$6,557,349 at December 31, 2024 as detailed below:

#### Outstanding NASSCORP Employer's Contributions

Date	Obligation	Payment	Outstanding	Comment
31-Dec-23	\$ 5,886,566		\$ 5,206,829	Cumulative
31-Dec-24	670,783		670,783	FY 2024
<b>Total</b>	<b>\$ 6,557,349</b>	<b>-</b>	<b>\$ 6,557,349</b>	

The Financial Statements for the financial year ended 31<sup>st</sup> December 2024 should be read in conjunction with the underlying notes and supplementary disclosures for better understanding and interpretation.

<div> _____ Ord-siejepo Jlateh Assistant Commissioner for Budget &amp; Finance (Comptroller)</div>	
<div>Date <u>June 12, 2025</u></div>	
<div> _____ Samuel G. Bennett, Jr Deputy Commissioner General Administrative Affairs</div>	<div><u>06/12</u> <u>2025</u></div>
<div>Date  _____ James Dorbor Jallah Commissioner General</div>	
<div><u>12 June 2025</u></div>	
<div>Date</div>	<div> _____ Ord-siejepo Jlateh Assistant Commissioner Budget &amp; Finance</div>
	<div><u>June 12, 2025</u></div>
<div>Date</div>	<div>Date</div>