REPUBLIC OF LIBERIA

LIBERIA REVENUE AUTHORITY

INTERIM PLAN FY2024

Annual Business Plan & Workplan

January 1 – December 31, 2024



LRA Headquarters, Revenue House, ELWA Junction

A bridge to the Corporate Strategic Plan and Domestic Resource Mobilization Strategy 2025–2029

Policy, Statistics and Strategic Planning Division (PSSPD)

Revenue House, ELWA Junction, Paynesville, Liberia | www.lra.gov.lr

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Acronyms

Acronym	Meaning
ASYCUDA	Automated System for Customs Data
B&F	Budget and Finance
CBL	Central Bank of Liberia
CBO / TBO	Customs Business Office / Tax Business Office
CET	Common External Tariff (ECOWAS)
CGDR	Commissioner General Direct Reporting
CMPA	Communications, Media and Public Affairs
CSP	Corporate Strategic Plan
DCGAA / DCGTA	Deputy Commissioner General for Administrative / Technical Affairs
DRM	Domestic Resource Mobilization
DTD	Domestic Tax Department
EDAS	Enterprise Data Analytics Section
EDQARD	Enterprise Development, Quality Assurance and Research Division
EFD	Electronic Fiscal Device
EMRCD	Enterprise Management, Risk and Compliance Division
FID	Fiscal Investigations Division
GNFPD	Government and Not-for-Profit Division
GSD	General Services Division
GST	Goods and Services Tax
HRD	Human Resources Division
IAD	Internal Audit Department
ITS	International Tax Section
KPI	Key Performance Indicator
LITAS	Liberia Integrated Tax Administration System
LRA	Liberia Revenue Authority
LTD / MTD / SMTD	Large / Medium / Small and Micro Tax Division
M&E	Monitoring and Evaluation
MFDP	Ministry of Finance and Development Planning
MISD	Management Information Systems Division
NRARS	Non-Tax Revenue Accounting and Reconciliation Section
NRTD	Natural Resources Tax Division
OPRS	Office of Professional Responsibility Section
PED	Professional Ethics Division
PSSPD	Policy, Statistics and Strategic Planning Division
RETD	Real Estate Tax Division
RMS	Records Management Section
SOE	State-Owned Enterprise
SOP	Standard Operating Procedure
TMD	Transformation Management Division
TPSD	Taxpayer Services Division
VAT	Value Added Tax

Message from the Commissioner General

It is with a deep sense of duty that I present the Liberia Revenue Authority (LRA) Interim Plan for Fiscal Year 2024, covering January 1 to December 31, 2024.

As I assume office as Commissioner General, I do so at a defining moment for the Authority. The LRA's first five-year Corporate Strategic Plan (FY2016/17–FY2020/21), which laid the foundation for a modern, unified revenue administration, expired in July 2021. The Domestic Resource Mobilization (DRM) Strategy that guided revenue policy and administration reforms has also run its course. Since then, the Authority has been guided by one-year interim plans in FY2022 and FY2023. While these interim plans kept our operations on course, a revenue administration with our ambitions cannot be steered indefinitely from one year to the next. It needs a clear, long-term direction.

Work on that long-term direction is already under way. Development of a new five-year Corporate Strategic Plan and a new Domestic Resource Mobilization Strategy for FY2025–2029 began in late 2023. As I assume office, it is my firm intention to accelerate this work and bring both plans to completion during FY2024, so that they are ready to guide the Authority from FY2025. The new plans will set out where the LRA must be by the end of the decade: a modern, digital, taxpayer-centered and highly trusted institution that mobilizes the domestic revenue Liberia needs for its own development. They will be built on honest evidence, broad consultation with staff, taxpayers, the Ministry of Finance and Development Planning and our development partners, and on the lessons learned since the Authority was established.

This Interim Plan bridges the gap until then. It ensures that FY2024 is not a lost year, but a year of delivery and preparation. In FY2023, the LRA collected US$715.9 million in total revenue and US$611.9 million in domestic revenue. That was a resilient performance in an election year, but it fell short of the revised budget by US$55.8 million, with Customs and non-tax revenue well below target. For FY2024, the approved national budget of US$738.86 million relies on the LRA to collect US$696.43 million in domestic revenue, about 14 percent more than last year. This is a demanding target, and we must meet it.

To do so, this plan commits every department to clear priorities:

- closing the gaps in customs and non-tax revenue through risk-based post-clearance audit, the ASYCUDA rollout and firm follow-up of road fund, GSM and SOE remittances
- deepening compliance through more comprehensive audits of large, medium and small taxpayers, stronger debt enforcement, and the rollout of Electronic Fiscal Devices and excise stamps
- digitizing our operations by completing the integration of LITAS with banks, mobile money operators and revenue-generating agencies
- strengthening the institution through accountability, integrity, risk management, staff development and better working facilities

The plan brings together 629 activities from every department, division, section and unit. Each has a responsible owner, quarterly targets and a link to our strategic goals. Just as importantly, the results and lessons of FY2024 will provide the baselines and evidence needed to finalize the new Corporate Strategic Plan and DRM Strategy.

I am grateful to the Board of Directors for its guidance and oversight, to the Ministry of Finance and Development Planning for its partnership, and to our development partners for their continued support. I thank the taxpayers of Liberia, whose compliance makes national development possible. Above all, I thank the management and staff of the LRA, whose dedication will determine whether this plan succeeds.

I call on every member of staff to own these commitments, to uphold our core values of Service, Integrity, Commitment and Teamwork, and to work with discipline and purpose. Together, we will meet the challenge of FY2024 and lay a strong foundation for the next five years of the Liberia Revenue Authority.

James Dorbor Jallah

Commissioner General, Liberia Revenue Authority

Executive Summary

This interim plan guides the LRA through FY2024 (January–December 2024), the year between its first Corporate Strategic Plan, which has expired, and the new five-year Corporate Strategic Plan for FY2025–2029, whose development began in late 2023 and will be completed in FY2024. In FY2024 the LRA will mobilize the domestic share of the approved national budget of US$738.86 million: US$696.43 million in domestic revenue, split between US$498.21 million for the Domestic Tax Department and US$198.21 million for the Customs Department. The plan builds on FY2023, when the LRA collected US$715.9 million in total and US$611.9 million in domestic revenue against a revised domestic target of US$661.7 million.

FY2024 at a glance

Indicator	FY2023 actual	FY2024 target
Domestic revenue	US$611.9 million	US$696.43 million
Domestic Tax Department	US$422.9 million	US$498.21 million
Customs Department	US$189.0 million	US$198.21 million
Non-tax revenue	US$85.3 million	US$155.90 million
Planned activities	—	629 across 39 divisions, sections and units

To meet a domestic target about 14% above the FY2023 outturn, the Authority has set out 629 activities across 39 divisions and units, each linked to the five strategic goals in the FY2024 departmental planning templates. Four priorities carry the plan:

1. **Close the Customs and non-tax gaps.** In FY2023, Customs reached 81% of target and non-tax revenue 76%. Customs will use risk-based post-clearance audit, the CET/HS migration and the ASYCUDA rollout. Non-tax will be pursued through stronger follow-up of GSM fees, road-fund levies and SOE remittances.
2. **Widen and deepen domestic tax compliance.** Planned work includes 54 large-taxpayer audits, 500 medium-taxpayer audits, 450 small-taxpayer audits, 300 Electronic Fiscal Devices and wider excise-stamp enforcement.
3. **Digitize revenue administration.** LITAS will be integrated with 9 commercial banks, 2 mobile money operators and 7 revenue-generating agencies. Four Domestic Tax processes will be automated, and ASYCUDA will be upgraded.
4. **Strengthen the institution.** This covers accelerating and completing the new FY2025–2029 Corporate Strategic Plan and DRM Strategy, begun in late 2023, the employee accountability framework, risk-based internal audit, a performance management system linked to the Corporate Strategic Plan, and infrastructure upgrades at headquarters and regional offices.

Goal 3 (institution building) and Goal 1 (revenue administration) account for 77% of the planned activities. Goal 4 (automation and data) has fewer activities, but they are among the most critical, because the revenue targets depend heavily on LITAS and ASYCUDA. Management will therefore track these milestones every month.

Delivery of the plan will be closely monitored. Revenue will be tracked monthly against approved targets, and activities will be reviewed quarterly by EDQARD and senior management. Nine institutional risks have been identified, including non-tax revenue shortfalls, SOE arrears, customs leakage and system delays, and each has an assigned management response and lead.

Finally, FY2024 prepares the way for a new strategic cycle. Alongside this interim plan, the LRA will accelerate and complete its Corporate Strategic Plan and Domestic Resource Mobilization Strategy for FY2025–2029, whose development began in late 2023, drawing on the results, lessons and baselines of this year.

Background: Why an Interim Plan for FY2024

The LRA's first Corporate Strategic Plan (FY2016/17–FY2020/21) expired in July 2021. Development of its successor, a five-year Corporate Strategic Plan for FY2025–2029, and of a new Domestic Resource Mobilization (DRM) Strategy began in late 2023 and will be completed in FY2024. As in FY2022 and FY2023, the Authority is adopting a one-year interim plan so that FY2024 operations, targets and accountability are not left without a strategic anchor.

The interim plan does four things:

1. **Keeps strategic continuity.** It organizes all departmental activities under five strategic goals and their objectives, so that every unit plans and reports against one common framework until the new plan is approved.
2. **Sets FY2024 targets.** It ties the approved FY2024 revenue budget to departmental activities, quarterly targets and named responsibilities.
3. **Lays the groundwork for the new CSP.** The planned activities include validating and costing the DRM Strategy (TMD), aligning reforms with the CSP and DRM (TMD and PSSPD), and documenting business processes and SOPs (EDQARD). Together they provide the evidence needed to complete the new plans.
4. **Builds the baseline.** FY2024 results and lessons will set the starting point and KPI baselines for the new plan.

The interim plan runs until 31 December 2024. During FY2024 the LRA will complete the new Corporate Strategic Plan and DRM Strategy, which, once approved, will become the Authority's strategic framework from FY2025.

Mandate and Interim Strategic Framework

The LRA administers and enforces Liberia's revenue laws and collects lawful tax and non-tax revenue for the Government under the Liberia Revenue Authority Act. For FY2024, the interim plan uses the five strategic goals and objectives set out in the FY2024 departmental planning templates as the organizing framework for every departmental workplan.

Goal	Strategic objectives addressed in FY2024	Lead contributors
1. Administer revenue legislation in an effective, fair and transparent manner	1.1 Increase effectiveness in the administration of tax and customs laws	DTD, Customs, CGDR (Legal, PSSPD, TMD), DCGTA (MISD, NRARS)
2. Promote voluntary compliance	2.1 Decentralize revenue collection to increase voluntary compliance; 2.2 Enhance taxpayer knowledge of tax laws, rights and obligations; 2.3 Facilitate legitimate trade and ensure social and border protection	DTD (LTD, GNFPD), Customs, DCGTA (TPSD), CMPA
3. Build an effective institution through corporate governance, leadership, human capital and infrastructure	3.1 Strategic management system; 3.2 Institutional reforms; 3.3 Risk-based compliance, management and accountability; 3.4 Capacity and productivity; 3.5 Infrastructure	All departments; DCGAA (HRD, GSD, B&F, Procurement), IAD, PED, EMRCD, EDQARD
4. Improve service delivery through automation and data-driven decision making	4.1 Reduce system downtime and ICT risk; 4.2 Enterprise management software; 4.3 ICT governance; 4.4 Integrated, online, self-service systems	DCGTA (MISD, EDAS), Customs Modernization

Goal	Strategic objectives addressed in FY2024	Lead contributors
5. Improve collaboration and partnership	5.1 Adhere to local and international performance benchmarks; 5.2 Strengthen domestic and international cooperation	Customs, PSSPD, ITS, FID, NRTD

The distribution of the 629 planned activities across the five strategic goals is shown in Figure 1. Goals 1 and 3 together account for more than three-quarters of all planned work.

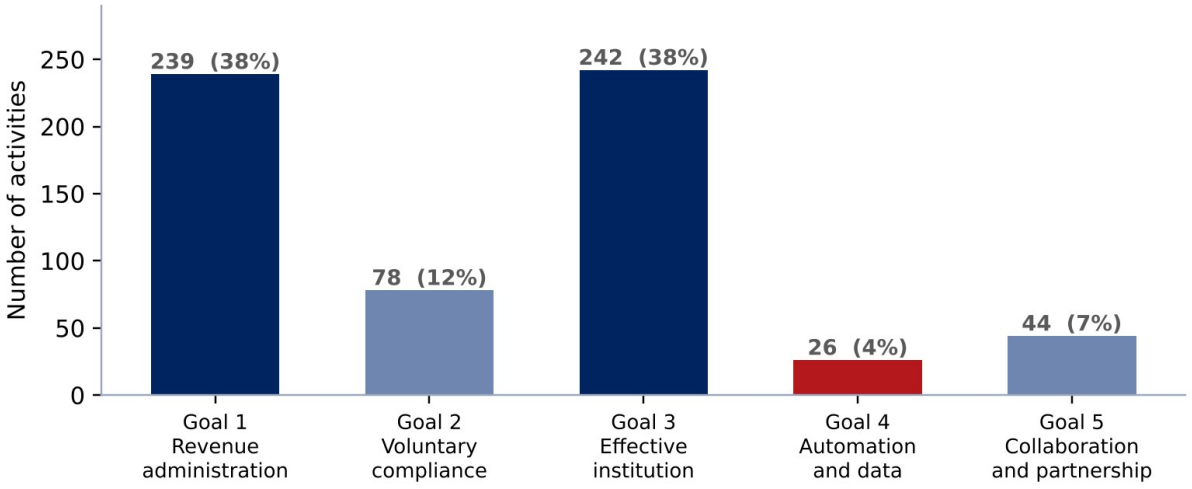


Figure 1: Planned activities by strategic goal, FY2024

Core values

Core value	What it means for FY2024
Service	Treating taxpayers as partners, with timely, courteous and accessible services
Integrity	Administering revenue laws honestly, fairly and transparently, with zero tolerance for corruption
Commitment	Dedication to meeting revenue targets and delivering every planned activity
Teamwork	Working across departments, divisions and units toward shared goals

Guiding principles of the interim plan

- **Results focus:** every activity is linked to a strategic objective, a performance indicator and a target.
- **Accountability:** every activity has a responsible division, section or unit that reports on progress.
- **Prioritization:** resources go first to activities that most directly secure FY2024 revenue.
- **Continuity:** the plan builds on prior reforms and prepares the ground for the FY2025–2029 Corporate Strategic Plan.

1.0 Review of FY2023 Performance

The LRA collected US$715.9 million in FY2023, which was 93% of the revised budget of US$771.7 million and US$55.8 million short. Domestic revenue came to US$611.9 million against a revised target of US$661.7 million. That was the second-highest domestic total on record, behind only FY2022. Uncertainty around the 2023 elections weighed on trade taxes, and non-tax revenue fell well short of target.

Table 1: Headline results, FY2023 (US$ million)

Item	Approved budget	Revised budget	Actual	Performance
Total resource envelope	782.9	771.7	715.9	93%
Domestic revenue	672.9	661.7	611.9	92%
External resources	—	110.0	104.0	95%
Domestic Tax Department	—	428.7	422.9	99%
Customs Department	—	233.0	189.0	81%

Table 2: Domestic revenue by type, FY2023 (US$ million)

Revenue type	Revised budget	Actual	Performance
Taxes on income and profits	242.0	220.4	91%
of which personal income tax	134.0	125.7	94%
of which corporate income tax	59.7	52.2	87%
Taxes on goods and services	64.4	86.3	134%
Taxes on international trade	231.5	188.0	81%
Taxes on property	5.2	4.8	93%
Other taxes (social development contributions)	6.1	27.2	446%
Total tax revenue	**549.2**	**526.6**	**96%**
Non-tax revenue	112.5	85.3	76%

Table 3: Domestic Tax Department segments, FY2023 (US$ million)

Segment	Target	Actual	Performance
Government & Not-for-Profit	84.5	117.5	139%
Natural Resource Tax	97.2	116.8	120%
Real Estate Tax	5.2	4.8	93%
Tax Business Offices	1.5	1.2	81%
Medium Tax	14.3	11.4	80%
Large Tax	227.1	168.0	74%
Small & Micro Tax	5.6	2.9	52%

1.1 Lessons that Shape the FY2024 Plan

- **Customs revenue was the largest gap.** Trade taxes fell US$43.5 million short of target and were US$15.3 million lower than in FY2022. FY2024 therefore stresses post-clearance audit, valuation and the HS/CET migration.
- **Large taxpayers underperformed by US$59.1 million.** The shortfall came mainly from SOE wage and service withholding and resident personal income tax. SOEs owed US$16.8 million of the US$23.4 million large-taxpayer debt stock.
- **Non-tax revenue reached only 76%.** The shortfalls were in GSM fees, the road maintenance fund (68%) and unremitted SOE dividends.

- **Audit and debt recovery need to scale up.** Only 43 of 66 large-taxpayer audits and 126 of 174 medium-taxpayer audits were completed. Enforcement recovered US$10.2 million of tax debt.
- **Service and data gaps remain.** Taxpayer inquiries were resolved at 82.7% against a 90% target. Rural Tax Business Offices lacked connectivity, leaving about US$550,000 uncaptured in the tax system.
- **Efficiency was stable.** The cost of collection held at 2.6 cents per dollar, and tax-to-GDP was 14% (15% in FY2022).

1.2 Key Institutional Achievements in FY2023

- **LITAS:** Phase I customization, user acceptance testing and end-user training were completed. The system was linked to the National Identification Registry and the first commercial bank, and Phase II began.
- **ASYCUDA:** The pilot ended on 28 February 2023 and the rollout was extended to the Buchanan TBO and to all active medium and government/not-for-profit taxpayers.
- **Tax crimes:** The OECD/UNDP Tax Inspectors Without Borders partnership on criminal investigations was approved, and a tax-crime self-assessment began.
- **Taxpayer services:** The LRA held 20 outreach programs, 12 tax clinics and 61 radio talk shows, and began upgrading the call centre.
- **Planning:** Development of a new Corporate Strategic Plan and DRM Strategy for FY2025–2029 began in late 2023.

The FY2023 report also names standing institutional weaknesses that this plan addresses. These include a low ratio of auditors to taxpayers, too few enforcement vehicles, no criminal tax investigation powers, slow resolution of protested assessments, rundown rural offices, some offices without approved SOPs, and no formal enterprise M&E framework.

Over the longer term, total revenue has grown by almost half since FY2017, from US$487.8 million to US$715.9 million in FY2023 (Figure 2). FY2023 was the first decline since FY2019, which underlines the importance of the recovery measures in this plan.

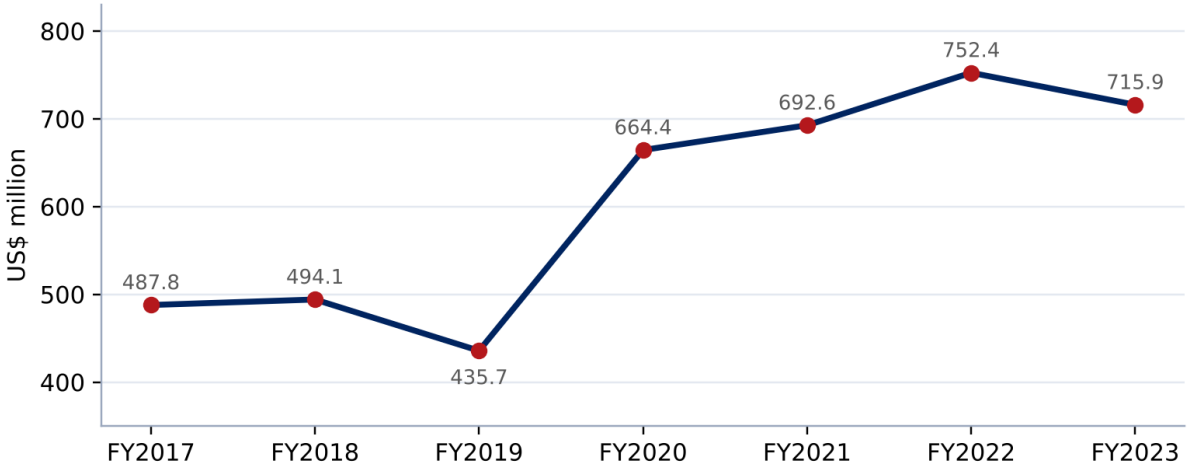


Figure 2: Total revenue collected, FY2017–FY2023 (US$ million)

2.0 Summary of the Operating Environment for FY2024

FY2024 opens with a new Government in office, a heavier revenue target, improving inflation projections and a tight fiscal space.

Dimension	Conditions at the start of FY2024	Implication for the LRA
Political	A new administration took office in January 2024 after the 2023 general elections. Election uncertainty had depressed trade taxes in FY2023. The Legislature raised the Executive's US$692.41M budget proposal to US$738.86M.	Higher domestic revenue expectations and close legislative oversight of LRA performance
Socio-economic	Real GDP grew 4.9% in 2023 and inflation averaged 10.1%. Projections for 2024 put average inflation at about 8.0%. The exchange rate weakened from an average of L$152.9 in 2022 to L$175.0 per US$ in 2023, and to L$187.17 by end-2023. The Central Bank policy rate stood at 20% at the start of 2024.	Easing inflation supports consumption-based taxes, but exchange-rate pressure and high interest rates weigh on business profits and withholding
Technology	LITAS Phase II and its bank integrations are underway. ASYCUDA is still being rolled out to border posts, and land borders remain largely manual. Rural TBOs lack connectivity. EFDs and excise stamps are being introduced.	Automation is critical to capturing revenue, reconciliation and risk-based audit. This explains the weight given to MISD and Customs Modernization in this plan
Fiscal space	Tax-to-GDP was 14% in FY2023, down from 15%. External resources in the FY2024 budget fall to US$42.43M from US$104.0M collected in FY2023, so domestic revenue must fund 94% of the budget. A Value Added Tax law is being introduced to replace GST.	Little room for shortfall. VAT readiness and the fiscal measures in the FY2024 budget must be administered from early in the year

Opportunities for FY2024

- **Government commitment to domestic revenue.** The new administration has placed domestic resource mobilization at the center of its economic agenda, which strengthens support for compliance and enforcement.
- **Tax policy reform.** The introduction of a Value Added Tax will broaden the consumption tax base and modernize indirect taxation.
- **Digital transformation.** LITAS Phase II, bank and mobile money integration, Electronic Fiscal Devices and excise stamps will improve revenue capture, data quality and taxpayer convenience.
- **Easing inflation.** Lower projected inflation supports household consumption and business activity, both important to the revenue base.
- **Partner support.** Continued technical support from development partners, including for ASYCUDA, tax crime investigation and international tax cooperation, adds capacity where it is most needed.

3.0 National Revenue Envelope for FY2024

The Legislature approved the FY2024 National Budget at US$738.86 million, of which the LRA is to collect US$696.43 million (94%) in domestic revenue. The remaining US$42.43 million (6%) is expected from external resources. The domestic target is US$84.5 million (13.8%) above the FY2023 outturn.

Table 4: Approved FY2024 targets compared with the FY2023 outturn (US$ million)

Revenue line	FY2023 actual	FY2024 approved	Required growth
Total resource envelope	**715.9**	**738.86**	**+3.2%**
External resources	104.0	42.43	−59.2%
Domestic revenue	**611.9**	**696.43**	**+13.8%**
Domestic Tax Department	422.9	498.21	+17.8%
Customs Department	189.0	198.21	+4.9%
Tax revenue	526.6	540.53	+2.6%
Taxes on income and profits	220.4	244.95	+11.1%
Taxes on international trade	188.0	197.69	+5.2%
Taxes on goods and services	86.3	83.53	−3.2%
Taxes on property	4.8	5.12	+6.7%
Other taxes (social development contributions)	27.2	9.25	−66.0%
Non-tax revenue	**85.3**	**155.90**	**+82.8%**
Property income (incl. road maintenance fund US$40.63M)	64.5	127.46	+97.6%
Administrative fees	20.2	27.94	+38.3%

Table 5: Approved FY2024 tax lines in detail (US$ million)

Tax line	FY2024 approved
Personal income tax	137.93
Import duties	106.33
Corporate income tax	57.02
GST on imported goods (excluding petroleum)	54.05
Other income taxes	50.00
GST (excluding motor vehicles)	49.77
Excise on imports	19.71
Maritime revenue	14.00
GST on imported petroleum	11.16
Motor vehicle taxes	9.17
Domestic excise	5.34
Use of goods and permission to use goods	5.25

3.1 What the Targets Mean for the Plan

- **Non-tax revenue is the biggest stretch.** The target is nearly double FY2023 collections (US$155.9 million against US$85.3 million). This depends on the road maintenance fund, GSM and regulatory fees, and SOE dividends, which are the same lines that fell short in FY2023. These need dedicated follow-up with MFDP and the collecting agencies.
- **The Domestic Tax Department must grow 17.8%.** Large-taxpayer income tax and withholding, particularly from SOEs, carry most of that increase. This is why the LTD, MTD and GNFPD plans centre on comprehensive audits, delinquency notices and debt enforcement.
- **Customs needs 4.9% growth** after a year at 81% of target. Valuation, post-clearance audit and the ASYCUDA rollout to more customs business offices are the main levers.

- The Legislature added US$46.45 million to the Executive's US$692.41 million proposal, partly through new or higher revenue measures. Departments should monitor these measures each month.

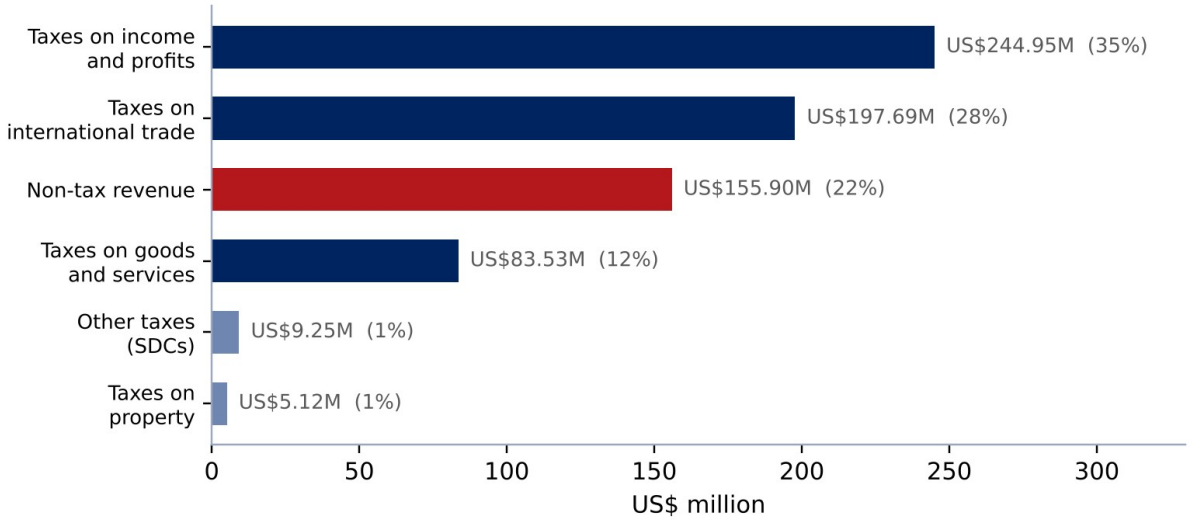


Figure 3: Composition of the FY2024 domestic revenue target (US$ million)

Key revenue measures for FY2024

- Intensify comprehensive and desk audits across large, medium and small taxpayers, supported by risk-based case selection.
- Strengthen debt collection and enforcement, with priority follow-up of SOE withholding and other arrears.
- Expand the use of Electronic Fiscal Devices and excise stamps to secure GST and excise revenue.
- Tighten customs controls through post-clearance audit, valuation review and the HS/CET migration.
- Reconcile and follow up non-tax revenue, including the road maintenance fund, regulatory fees and SOE dividends, with MFDP and the collecting agencies.
- Prepare for the introduction of the Value Added Tax through staff training, system readiness and taxpayer education.

Allocation and tracking of revenue targets

The approved annual targets will be broken down by month, department, division and tax type, and communicated to every revenue-generating unit at the start of the year. Performance against these targets will be reported monthly to senior management, with variances explained and corrective action agreed. Where collections fall behind, enforcement and compliance activities will be refocused on the revenue lines with the largest gaps.

4.0 Institutional Risk

Nine institutional risks could prevent the LRA from meeting its FY2024 targets. EMRCD will keep them on the enterprise risk register and report on them to the Risk Management Committee every quarter.

#	Risk	Likelihood	Impact	Management response	Lead
1	Non-tax revenue (road fund, GSM fees, SOE dividends) falls short again	High	High: about US$70M of the US$155.9M target is above the FY2023 level	Monthly reconciliation with MFDP and the collecting agencies; enforce SOE remittances; escalate to senior management	NRARS, DTD, MFDP
2	SOE withholding arrears persist (US$16.8M at end-FY2023)	High	High	Delinquency notices, payment plans and escalation to MFDP; offsets where the law allows	LTD, Legal
3	Customs leakage through valuation, transit, exemptions and manual land borders	Medium	High	Risk-based post-clearance audit, HS/CET migration, ASYCUDA rollout to CBOs, IAD compliance reviews	Customs, IAD
4	IT unreliability or delays in LITAS bank integration and the ASYCUDA upgrade	Medium	High	Monthly milestone tracking; LIFT and UNCTAD support; data guard and backup; satellite connectivity for rural offices	MISD, Customs Modernization
5	Business interruption (system outage, power, security incidents)	Medium	Medium	Business continuity procedures, CCTV and guard coverage, offsite backup	MISD, GSD
6	Funding and logistics shortfall (vehicles, connectivity, office space)	High	Medium	Cost-centre budgeting, procurement plans, fleet management plan, prioritizing revenue-critical logistics	B&F, Procurement, GSD
7	Capacity gaps (low auditor-to-taxpayer ratio, vacancies)	High	Medium	Staffing needs analysis, recruitment, induction and peer-to-peer learning, transfer pricing training	HRD, DTD
8	Integrity breaches and staff misconduct	Medium	High	Lifestyle audits, asset verification, whistleblower hotline, ethics training in 15 counties	PED, IAD
9	Delays in protest resolution and legal enforcement	Medium	Medium	Scheduled administrative protest hearings; administrative regulations drafted	Legal & Board Affairs

5.0 Enterprise Monitoring and Evaluation

Each department implements its own plan. EDQARD monitors delivery with four quarterly M&E reviews and two evaluations. TMD tracks the DRM and reform milestones, and PSSPD consolidates performance into the annual report.

Monitoring cycle

1. **Monthly:** revenue against the approved monthly targets by department and segment, reported by NRARS and DTD/Customs. Status of the LITAS, ASYCUDA, EFD and excise-stamp rollouts, reported by MISD and Customs Modernization.
2. **Quarterly:** EDQARD M&E report on Q1–Q4 activity targets, with a red/amber/green status for each department, followed by a senior management review and corrective actions.
3. **Mid-year:** an evaluation of progress and of the revenue targets against the approved budget, with activities reprioritized where necessary.
4. **Year-end:** departmental annual activity reports feed into the LRA FY2024 Annual Report. The end-of-year review of this interim plan also supplies the lessons and KPI baselines for finalizing the FY2025–2029 Corporate Strategic Plan.

Monitoring standards

- Every activity is assigned to a responsible division, section or unit, which reports on it each quarter.
- Quarterly targets are reported in a common format set by EDQARD, so that progress can be compared across departments.
- Budget and Finance links activity costs to the LRA operating budget, so that resources follow priorities.

Roles and responsibilities in monitoring and evaluation

Office	Role
Board of Directors	Provides oversight; reviews mid-year and annual performance
Senior management	Holds quarterly performance reviews and directs corrective action
EDQARD	Prepares quarterly M&E reports and conducts mid-year and annual evaluations
PSSPD	Consolidates performance reporting, maintains revenue statistics and prepares the annual report
TMD	Tracks DRM and reform milestones
NRARS	Reconciles revenue monthly with the Central Bank of Liberia, MFDP and commercial banks
EMRCD	Maintains the enterprise risk register and reports quarterly on risks
IAD	Provides independent assurance on reported results
Departments, divisions and units	Implement activities and submit monthly and quarterly progress reports

6.0 LRA Interim Plan (January 1 – December 31, 2024)

The interim plan turns the approved FY2024 revenue envelope into 629 activities. They are organized under 5 strategic goals and 15 strategic objectives, and each is assigned to a division, section or unit.

6.1 The Implementation Process

1. **Planning:** each division, section and unit completed the standard LRA FY2024 workplan template. The template sets out the objective, outcome, KPI, performance indicator, criteria, activities, Q1–Q4 targets, annual target, responsibility and challenges.
2. **Consolidation:** PSSPD consolidated the 39 unit plans into this interim plan and linked each activity to its goal and objective.
3. **Validation and approval:** each department validated its plan. Senior management then reviewed the consolidated plan, and it was submitted to the Board for approval.
4. **Cascading:** approved activities feed into individual performance plans through the HRD performance management system.
5. **Execution and reporting:** departments carry out the activities and report monthly on revenue and quarterly on activities to EDQARD, as set out in Section 5.0.
6. **Close-out:** the year-end review of the interim plan feeds the FY2024 Annual Report and the development of the FY2025–2029 Corporate Strategic Plan.

6.2 Strategic Priorities by Goal

The 629 planned activities fall under the five goals as shown below. Each row lists the headline commitments that link most directly to the FY2024 revenue targets.

Goal	Activities	Headline FY2024 commitments
1. Effective, fair, transparent revenue administration	239	54 large-taxpayer, 500 medium-taxpayer and 450 small-taxpayer comprehensive audits; 65 routine customs post-clearance audits; processing all declarations under the HS/CET migration plan; 300 Electronic Fiscal Devices deployed; excise-stamp and EFD field enforcement; 25 administrative regulations drafted; real estate: 16,500 current and 12,000 delinquent bills distributed and 1,000 new properties captured; daily bank reconciliation with the Central Bank of Liberia and commercial banks
2. Voluntary compliance	78	72 community radio shows and 24 social and electronic media programs on real property, VAT, EFD, excise stamps and LITAS; 4 regional real property tax campaigns; 90% of taxpayer inquiries resolved (call centre, email, social media); 12 rulings and interpretations published; administrative protest hearings; delinquency notices and follow-up for government and not-for-profit taxpayers
3. Effective institution	242	Validate and cost the DRM Strategy and produce quarterly DRM reports; risk-based internal audit program; employee accountability framework rolled out; 20 misconduct investigations and asset verifications; ethics awareness in 15 counties; performance management linked to the Corporate Strategic Plan; staffing needs analysis and recruitment; 4 M&E reviews of this workplan; 25 business processes documented and 12 SOPs redesigned; 82 CCTV cameras at headquarters; HQ renovation and upgrades of 5 CBOs and 5 TBOs; 958 new

Goal	Activities	Headline FY2024 commitments
		assets registered
4. Automation and data	26	LITAS integrated with 9 commercial banks, 2 mobile money operators and 7 revenue-generating agencies; risk analysis, audit, objection and refund processes automated; paperless office; ASYCUDA upgrade (UNCTAD consultant, LIFT proposal) and rollout to 3 CBOs; 10 enterprise data-analytics applications
5. Collaboration and partnership	44	OECD/UNDP inter-agency trust assessment and World Bank tax-crimes national risk assessment; transfer pricing compliance and tax-treaty work; automatic exchange of information and beneficial ownership; MoUs with external parties; trade facilitation with border agencies

Goal 4 has the fewest activities but carries the most dependencies. Revenue reconciliation, rural collection capture and audit selection all rely on LITAS and ASYCUDA. MISD and Customs Modernization milestones should therefore be reported to senior management every month.

6.3 Interim Plan Matrix

The matrix follows the format of the LRA Interim Plan 2022. It shows the main action plan, KPI and target for each strategic objective. The activity-level detail for every division, section and unit is set out in Annexes A to E.

Strategic objective	Action plan (main FY2024 actions)	Key performance indicator	FY2024 target	Division / section / unit alignment
1.1 Increase effectiveness in the administration of tax and customs operations to maximize revenue	Collect segment revenue targets; comprehensive and desk audits; debt enforcement; HS/CET migration; EFD and excise-stamp rollout; LITAS bank integration; regulations; revenue reconciliation	% of revenue target collected; audit coverage and recovery; % of unpaid taxes collected; data reliability rate	US$696.43M domestic revenue; 54 LTD, 500 MTD and 450 SMTD audits; 65 post-clearance audits; 300 EFDs; 25 regulations	LTD, MTD, SMTD, NRTD, GNFPD, RETD, TBOs, ITS, DTD Modernization, Customs, MISD, NRARS, Legal, PSSPD, TMD (239 activities)
2.1 Decentralize revenue collection to increase voluntary compliance	Filing and payment monitoring; estimated assessments and 30-day notices; taxpayer segmentation; regional real property awareness	% of taxpayers in compliance; segmentation compliance efficiency	All 30-day determination notices served; 4 regional campaigns	GNFPD, LTD, RETD, TBOs, ITS, TPSD (38)
2.2 Enhance taxpayer knowledge of tax laws, rights and obligations	Tax education through radio, social media and outreach; call centre and email inquiries; rulings and interpretations published	Taxpayer Services Index; # of rulings published	72 radio shows; 90% of inquiries resolved; 12 rulings	TPSD, CMPA, Legal, MTD (24)
2.3 Facilitate legitimate trade and ensure social and border protection	Simplify and publish customs procedures; risk selectivity; reduce release times	Release time; risk selectivity efficiency	Simplified procedures published	Customs (16)
3.1 Implement an effective strategic management system	BSC/CSP alignment; cost-centre budgeting; procurement planning; recruitment; staff satisfaction surveys	BSC implementation efficiency; % expenditure against budget	3 annual procurement plans; 2 staff surveys	PSSPD, B&F, Procurement, HRD, CMPA, EDQARD, GSD (32)
3.2 Implement institutional reforms	Align reforms with the DRM Strategy; business process documentation; SOP redesign; records digitization	% of reforms implemented; SOP redesign rate	25 processes documented; 12 SOPs redesigned	TMD, EDQARD, RMS, EMRCD, FID, Customs (28)

Strategic objective	Action plan (main FY2024 actions)	Key performance indicator	FY2024 target	Division / section / unit alignment
3.3 Promote risk-based compliance, management and accountability	Internal audits and compliance reviews; ethics investigations; enterprise risk register; accountability framework; annual activity reports	% of risk-based audits performed; % of accountability initiatives implemented	20 investigations; quarterly risk reports; all unit annual reports on time	IAD, PED, EMRCD, FID, all units (137)
3.4 Build capacity and enhance productivity	Induction and competency training; peer learning; e-learning platform; performance appraisal; staff recognition	% of learning and development integrated; performance culture	Mid-year and annual appraisals completed; e-learning platform piloted	HRD (33)
3.5 Build, upgrade and secure infrastructure	Renovate HQ; upgrade CBOs and TBOs; CCTV; storage facility; asset register	Infrastructure conformity	5 CBOs and 5 TBOs upgraded; 97 CCTV cameras; 958 assets registered	GSD (12)
4.1 Reduce system downtime and minimize ICT risks	Secure and improve LITAS and ASYCUDA; data guard; ICT risk reduction	% of business systems improved and secured	Systems upgraded and secured	MISD, Customs Modernization (11)
4.2 Deploy enterprise management software	Paperless office; internal support systems	% of internal systems operational	70% of internal support systems operational	MISD (5)
4.3 Improve ICT governance	ICT framework; data analytics applications	ICT framework implemented; # of analytics applications	10 analytics applications	MISD, EDAS (8)
4.4 Provide integrated online and self-service systems	LITAS integration with 9 banks, 2 mobile money operators and 7 agencies	% of online systems integrated	18 integrations	MISD (2)
5.1 Adhere to local and international benchmarks	Customs performance benchmarking	% of benchmarks met	Benchmarks met	Customs (4)
5.2 Strengthen domestic and international cooperation	OECD trust assessment; tax-crime risk assessment; transfer pricing, EOI and beneficial ownership; MoUs	% of stakeholder engagements responded to; % of international policies domesticated	9 MoUs; EOI and beneficial ownership frameworks	PSSPD, FID, ITS, NRTD, GNFPD, Customs (40)

6.4 Departmental Workplans

Each department's full activity list, with quarterly targets, annual targets, responsibilities and challenges, is set out in Annexes A to E. The table below summarises what each department will deliver.

Department	FY2024 revenue target (approved)	Units	Activities	Key deliverables
Domestic Tax Department (DTD)	US$498.21M	11	210	LTD: 54 comprehensive audits, debt enforcement, SOE withholding follow-up. MTD: 500 audits and published assessments. SMTD: 450 audits and 5 joint enforcement exercises across TBOs. NRTD: audit and billing of mining, forestry and agriculture concessions. GNFPD: 30-day determination notices and estimated assessments. RETD: US$5.2M real estate collection, billing and property capture. TBOs: US$1.24M collection. ITS: transfer pricing audits, EOI and beneficial ownership. Modernization: 300 EFDs, excise stamps, LITAS bank integration
Customs	US$198.21M	2	92	Simplified and published customs procedures;

Department	FY2024 revenue target (approved)	Units	Activities	Key deliverables
Department				HS/CET migration; transit, transshipment and bonded warehouse control; 65 risk-based post-clearance audits; short-payment bill enforcement; ASYCUDA upgrade and rollout to 3 CBOs; broker training
CG Direct Reporting (CGDR)	—	7	148	IAD: risk-based compliance audits (Freeport, bonded warehouses, CUF/CSF, MedTech). PED: investigations, lifestyle audits, whistleblower hotline. PSSPD: LRC policy-gap review and CET migration analysis. Legal: regulations, protest hearings, contracts. FID: tax-crime assessments. TMD: DRM Strategy costing and reform tracking. CMPA: rulings publication and staff communication surveys
DCG Technical Affairs (DCGTA)	—	8	105	MISD: LITAS integrations and automation. NRARS: revenue reconciliation with the Central Bank of Liberia, MFDP and commercial banks. TPSD: taxpayer education and 90% inquiry resolution. EMRCD: enterprise risk register and risk-aware culture. EDQARD: M&E of this workplan and SOP redesign. EDAS: analytics applications. RMS: records scanning. OPRS: broker and practitioner licensing
DCG Administrative Affairs (DCGAA)	—	11	74	B&F: cost-centre budgeting and the 2023 annual report. Procurement: 3 annual procurement plans and 42 procurement activities. GSD: fleet plan for 68–70 vehicles, 82 HQ and 15 Freeport CCTV cameras, HQ renovation, 5 CBO and 5 TBO upgrades, asset register. HRD: recruitment, induction, peer learning, performance management system, staff recognition and retirement program

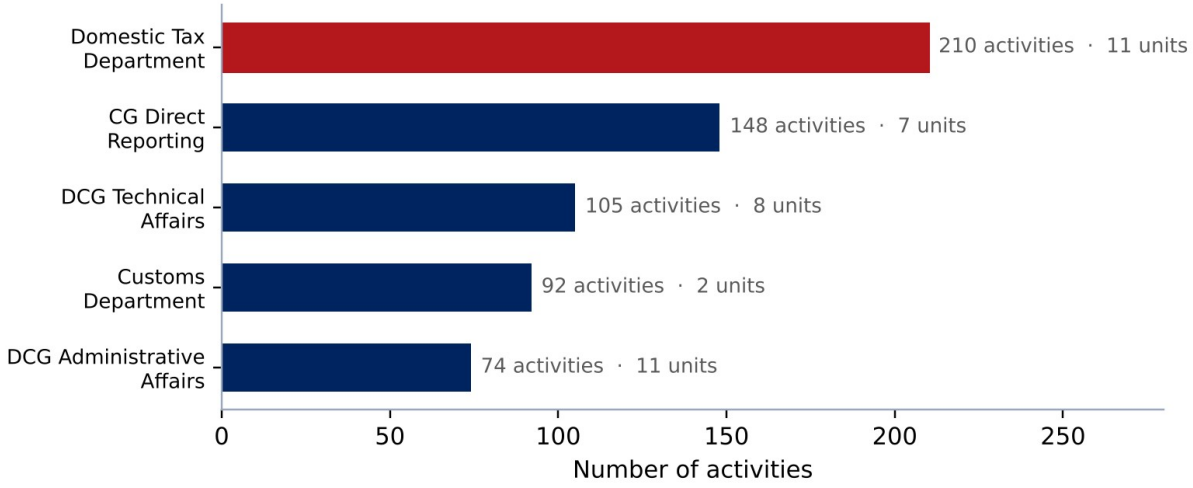


Figure 4: Planned activities by department, FY2024

7.0 Formulation of the Corporate Strategic Plan and DRM Strategy 2025–2029

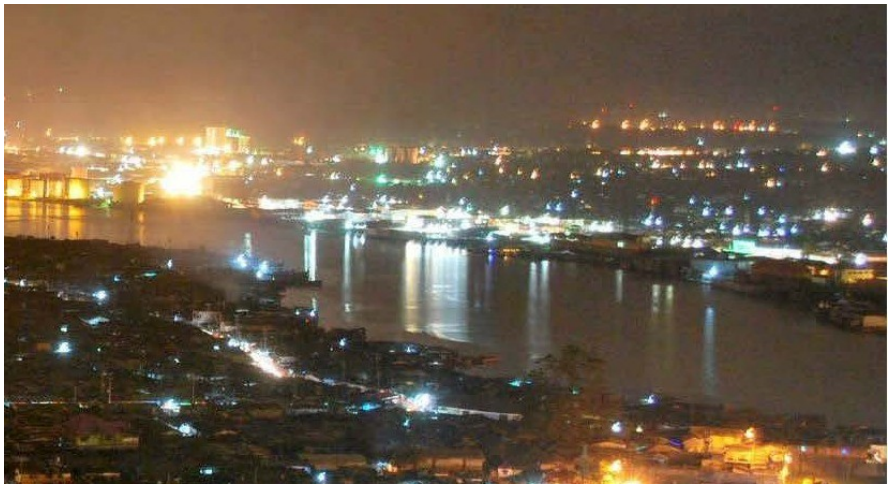
Development of the new five-year Corporate Strategic Plan and Domestic Resource Mobilization Strategy began in late 2023. In FY2024 the LRA will accelerate this work and complete both plans alongside this interim plan, so that they can guide the Authority from FY2025. This interim plan supplies the evidence, baselines and governance needed to finish the work.

Inputs from this interim plan

- Year-end review of this interim plan, with a performance rating for each strategic objective, following the approach of the 2022 strategy review.
- Baseline values for every KPI used in this plan, taken from FY2024 data by PSSPD and EDQARD.
- Business processes and SOPs documented (EDQARD), the reform portfolio aligned (TMD), and an enterprise risk register maintained (EMRCD).
- Lessons on revenue performance by department, tax type and segment from the FY2024 Annual Report.

Roadmap to completion in FY2024

1. **Set-up:** a CSP steering committee chaired by the Commissioner General, with PSSPD as secretariat and TMD leading on DRM. Engage MFDP and development partners.
2. **Diagnosis:** a review of the first CSP and the FY2022–2024 interim plans, an environmental scan, a stakeholder and taxpayer consultation, and benchmarking against peer revenue administrations.
3. **Formulation:** vision, mission and values; strategic goals, objectives, KPIs and five-year revenue targets aligned with the national development agenda and the medium-term fiscal framework; a costed DRM Strategy.
4. **Validation and approval:** staff and stakeholder validation, then Board approval and launch, in time to guide the Authority from FY2025.
5. **Cascading:** the CSP is turned into annual workplans, beginning with the first year of the new plan, so that the planning template and M&E framework used in FY2024 carry over.



Monrovia: domestic revenue mobilization for national development

Annexes: Departmental, Divisional and Sectional Workplans

Annexes A to E set out the full FY2024 workplan of every department, division, section and unit. "Obj." is the strategic objective code (see Section 6.3). Quarterly and annual targets are expressed as counts, as shares of the annual target (for example, 0.25 = 25 percent), as milestones, or with "X" marking the quarter in which an activity takes place.

Annex A: Commissioner General Direct Reporting (CGDR)

7 divisions, sections or units; 148 activities.

Fiscal Investigations Division (FID)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
CGDR-001	3.3	Conduct trust survey b/w LRA and other financial crime authorities (FCA)	Stakholders' confidence efficiency		1			1	FID Manager/Investigator
CGDR-002	3.3	Coordinate FCAs participation in the OECD introductory online engagment on inter-agency trust self assessment	Stakholders' confidence efficiency		1			1	FID/OECD/UNDP
CGDR-003	3.3	Coordinate the FCAs participation in the onsite self assessment trust survey	Stakholders' confidence efficiency		1			1	FID/OECD/UNDP
CGDR-004	3.3	Share findings from OECD trust assessment/survey, if available	Stakholders' confidence efficiency				1	1	OECD/UNDP
CGDR-005	3.3	Participate in World Bank ML/TF Tax Crimes National Risk Assessment (NRA) Module & Training	# of tax crime assessment conducted /plan					1	Fiscal Investigations Division (FID)
CGDR-006	3.3	Engagement Letters to World Bank to Request NRA Tax Crimes NRA Module & Training	# of tax crime assessment conducted /plan	1	1			2	FID-LRA/FIA
CGDR-007	3.3	WB virtual delivery of the training to tax authorities	# of tax crime assessment conducted /plan			1		1	FID/FIA/WB
CGDR-008	3.3	Carry out desk review of/interviews/survey with tax crime authorities and share findings with senior management	# of tax crime assessment conducted /plan				1	1	FID-LRA/WB
CGDR-009	3.3	Develop a risk mitigation strategy	# of tax crime assessment conducted /plan				1	1	FID-LRA/WB
CGDR-010	3.3	Develop a criminal facilitation prevention manual	Employees' criminal facilitatation prevention efficiency					1	FID-LRA/ Stakeholders
CGDR-011	3.3	Hold criminal facilitation prevention (CFP) engagement meetings/establish working group on TC with tax crime and other FCAs	Employees' criminal facilitatation prevention efficiency		2	1		3	FID/DTD/LEAs
CGDR-012	3.3	Draft criminal facilitation prevention manual for would-be professional enablers of tax crimes	Employees' criminal facilitatation prevention efficiency			1		1	Working Group/coordinated by FID

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
CGDR-013	3.3	Conduct Tax crime CFP awareness for would-be professional enablers (external/internal stakeholders)	Employees' criminal facilitatation prevention efficiency				1	1	FID/TPS
CGDR-014	3.3	Launch LRA tax crimes online reporting tool	% of initiatives implemented to prevent tax and tax-related crimes		1			1	FID/MIS/ DCGTA/CG's Office
CGDR-015	3.3	Coordinate Liberia's tax crime self assessment workshop and develop a gap analysis and action plan report in partnership with OECD/UNDP	% of initiatives implemented to prevent tax and tax-related crimes					1 (No quarterly targets)	LRA-FID/FIA
CGDR-016	3.3	Investigate suspected tax crime related cases	% of initiatives implemented to prevent tax and tax-related crimes	0.2	0.2	0.2	0.2	0.8	FID Manager/Investigator
CGDR-017	3.3	Draft tax crime and investigations awareness handbook for taxpayers	Tax crime/evasion.ML investigation awareness hand book for taxpayers developed		1			1	FID-LRA/FIA/ MoJ
CGDR-018	3.3	Submit annual performance plan to PSSPD within 3 months of preceeding year	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)	1				1	FID
CGDR-019	3.3	Hold meetings with targeted LEAs to review existing MoUs with the LRA	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)			1	1		Fiscal Investigations Division (FID)
CGDR-020	5.2	EOI on tax related Illicit Flows in collaboration with targeted LEAs	% of tax crime investation collaboration with other law enforcement authorities	0.15	0.15	0.15	0.15	0.6	FID/LEAs
CGDR-021	3.2	Hold tax crime awareness for taxpayers in collaboration with TPS	# of internal co-operation engagements on FID tax investigations/programs		1		1	2	FID/TPS/General Staff
CGDR-022	3.2	Engagement meeting with TPS for FID's inclusion into their work plan	# of internal co-operation engagements on FID tax investigations/programs		1		1	2	FID/TPS
CGDR-023	5.2	Participate in international tax crime stakeholders workshops/trainings/conferences/	# of engagements to combat tax crimes and other financial crimes		1			2	FID-LRA/HR/ Stakeholders

Policy, Strategy & Strategic Planning (PSSPD)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
CGDR-024	1.1	Develop a concept paper for the revision of the DTD policy gaps in the LRC	DTD provisions in the LRC reviewed		X			Concept paper developed	Policy & Strategic planning unit
CGDR-025	1.1	Engage DTD on the implimentation of recommendations enshrined in the concept note	DTD provisions in the LRC reviewed			X	X	# of engagements made	Policy, Strategy & Strategic Planning (PSSPD)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
CGDR-026	1.1	Produce status reports for drafted customs regulations	Status report of drfted Customs Regulations produced	X				Produce report and submit to Senior management	Policy, Strategy & Strategic Planning (PSSPD)
CGDR-027	1.1	Forward status report to customs for concurence	Status report of drfted Customs Regulations produced	X					Policy, Strategy & Strategic Planning (PSSPD)
CGDR-028	1.1	Conduct an analyze on current CET migration plan	Concept paper on CET Migration developed		X			Analysis conducted and CET full implimention proposal developed	Policy, Strategy & Strategic Planning (PSSPD)
CGDR-029	1.1	Develop a proposal for the full implimentation of the CET Migration plan	Concept paper on CET Migration developed		X				Policy, Strategy & Strategic Planning (PSSPD)
CGDR-030	1.1	Analyze and publish daily revenue performance flash	Revenue Statistical reporting efficiency	35	35	35	35	140	Statistics unit
CGDR-031	1.1	Produce detailed revenue performance updates	Revenue Statistical reporting efficiency	35	35	35	35	140	Policy, Strategy & Strategic Planning (PSSPD)
CGDR-032	1.1	Produce mid-and end of year revenue performance report	Revenue Statistical reporting efficiency		1		1	2	Policy, Strategy & Strategic Planning (PSSPD)
CGDR-033	1.1	Compute quarterly revenue forcast attained	% of revenue forecast achieved	Q1 Actual/Q1 Target	Q2Actual/ Q2 Target	Q3Actual/ Q3 Target	Q4Actual/ Q4 Target	Annual revenue achieved/Annual Target	Policy, Strategy & Strategic Planning (PSSPD)
CGDR-034	1.1	Communicate prevailing exchange rates for update in ASYCUDA & LITAS as per CBL publiccations	Daily Exchange rate communication efficiency	X	X	X	X	# of daily excange rate communicated as per a $1 change	Policy & Strategic planning unit
CGDR-035	1.1	Collect, consolidate and analyze tax expenditure data from core departments	Tax Expenditure Report produced and published	1	1	1		3	Statistics unit
CGDR-036	3.1	Conduct an annual employees perception survey	% rating from the perception survey				1	1	Policy &Strategic planning unit
CGDR-037	3.1	Conuct working sesion to develop BSC methodology	Strategic Management Index	1				1	Policy &Strategic planning unit
CGDR-038	3.1	Update BSC methodology to include additional performance indicators (PIs), their corressponding cateria and measurment	Strategic Management Index	X	X			BSC metholodogy finalized and ready for use	Policy, Strategy & Strategic Planning (PSSPD)
CGDR-039	3.1	Develop and distribute annual work plan templates to various dev/sec/unit	BSC implementation efficiency	1				1	Policy &Strategic planning unit
CGDR-040	3.1	Review and provide feedbacks of initial submission of draft work plans	BSC implementation efficiency	1				21 reviews	Policy, Strategy & Strategic Planning (PSSPD)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
CGDR-041	3.1	Provide technical guidance for the automation of the annual work plan	BSC implementation efficiency	X				Guidance provided	Policy, Strategy & Strategic Planning (PSSPD)
CGDR-042	3.1	Conduct training for use of automated work plan	BSC implementation efficiency	X				The conduct of 5 working sessions	Policy, Strategy & Strategic Planning (PSSPD)
CGDR-043	3.3	Porduce and submit PSSPD Activity report for inclusion into LRA Annual report	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)	1				1	Policy &Strategic planning unit
CGDR-044	3.3	Request annual activities report from various Div/Sec/unit	Annual report published	1				1 reqest	Policy and Strategic Planning Unit
CGDR-045	3.3	Analyze , consolidate and publish annual report	Annual report published		X			Publish Annual and upload on LRA website	Policy and Strategic Planning Unit
CGDR-046	5.2	Engage partners through regular communications	Partnership collaboration efficeincy	1	1	1	1	4	Sgrategic Parnership Unit
CGDR-047	5.2	Respond timely to stakholders' communication (request,)	Partnership collaboration efficeincy	X	X	X	X	# of communication resonded to /total communication reveived	Policy, Strategy & Strategic Planning (PSSPD)
CGDR-048	5.2	Conduct knowledge sharing and networking opportunities	Partnership collaboration efficeincy			1	1	2	Policy, Strategy & Strategic Planning (PSSPD)
CGDR-049	5.2	Conduct donor mapping and develop a donor engagement strategy	Partnership collaboration efficeincy		X			Donor maping develped	Policy, Strategy & Strategic Planning (PSSPD)
CGDR-050	5.2	Represent LRA at international conferences and workships	Partnership collaboration efficeincy	1	1	1	1	4	Policy, Strategy & Strategic Planning (PSSPD)
CGDR-051	5.2	Collect ATO data	ATO Data validated and posted on portal		X			ATO Data collected	Policy, Strategy & Strategic Planning (PSSPD)
CGDR-052	5.2	upload Data on ATO Data portal	ATO Data validated and posted on portal		X				Policy, Strategy & Strategic Planning (PSSPD)
CGDR-053	5.2	Attend cpacity workshops for knowledge sharing, vetting of indicators, and data calidation	ATO Data validated and posted on portal				x		Policy, Strategy & Strategic Planning (PSSPD)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
CGDR-054	5.2	Analyze previous revenue trends and present draft revenue estimates for revenue generating ministries and agencies; timely preparation of MACs for budget hearing.	Budget hearing engagements	x				Revenues and draft reveue estimates for MACs produced and submitted to national lesgislature	Policy, Strategy & Strategic Planning (PSSPD)
CGDR-055	5.2	Distribute budget circular to stakeholders for revenue estimates	Revenue budget forcast produced			X			Policy, Strategy & Strategic Planning (PSSPD)
CGDR-056	5.2	In colaboratin with MFDP,conduct technical working sessons with representatives form MACs, SOEs and economic sectors	Revenue budget forcast produced			X			Policy, Strategy & Strategic Planning (PSSPD)
CGDR-057	5.2	In colaboratin with MFDP,conduct working sessons to produce revenue estimates	Revenue budget forcast produced				X		Policy, Strategy & Strategic Planning (PSSPD)

Communications, Media & Public Affairs (CMPA)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
CGDR-058	2.2	Publish rulings and interpretation on online media as provided by Legal	# of rulings and interpretation published	2 rulings and interpretations published	4 rulings and interpretations published	3 rulings and interpretations published	3 rulings and interpretations published	12 rulings and interpretations published	CMPA
CGDR-059	2.2	Publish rulings and interpretation in traaditional media (Print) as provided by Legal	# of rulings and interpretation published	2 rulings and interpretations published	4 rulings and interpretations published	3 rulings and interpretations published	3 rulings and interpretations published	12 rulings and interpretations published	CMPA
CGDR-060	3.1	Conduct survey on staff satisfaction	Staff satisfaction rate		1 Survey Conducted			2 surveys conducted on staff communication	CMPA
CGDR-061	3.1	Develop staff survey model/ template	Staff satisfaction rate	Staff survey template developed					CMPA
CGDR-062	3.1	Implement survey finding	Staff satisfaction rate			Staff survey findings implemented			CMPA

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
CGDR-063	3.1	Conduct impact Assessment on staff satisfaction survey	Staff satisfaction rate				staff survey impact Assessment		CMPA
CGDR-064	3.2	Conduct Assessment of staff without LRA email address	% of staff with LRA email address	Prepare for assessment	Assessment coudected for Number of staff without LRA email versus those with emails.	Number of staff without LRA email enrolled and added to allstaf email		Number of staff without LRA email versus those with emails.	CMPA
CGDR-065	3.2	Prepare Awareness materials and reseouces	% of staff awareness conducted on the use of LRA intranet		Awareness materials prepared and ready for use			5 Intranet use awareness conducted	CMPA
CGDR-066	3.2	Conduct Intranet use awareness at HQ	% of staff awareness conducted on the use of LRA intranet			CGDR, DCGAA, GSD, DCGTA	CD and DTD		CMPA
CGDR-067	3.3	Prepare and submit CMPA Annual Repprt	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)	Submit to Policy Division				Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)	Communications, Media & Public Affairs (CMPA)
CGDR-068	3.3	Issue Press releases	Number of publications facilitated	4 event based press releases	4 event based press releases	4 event based press releases	4 event based press releases	16 Press releases issued	Communications, Media & Public Affairs (CMPA)
CGDR-069	3.3	Issue Public Service Announcements	Number of publications facilitated	12 Public Service Announcements	12 Public Service Announcements	12 Public Service Announcements	14 Public Service Anouncements	50 Public Service Announcements	Communications, Media & Public Affairs (CMPA)
CGDR-070	3.3	Tax Information contents Dessiminated	Number of Tax information contents produced and branded	4 Contents	4 Contents	4 Contents	4 Contents	16 Tax Information Dessiminated	Communications, Media & Public Affairs (CMPA)
CGDR-071	3.3	Talkshows	Number of Media Engagements initiated and facilitated	26 Radio talkshows	26 Radio talkshows	26 Radio talkshows	26 Radio talkshows	105 Radio talkshows	Communications, Media & Public Affairs (CMPA)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
CGDR-072	3.3	Press Conference/ Media engagement facilitated	Number of Media Engagements initiated and facilitated		Facilitate 1 Press Conference/ Media engagement		Facilitate 1 Press Conference/ Media engagement	2 Press Conferences/ Media engagements facilitated	Communications, Media & Public Affairs (CMPA)
CGDR-073	3.3	Media Coverage of activities and events facilitated	Number of Media Engagements initiated and facilitated	4 media coverage	4 media coverage	4 media coverage	4 media coverage	16 Media Coverage	Communications, Media & Public Affairs (CMPA)
CGDR-074	3.3	Number of public inquiries and FOI responded to	Number of Public engagements Initiated	10 inquiry responses	10 inquiry responses	10 inquiry responses	10 inquiry responses	40 responses	Communications, Media & Public Affairs (CMPA)

Internal Audit Department (IAD)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
CGDR-075	3.3	Conduct annual risk assessment of the core, Administrative and Technical functions audit universe to inform IAD's FY 2023 annual risk based audit plan	Risk and accountability index	1				Core functions working draft annual risk based audit plan	Core Services Division
CGDR-076	3.3	Finalize and issue Freeport DI Site compliance review report	Risk and accountability index	0.5	0.35	0.1	0.05	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Core Services Division
CGDR-077	3.3	Finalize and issue Bonded & Transshipment Section compliance audit report	Risk and accountability index	0.5	0.35	0.1	0.05	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Core Services Division
CGDR-078	3.3	Finalize planning, conduct and issue CUF & CSF collection compliance & third party audit of Freeport & Medtech	Risk and accountability index	0.25	0.5	0.15	0.1	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Core Services Division

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
CGDR-079	3.3	Plan, conduct, finalize and issue compliance audit report on abandoned container, temporary import and container reconciliation at Freeport CBO	Risk and accountability index	0.25	0.5	0.15	0.1	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Core Services Division
CGDR-080	3.3	Plan, conduct, finalize and issue CUF, CSF, Temporary Permit & Special Release compliance audit report of major urban & rural Customs Business Offices	Risk and accountability index	0.25	0.5	0.15	0.1	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Core Services Division
CGDR-081	3.3	Plan, conduct, finalize and issue Customs Trade and Tariff Section rulling compliance audit report	Risk and accountability index	0.25	0.5	0.15	0.1	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Core Services Division
CGDR-082	3.3	Plan, conduct, finalize and issue Customs Trade and Tariff Section rulling compliance audit report	Risk and accountability index	0	0.25	0.65	0.1	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Core Services Division
CGDR-083	3.3	Plan, conduct, finalize and issue Freeport 4% Tax Office compliance audit report	Risk and accountability index	0	0.25	0.65	0.1	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Core Services Division
CGDR-084	3.3	Plan, conduct, finalize and issue PCA, Duty Free Section & C1 Office Special Release compliance audit report	Risk and accountability index	0	0.25	0.65	0.1	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Core Services Division

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
CGDR-085	3.3	Plan, conduct, finalize and issue LPRC CBO comprehensive audit report	Risk and accountability index	0.25	0.5	0.15	0.1	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Core Services Division
CGDR-086	3.3	Plan, conduct, finalize and issue RIA CBO comprehensive audit report	Risk and accountability index	0.25	0.5	0.15	0.1	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Core Services Division
CGDR-087	3.3	Plan, conduct, finalize and issue FY 2022 financial statements comprehensive audit report	Risk and accountability index	0.25	0.5	0.15	0.1	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Administration & Technical Affairs Division
CGDR-088	3.3	Plan, conduct, finalize and issue HRD comprehensive audit report	Risk and accountability index	0.25	0.65	0.05	0.05	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Administration & Technical Affairs Division
CGDR-089	3.3	Plan, conduct, finalize and issue FY 2023 financial statements comprehensive audit report	Risk and accountability index	0	0.25	0.65	0.1	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Administration & Technical Affairs Division
CGDR-090	3.3	Finalize fieldwork and publish issue oriented audit report of Customs Collection & Enforcement Section	Risk and accountability index	0.5	0.35	0.1	0.05	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Core Services Division

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
CGDR-091	3.3	Finalize fieldwork and publish issue oriented audit report of Large Tax Division AAA Section	Risk and accountability index	0.5	0.35	0.1	0.05	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Core Services Division
CGDR-092	3.3	Finalize fieldwork and publish issue oriented audit report of Large Tax Division Enforcement Section	Risk and accountability index	0.5	0.35	0.1	0.05	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Core Services Division
CGDR-093	3.3	Plan, conduct, finalize and publish issue oriented audit report of Real Estate Tax Division Valuation Section	Risk and accountability index	0	0.25	0.65	0.1	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Core Services Division
CGDR-094	3.3	Plan, conduct, finalize and publish issue oriented review report of LVD/FDA financial report and source documents	Risk and accountability index	0.25	0.25	0.25	0.25	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Core Services Division
CGDR-095	3.3	Plan, conduct, finalize and publish FY 2023 financial statements limited review report	Risk and accountability index	1	0	0	0	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Administration & Technical Affairs Division
CGDR-096	3.3	Plan, conduct, finalize and publish FY 2023 commitment listing limited review report	Risk and accountability index	1	0	0	0	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Administration & Technical Affairs Division

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
CGDR-097	3.3	Plan, conduct, finalize and publish procurement and store FY 2023 limited review report	Risk and accountability index	0.75	0.25	0	0	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Administration & Technical Affairs Division
CGDR-098	3.3	Plan, conduct, finalize and publish procurement and store FY 2024 limited review report	Risk and accountability index	0.25	0.25	0.25	0.25	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Administration & Technical Affairs Division
CGDR-099	3.3	Plan, conduct, finalize and publish limited review report on MISD	Risk and accountability index	0	0.25	0.65	0.1	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Administration & Technical Affairs Division
CGDR-100	3.3	Plan, conduct, finalize and publish limited review report on GSD Transport Section	Risk and accountability index	0	0	0.25	0.75	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Administration & Technical Affairs Division
CGDR-101	3.3	Plan, conduct, finalize and publish nationwide fixed assets verification report	Risk and accountability index	0.25	0.65	0.1	0	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Administration & Technical Affairs Division
CGDR-102	3.3	Plan, conduct, finalize and publish continuous system (ASYCUDA, LITAS & TAS) audit and exception report	Risk and accountability index	0.25	0.25	0.25	0.25	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Administration & Technical Affairs Division

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
CGDR-103	3.3	Plan, conduct, finalize and publish MISD IT controls and process review report	Risk and accountability index	0.25	0.65	0.1	0	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Administration & Technical Affairs Division
CGDR-104	3.3	Plan, conduct, finalize and publish direct transfer & data validation of external data input report	Risk and accountability index	0.25	0.65	0.1	0	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Administration & Technical Affairs Division
CGDR-105	3.3	Collate, consolidate, finalize and issue IAD's annual report to relevant stakeholders	Risk and accountability index	1				Finalization and issuance of IAD's annual report to relevant stakeholders	Internal Audit Department
CGDR-106	3.3	Plan, conduct, finalize and publish value for money audit report on the Ganta DI site project	Risk and accountability index	0.25	0.65	0.1	0	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Administration & Technical Affairs Division
CGDR-107	3.3	Plan, conduct, finalize and publish past internal and external audit recommendations follow up and validation report	Risk and accountability index	0	0.25	0.65	0.1	Issuance of final report, preparation of action item and incorporation of agreed audit recommendation into tracker.	Internal Audit Department

Legal & Board Affairs

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
CGDR-108	1.1	Draft Administrative regulation and submitt for approval	% of regulation drafted						Legal & Board Affairs
CGDR-109	1.1	Receive, review and notify relevent dev/sec/unit of taxpayers' protest filed	% of Protest and objecton heard	2	1	2	4	10	Protest & Objection
CGDR-110	1.1	Conduct administrative protest hearing with dev/sec/unit and tax payer	% of Protest and objecton heard	2	2	2	4	10	Protest & Objection
CGDR-111	1.1	Deleop and submit Administrative protest hearing report to CG	% of Protest and objecton heard	2	1	2	4	10	Protest & Objection

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
CGDR-112	1.1	Develop and submit for approval staff employment contract	% of contracts completed	186				186	Contract & Board
CGDR-113	1.1	Develop and submit for approval prourement contract	% of contracts completed	4	4	3	5	18	Contract & Board
CGDR-114	1.1	Provide assistence to conduct apparisal for legal staff	% of contracts completed						Contract & Board
CGDR-115	1.1	Develop Annual Work plan for Legal department	% of contracts completed	1				1	Contract & Board
CGDR-116	1.1	Cooordiate the development of performance plans for Legal staff	Board of Directors oversight effeciency	1	1	1	1	4	Contract & Board
CGDR-117	1.1	Developed and submit for approval Communication service contract	Board of Directors oversight effeciency	25				25	Contract & Board
CGDR-118	1.1	Work with Domestic Tax & CUSTOM Departments to develop the total debt stock	LRA tax Debt Stock consolidation efficiency (total debt from Domestic Tax plus Total debt from Custom)		Enagae Domestic tax for the tax debt stock consolidation	Engage Custom for the tax debt stock consolidation	Produce consolidated tax debt stock for both Dmoestic tax & Custom Departments	Electronic Consolidated tax debt stock from across LRA (DOMESTIC TAX & CUSTOM DEBTS)	DMD/DTD
CGDR-119	1.1	Systematically analyze the consolidated Debt Stock to determine Age	Aged LRA Debt Stiock(Asssessed Debt by age from 0 to 10 years)		Use available system to analyze det stock age for Domestic tax	Use available system to analyze det stock age for Custom tax	Finalize debt Stock by age for LRA	Determine total debt stock by Age	DMD/CD
CGDR-120	2.2	Develop taxpayers adcocates brochures, flyers, bannars, stickers,etc	Taxpayers Bill of right published	2	3	2	3	10	TASU
CGDR-121	2.2	Distribute taxpayrs advocate awareness fact sheets	Taxpayers Bill of right published	2	2	2	2	8	TASU
CGDR-122	2.2	Conduct engage with TBOs &CBOs in the counties	Taxpayers Bill of right published	2	2	2	2	8	TASU
CGDR-123	2.2	receive and review taxpayers complaints filed	Taxpayers Bill of right published	5	5	5	5	20	TASU
CGDR-124	2.2	Each member of our team,if given the chance and or opportunity shall travel for a conference ,workshop or Seminar once in this budget year(2024)	Taxpayers Bill of right published	1	1	1	1	4	TASU
CGDR-125	2.2	Litigate tax cases involving cilvil matters	# of cases filed	2	4	3	3	12	LITIGATION
CGDR-126	2.2	Litigate tax cases involving crimial matters in collaboration with MOJ	# of cases filed	1	1	1	1	4	LITIGATION
CGDR-127	2.2	Litigate tax cases involving labour related matters in collaboration with MOJ	# of cases filed	1	1	2	1	5	LITIGATION
CGDR-128	3.3	produce annual report for legal and board department, submitted to PSSPD	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)	Submission of annual report					Administration , contract and board affairs

Professional Ethics Division (PED)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
CGDR-129	3.3	Receives, analyses and investigates complaints relating to employee alleged misconduct.	% of Employee accountability framework initiatives implemented	2 Cases	6 casses	6 cases	6 casses	20 cases to be investigated	All PED Staffers
CGDR-130	3.3	Tracks and maintains complaint database, manage the integrity of the case files	% of Employee accountability framework initiatives implemented	2 Cases	6 casses	6 cases	6 casses	20 case files managed	Complaint Management & Investigation Section (CMI)
CGDR-131	3.3	Maintains the Hotline and receives whistleblower complaints.	% of Employee accountability framework initiatives implemented	5	5	5	5	Approximately, 20 compliants from whistleblower to be investigated	CMI
CGDR-132	3.3	Conducts background (check) investigations, Asset Declaration verifications regime and Life-style checks/audits when required.	% of Employee accountability framework initiatives implemented	5 backgrounds; 5 Asset declaration verification ; 2 lifestyle checks	5 Background checks; 5 Asset verification ; 5 lifestlyle conducted	5 Background checks; 5 Asset verification ; 5 lifestlyle executed	5 Background checks; 5 Asset verification ; lifestlyle carried-out	20 background checks; 20 Assets verification; 20 lifestyle checks	All PED Staffers
CGDR-133	3.3	Receives referrals from stakeholders (Customs and Domestic Tax) and coordinates with the Internal Audit , Customs conpliance and Tax Investigations Divisions, when employee misconduct is detected	% of Employee accountability framework initiatives implemented	4 referrals (estimated)	6 referrals	6 referrals	4 referrers	Approximately, 20 referrals expected to be investigated	PED
CGDR-134	3.3	Conducts integrity awareness (ethics) training presentations, develops training material	% of initiative for promoting ethics and integrity	3 counties	4 counties	5 counties	6 counties	Awarenes to be conducted in 15 counties	Ethics & Integrity Section
CGDR-135	3.3	Develops sources of information and maintains with law enforcement actors, and private sector to detect employee misconduct.	% of initiatives implemented in line with management and employee accountability framework	3 cells	4 cells	5 cells	6 cells	15 cells to be established through out the country	Ethics & integrity section
CGDR-136	3.3	Prepares and submit reports of investigative findings to LRA Management, Disciplinary Committees, law enforcement officials and prosecutors	% of initiatives implemented in line with management and employee accountability framework	2 reports	6 reports	6 reports	6 reports	20 investigation reports to be produced	CMI
CGDR-137	3.3	10. Conduct field operations/Interview with persons of interest, who are alleged to be in possession of altered original revenue receipts, analysis of original & duplicate receipts/evidence obtained/documented against LRA Staff: HR is notified of staff violation/breach of ethics, and the accused staff forwarded to PED for investigation:	Increased client confidence level	2 backgrounds; 4 Asset declaration verification ; 2 lifestyle checks	4 Background checks; 5 Asset verification ; 5 lifestlyle	10 Background checks; 5 Asset declaration verification ; 6 lifestlyle	12 Background checks; 10 Asset declaration verification ; 6 lifestlyle	28 background checks; 25 Assets declaration verification; 18 lifestyle checks	PED
CGDR-138	3.3	Produce PED Annual Activity report	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)	submit report				PED Annual acrtivities reports submitted in time frame	Professional Ethics Division (PED)

Transformation Management Division (TMD)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
CGDR-139	1.1	Validate the DRM Strategy	Revenue collection performance		1	1		2	AC TMD
CGDR-140	1.1	Cost DRM Strategy	Revenue collection performance		1			1	AC TMD
CGDR-141	1.1	Develop and implement annual DRM implementation plan	Revenue collection performance			1		1	M&E TMD
CGDR-142	1.1	Produce DRM quarterly reports	Revenue collection performance				1	1	M&E TMD
CGDR-143	3.2	Review and align reforms with CSP and DRM	% of reforms implemented			1		1	Procurment Manager, M&E TMD
CGDR-144	3.2	Implement reforms as per the LRA project governance framework	% of reforms implemented		1	1	1	3	Project Officer
CGDR-145	3.2	Monitor project implemtaions across core departments	% of reforms implemented		1	1	1	3	M&E TMD
CGDR-146	3.2	Manage projects in concert with the core departments	% of reforms implemented		1	1	1	3	AC TMD, Procurement Manager
CGDR-147	3.2	Produce quarterly Project portfolio report	% of reforms implemented	1	1	1	1	4	Project Officer, M&E TMD
CGDR-148	3.3	Produce annual report within 3 months of proceeding year	Risk and accountability index	1				1	Procurment Manager, M&E TMD

Annex B: Department of Customs

2 divisions, sections or units; 92 activities.

Customs Operations

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
Customs-001	1.1	Develop simplified customs procedures & processes and work with communiction section for publication	% of customs revenue collected/target		1			One Customs procedures simplified	Centralized Assessement Unit(CAU)/PCA/ Ports Operations
Customs-002	1.1	Processing all goods declaration using HS Rate as in the migration plan	% of customs revenue collected/target	0.25	0.25	0.25	0.25	1	Centralized Assessement Unit(CAU)/Ports Operations

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
Customs-003	1.1	Effectively manage transit, transshipment and bonded warehouse procedures consistent with the Revenue Code as well as ensure the payment of bonded warehouse annual license fees	% of customs revenue collected/target	0.25	0.25	0.25	0.25	1	Centralized Assessement Unit(CAU) /PCA/Ports Operations
Customs-004	1.1	Conduct 65 routined post clearance audit	% of customs revenue collected/target	10	20	20	15	65	Post Clearance Audit (PCA)
Customs-005	1.1	Distribute and enforce all short payment bills	% of customs revenue collected/target	0.25	0.25	0.25	0.25	1	Collection and Enforcement Unit/ASIU/Ports Operation
Customs-006	1.1	Conduct 100% routine post clearance audit base risk profiling	Audit Recovery Efficiency Rate	0.25	0.25	0.25	0.25	1	Post Clearance Audit (PCA)
Customs-007	1.1	Initiate and conclude 65 post clearance audit	Audit Plan Adherence	10	20	20	15	65	PCA
Customs-008	1.1	Initiate and conclude 4 issues oriented audit	Audit Plan Adherence	1	1	1	1	4	PCA
Customs-009	1.1	Respond to suspected smuggling cases	% of unpaid taxes collected	0.25	0.25	0.25	0.25	1	ASIU
Customs-010	1.1	Respond to risk alerted shipment	% of unpaid taxes collected	0.25	0.25	0.25	0.25	1	ASIU
Customs-011	1.1	Conduct intelligence and fraud investigation	% of unpaid taxes collected	0.25	0.25	0.25	0.25	1	ASIU
Customs-012	1.1	conduct routine follow-ups with taxpayers indebted to customs	% of unpaid taxes collected	0.25	0.25	0.25	0.25	1	Collection and Enforcement
Customs-013	1.1	Place all delinquent taxpayers on stop order	% of unpaid taxes collected	0.25	0.25	0.25	0.25	1	Collection and Enforcement
Customs-014	1.1	conduct 2 joint surveillance and physical inspection of suspicious importations	Revenue enforcement rate		0.5		0.5	1	ASIU
Customs-015	1.1	conduct 2 joint Spot audit of suspicious importations	Revenue enforcement rate		0.5		0.5	1	PCA
Customs-016	1.1	work with domestic tax to deny tax clearance to delinquent taxpayers	Revenue enforcement rate	0.25	0.25	0.25	0.25	1	Collection and Enforcement
Customs-017	1.1	Conduct data analysis of suspicious importations to support 2 joint enforcement operations	Revenue enforcement rate		0.5		0.5	1	Customs Risk and Enforcement
Customs-018	1.1	Write out/publish simplified version of clearance procedures (Sea)	% of procudures simplified and published		0.5	0.5		1	Customs Policy
Customs-019	1.1	Write out/publish simplified version of clearance procedures (Land Border)	% of procudures simplified and published		0.5	0.5		1	Customs Policy
Customs-020	1.1	Write out/ publish simplified version of Clearance Procedures (Other special Customs Ports)	% of procudures simplified and published		0.5	0.5		1	Customs Policy
Customs-021	1.1	Write out/publish simplified version of clearance procedures (Airports)	% of procudures simplified and published		0.5	0.5		1	Customs Policy
Customs-022	1.1	Draft concept note for the upgrade of ASYCUDA	Data reliability rate	Draft Concept Note				1	Customs Modernization Unit/MIS
Customs-023	1.1	Develop Consultant Terms of Reference	Data reliability rate		Develop Consultant Terms of Reference			1	Customs Modernization Unit

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
Customs-024	1.1	Develop and submit Proposal to the LIFT Project for the upgrade	Data reliability rate			Develop and submit Proposal to the LIFT Project		1	Customs Modernization Unit
Customs-025	1.1	Direct the process of hiring UNCTAD Consultant for upgrading ASYCUDA	Data reliability rate				Direct the process of hiring UNCTAD Consultant for upgrading ASYCUDA	1	Customs Modernization Unit
Customs-026	1.1	Conduct Private sector (Brokers) trining on the ASYCUDA application	Data reliability rate			Training for Private sector (Brokers) on the ASYCUDA application in Bo-Waterside, Buchana, Ganta, and Freeport of Monrovia		1	Customs Modernization Unit/MIS
Customs-027	1.1	Rollout ASYCUADA to three (3) CBO utilizing simplified declaration (Harper, Loguotuo and Toe Town); Conduct TRS for RIA, Ganta, Bo-Waterside	% of DRM activities achieved	0	0	0.5	0.5	Rollout ASYCUDA to 3 CBOs)100%	Customs Modernization Unit/MIS/Ports Operations
Customs-028	1.1	Provide update on the implementation of the NSW	% of DRM activities achieved			0.5	0.5	1	Customs Modernization Unit/MIS
Customs-029	1.1	Implement three (3) border management strategies (Conduct border agencies and statkeholders meetings; Conduct cross border agencies meetings); Conduct IBM Workshop for Border Security Officers	% of DRM activities achieved		0.25	0.25	0.25	1	Customs Ports Operations/Customs Modernization Unit
Customs-030	1.1	Conduct, in collaboration with Debt Management, additional enforcement actions in full application of Debt management policy	Debt recovery efficiency	0.25	0.25	0.25	0.25	1	Collection and Enforcement
Customs-031	1.1	Forward 50 delinquent taxpayers to Legal and Board for litigation	Debt recovery efficiency	12	12	12	14	50	Collection and Enforcement
Customs-032	2.3	Adhere to risk based customs controls	Reduction in physical release time for import and export	0.25	0.25	0.25	0.25	1	Centralized Assessement Unit (CAU)/Ports Operation
Customs-033	2.3	Review all declarations of goods within time line.	Reduction in physical release time for import and export	8 hours	8 hours	8 hours	8 hours	1	Centralized Assessement Unit/ Ports Operation

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
Customs-034	2.3	Validate all goods declareed within timeframe	Reduction in physical release time for import and export	8 hours	8 hours	8 hours	8 hours	1	Centralized Assessement Unit/ Ports Operation
Customs-035	2.3	Manually assign all goods declararation to compliance officer with little or no assignment by the system	Reduction in physical release time for import and export	0.25	0.25	0.25	0.25	1	Ports Operation; Centralized Assessment Unit
Customs-036	2.3	Monitor officers assigned at border points	Reduction in physical release time for import and export	One (1)Border guard monitoring service report	One (1)Border guard monitoring service report	One (1)Border guard monitoring service report	One (1)Border guard monitoring service report	1	Ports Operation
Customs-037	2.3	Conduct four (4) stakeholders' engagements meeting with importers and all business groupings	Reduction in physical release time for import and export		2		2	4	Customs Operations
Customs-038	2.3	Publish at least one past rulings on classification in collaboration with communication	Reduction in physical release time for import and export			1		1	Trade & Tariff
Customs-039	2.3	Develop valuation guide for specific goods that are imported from land borders	Reduction in physical release time for import and export			One (1) valuation guide for specific goods that are imported from land border developed		1	Trade & Tariff
Customs-040	2.3	Provide advance rulings when requested	Reduction in physical release time for import and export	1	1	1	1	4	Trade & Tariff
Customs-041	2.3	Review tax payers protest and make recommendations within 5 working days	Reduction in physical release time for import and export	1	1	1	1	4	Trade & Tariff
Customs-042	2.3	Review and update of the 16 CTP participants and create awareness to increase participants	Efficiency in customs risks selectivity	0.25	0.25	0.25	0.25	1	Customs Risk Management Unit/PCA
Customs-043	2.3	Review and update 8 of the of existing selectivity criteria	Efficiency in customs risks selectivity	0.25	0.25	0.25	0.25	1	Customs Risk Management
Customs-044	2.3	Conduct 10 Data analysis for informed targeting	Efficiency in customs risks selectivity	0.1	0.3	0.3	0.3	100% data analsis conducted	Customs Risk Management
Customs-045	2.3	Host 7 (regular) Risk Management committee Meeting for dynamic targeting	Efficiency in customs risks selectivity	0.15	0.25	0.3	0.3	100% meetings hosted)	Customs Risk Management
Customs-046	2.3	Coordinate the conduct of awarding compliant taxpayer	Efficiency in customs risks selectivity				1	1	Customs Risk Management
Customs-047	2.3	Coordinate the Strengthening of Customs stakeholder engagement strategies on integrity and corruption issues.	Efficiency in customs risks selectivity		0.5		0.5	1	Customs Risk Management
Customs-048	3.2	Automate PCA Processes in ASYCUDA	% of core and administative business processes automated			Work with MIS and External Experts	Pilot testing and training in the use of automated platform	PCA Proesses in ASYCUDA auttomated)	PCA

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
Customs-049	3.2	Migrate C&E Bill making process to ASYCUDA/ stand alone system	% of core and administative business processes automated		develop framework	work with MIS for developme nt of the system	Pilot testing and training	C&E bill making process migrated to ASYCUDA)	Collection and Enforcement
Customs-050	3.2	Impliment Customs Security Progrms	% of core and administative business processes automated	Develop security policies/reg ulations	Implement external Stakeholde rs validation of Customs Security policies/ regulations	Conduct Customs Class 5 Basic Police traing	Conduct advanced tactical training with AFL and LNP conducted	1	ASIU
Customs-051	3.2	Follow-up to ensure IT full support	% of core and administative business processes automated				Follow-up to ensure IT fully support	1	Customs Modernization Unit/MIS/DutyFre e
Customs-052	3.2	Conduct customs training for Customs officers to enhance their capacity for revenue collection	% of core and administative business processes automated	Initiate the conduct of at least one Customs Training	Initiate the conduct of at least one Customs Training	Initiate the conduct of at least one Customs Training	Initiate the conduct of at least one Customs Training	1	Customs Modernization Unit
Customs-053	3.3	Develop draft quarterly report	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)	Initiate the writing of unit and division report once every quarter	Initiate the writing of unit and division report once every quarter	Initiate the writing of unit and division report once every quarter	Initiate the writing of unit and division report once every quarter	1	Customs Moderrnization Unit
Customs-054	4.1	Follow-up to ensure IT full support	% of Business Systems (LITAS & ASYCUDA) improved, secured and available	Work with MIS to ensure the reduction of system down time on a qurterly basis	Work with MIS to ensure the reduction of system down time on a qurterly basis	Work with MIS to ensure the reduction of system down time on a qurterly basis	Work with MIS to ensure the reduction of system down time on a qurterly basis	1	Customs Modernization Unit/MIS
Customs-055	5.1	Review performance benchmark scores	% of performance benchmark met				Conduct one (1) review of performanc e benchmark scores	1	Customs Modernization Unit

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
Customs-056	5.2	Organize stakeholders' engagement	% stakeholders engagements responded to	Conduct at least one stakeholder engagement	Conduct at least one stakeholder engagement	Conduct at least one stakeholder engagement	Conduct at least one stakeholder engagement	1	Customs Modernization Unit/Compliance and Enforcement/Policy/Ports Operations
Customs-057	5.2	Coordinate Government and Private Sector Initiative (Customs Dialogues and Clinics)	% stakeholders engagements responded to	Conduct at least one Government & Private sector engagement	Conduct at least one Government & Private sector engagement	Conduct at least one Government & Private sector engagement	Conduct at least one Government & Private sector engagement	1	Customs Modernization Unit/Compliance and Enforcement/Policy/Ports Operations
Customs-058	5.2	Conduct Joint Revenue Clinics	% stakeholders engagements responded to	Conduct at least one joint revenue clinic	Conduct at least one joint revenue clinic	Conduct at least one joint revenue clinic	Conduct at least one joint revenue clinic	1	Customs Modernization Unit
Customs-059	5.2	Coordinate Radio talk show (Customs Talk)	% stakeholders engagements responded to	Initiate the conduct of hosting customs radio talk at least once a quarter	Initiate the conduct of hosting customs radio talk at least once a quarter	Initiate the conduct of hosting customs radio talk at least once a quarter	Initiate the conduct of hosting customs radio talk at least once a quarter	1	Customs Modernization Unit
Customs-060	5.2	Work with relevant units for the implementation of international instruments that we have acceded to, and identify others and international best practices for domestication to identify and impliment international instruments acceded to	% of international tax policies domesticated	1	1	1	1	Implement 4 international instruments acceded to	Policy Division/Cusdtoms Modernization Unit
Customs-061	5.2	Improve international coorperation and collaboration through the conduct engagements with external stakeholders	% of international tax policies domesticated	1	1	1	1	4 external coorperation engaged	Policy Division/Cusdtoms Modernization Unit
Customs-062	5.2	Conduct routined Sensitization of Customs Officers on the implementation of the Arusha Declaration	% of international tax policies domesticated	1	1	1	1	4 sensitization conducted	Policy Division/Cusdtoms Modernization Unit
Customs-063	5.2	Launching and operationalizing nCEN	Automatic exchange of financial information framework Implemented.		Conduct training of Customs and key stakeholders on the use of nCEN	Pilot test	Full usage of nCEN platform	1 (nCEN platform opeerational)	ASIU/CMU

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
Customs-064	5.2	implement Regional Intelligence Liaison Offices activities	Automatic exchange of financial information framework Implemented.		exchange of intelligence and joint operations		exchange of intelligence and joint operations	2 exchange of intelligence and joint operation carried out	ASIU

Customs Modernization Unit

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
Customs-065	1.1	Draft concept note for the upgrade of ASYCUDA	Data reliability rate	Draft Concept Note				Concept note produced	Customs Modernization Unit/MIS
Customs-066	1.1	Develop Consultant Terms of Reference	Data reliability rate		Develop Consultant Terms of Reference			Consultant Terms of Reference completed	Customs Modernization Unit
Customs-067	1.1	Develop and submit Proposal to the LIFT Project for the upgrade	Data reliability rate			Develop and submit Proposal to the LIFT Project		Proposal to the LIFT Project submited	Customs Modernization Unit
Customs-068	1.1	Direct the process of hiring UNCTAD Consultant for upgrading ASYCUDA	Data reliability rate				Direct the process of hiring UNCTAD Consultant for upgrading ASYCUDA	Hiring process followed	Customs Modernization Unit
Customs-069	1.1	Training for Private sector (Brokers) on the ASYCUDA application	Data reliability rate					# of brokers trained/plan (plase state the number of brokers)	Customs Modernization Unit/MIS
Customs-070	1.1	Rollout ASYCUADA to three (3) CBO utilizing simplify declaration	% of DRM activities achieved					ASYCUADA rolled out to three (3) CBO utilizing simplify declaration	Customs Modernization Unit/MIS
Customs-071	1.1	Implement NSW	% of DRM activities achieved					NSW operatinal	Customs Modernization Unit/MIS
Customs-072	1.1	Develop a concept note for each business automation	% of DRM activities achieved		Develop a concept note for business automation				Customs Modernization Unit
Customs-073	1.1	Develop project documents	% of DRM activities achieved			Develop project documents			Customs Modernization Unit

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
Customs-074	1.1	Follow-up to ensure IT full support	% of DRM activities achieved				Follow-up to ensure IT fully support		Customs Modernization Unit/MIS
Customs-075	1.1	Conduct customs training for Customs officers to enhance their capacity for revenue collection	% of DRM activities achieved	1	1				Customs Modernization Unit
Customs-076	3.3	Follow up with different division quarterly to develop quarterly report	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)					Report submitted within the specified time	Customs Moderrnization Unit
Customs-077	3.3	collate the different reports	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)						Customs Modernization Unit
Customs-078	3.3	Develop draft consolidated report for approaval	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)						Customs Modernization Unit
Customs-079	3.3	Submit the report to PSSPD	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)						Customs Modernization Unit
Customs-080	4.1	Follow-up thru emails, calls, in-person, to ensure IT full support	% of Business Systems (LITAS & ASYCUDA) improved, secured and available				# of follow-ups made thriugh emails, calls, meeting, etc/plan please state total number of follow-ups expected)		Customs Modernization Unit/MIS
Customs-081	4.1	Follow up on the implementation of the SIGMAT transit Connectivity Project	% of Business Systems (LITAS & ASYCUDA) improved, secured and available						Customs Modernization Unit
Customs-082	4.1	Follow up on the implementation of the DIGIgov Project	% of Business Systems (LITAS & ASYCUDA) improved, secured and available						Customs Modernization Unit/MIS
Customs-083	5.1	Coordinate the Review of the Implementation of the WCA/WCO Roadmap	% of performance benchmark met				1	1 review conducted	Customs Modernization Unit
Customs-084	5.1	Coordinate the Review of international partners recommendation	% of performance benchmark met	1	1	1	1	please state target	Customs Modernization Unit

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
Customs-085	5.1	Implement failed activities from benchmarked exercise in the department workplan	% of performance benchmark met					Number of failed activities implemented/ total failed activities	Customs Modernization Unit
Customs-086	5.2	Organize stakeholders' engagement Meetings	% stakeholders engagements responded to		1	1	1	3	Customs Modernization Unit
Customs-087	5.2	Coordinate Government and Private Sector Initiative (Customs Dialogues and Clinics)	% stakeholders engagements responded to	1	1	1	1	4	Customs Modernization Unit
Customs-088	5.2	Conduct Joint Revenue Clinics	% stakeholders engagements responded to	1	1	1	1	4	Customs Modernization Unit
Customs-089	5.2	Coordinate Radio talk show (Customs Talk)	% stakeholders engagements responded to	1	1	1	1	4	Customs Modernization Unit
Customs-090	5.2	Follow-up with Policy division to Ensure that international policies are domesticated	% of international tax policies domesticated	1	1	1	1	4	Customs Modernization Unit
Customs-091	5.2	Improve international coorperation and collaboration	% of international tax policies domesticated	1	1	1	1	4	Customs Modernization Unit
Customs-092	5.2	Sensitization of Customs Officers on the implementation of the Arusha Declaration	% of international tax policies domesticated	1	1	1	1	4	Customs Modernization Unit

Annex C: Domestic Tax Department (DTD)

11 divisions, sections or units; 210 activities.

Real Estate Tax Division (RETD)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DTD-001	1.1	Conduct payment receipt verification	RETD revenue enforcement rate	310	375	300	315	1,200	Enforcement
DTD-002	1.1	Distribute delinquent bills	RETD revenue enforcement rate	1,155	2,500	6,000	2,345	12,000	Enforcement
DTD-003	1.1	distribute current bills	RETD revenue enforcement rate	6,800	7,900	1,800	0	16,500	Enforcement
DTD-004	1.1	Identify and capture new properties	RETD revenue enforcement rate	500	250	150	100	1,000	Enforcement
DTD-005	1.1	collect real estate revenue to achieve target	% of RETD revenue collected	1,380,000	2,186,000	980,000	654,000	5,200,000	RETD
DTD-006	1.1	Conduct desk audit / review	% of RETD revenue collected	10	4	3	3	20	Valuation
DTD-007	1.1	Conduct verification of real property	% of RETD revenue collected	5	25	40	30	100	Valuation
DTD-008	1.1	Conduct real property valuation	% of RETD revenue collected	21	25	29	25	100	Valuation
DTD-009	1.1	Conduct compliance check on payments	% of RETD revenue collected	1,300	3,630	4,280	2,790	12,000	Accounts & Records
DTD-010	1.1	Assess,print and distribute RETD bills	% of RETD revenue collected	5,600	5,900	4,000	2,500	18,000	Accounts & Records

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DTD-011	1.1	Register and print new properties	% of RETD revenue collected	660	500	450	290	1,900	Accounts & Records
DTD-012	2.1	Expand real estate project	% of counties rollout		Nimba	Bong		Two (2) counties targeted	RETD
DTD-013	3.3	Draft RETD Annual activities report for inclusion into LRA Annual Report 2023	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)	Report produced				Report produced	Real Estate Tax Division (RETD)

Tax Business Offices (TBO)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DTD-014	1.1	Collect TBO Revenue	% Of TBO Projection Achieved .	323,000	340,000	273,000	308,000	1,244,000	TBO HQ Staff/ Junior & Senior Collectors
DTD-015	1.1	Conduct Trend Analysis Compliance Check and Review	% Of TBO Projection Achieved .	Number of trend analysis compliance review Four (4)	Number of trend analysis compliance review Four (4)	Number of trend analysis compliance review Four (4)	Number of trend analysis compliance review Four (4)	Total Number of trend analysis compliance review for the year (16)	Eighteen (18) Senior Collectors and Junior Collectors, Seven (7) Compliance Officers
DTD-016	1.1	Conduct Compliance, Enforcement and Collection of all taxes	Revenue enforcement rate	4	4	4	4	16	TBO HQ Staff/ Senior & Junior Collection
DTD-017	1.1	Reverse and reprocess enrounous transtions	Data error rate efficiency	0.2	0.2	0.2	0.2	% reduction in error rate by 80%	Tax Business Offices (TBO)
DTD-018	1.1	Review data forms to identify error	Data error rate efficiency	4,200	4,200	4,200	4,200	16800 entrieies reviwed	Tax Business Offices (TBO)
DTD-019	1.1	Receive, review and enter data	# of returns & registrations captured through walkin taxpayers	0.25	0.25	0.25	0.25	100% of returns captured	Tax Business Offices (TBO)
DTD-020	1.1	Receive, review and enter registration data	# of returns & registrations captured through walkin taxpayers	2,400	2,400	2,400	2,400	9600 registration captured	,
DTD-021	2.1	Conduct joint cleansing of tax roll and analysis of 5000 of taxpayers	% of Taxpayers in compliance	0.25	0.25	0.25	0.25	1	TBO HQ Staff/ Senior & Junior Collection
DTD-022	3.3	PRODUCE TBO COLLECTION REPORTS	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)	3	3	3	3	12 collection reports	HQ TBO STAFF
DTD-023	4.1	Conduct LITAS end-user trainings of 34 TBOs staff	% of Business Systems (LITAS & ASYCUDA) improved, secured and available	0.25	0.25	0.25	0.25	1	HQ TBO

Business Policy & Research Section

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DTD-024	1.1	Draft administration regulation to fill up regulation gaps in the Code as amended	% ofregulations drafted	6	6	6	7	25	Bbusiness Policy & Research Section
DTD-025	1.1	Draft Memorandum of Understanding (MoUs) between LRA and external parties	# of DTD policy documents implemented	4	2	2	1	9	Bbusiness Policy & Research Section
DTD-026	1.1	Draft public ruling on the calculation of severance pay / benefits	# of DTD policy documents implemented		1			1	Bbusiness Policy & Research Section
DTD-027	1.1	Develop and draft policy brief for the inclusion of commercial vehicle operators or owners' activities into the revenue collection program.	# of DTD policy documents implemented			1		1	Bbusiness Policy & Research Section

DTD Modernization

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DTD-028	1.1	Review Domestic Tax SOPs in collaboration with EDQARD	% of procudures simplified and published	0.75	0.75	0.75	0.75	3	Modernization Unit, EDQARD and MISD
DTD-029	1.1	Collaborate with LITAS Project Management Team in the smooth Integration of LITAS at; Banking Institutions, and other Government Minisrries, Agencies and Commissions	% of entities integrated	3	3	3	3	12	Modernization Unit, LITAS Project and MISD
DTD-030	1.1	Collaborate with Real Estate Tax Division to implement Real Estate Projects	% of DRM activities achieved	1	1	1	1	4	Modernization Unit and Real Estate Tax Division
DTD-031	1.1	Conduct Field Enforcement for the Implementation of Excise Stamp Affixing	% of DRM activities achieved	1	1	1	1	4	Modernization Unit and other LRA Staff
DTD-032	1.1	Conduct Field Enforcement for the Implementation of; Electronic Fiscal Device	% of DRM activities achieved	1	1	1	1	4	LRA Team and TRACOM
DTD-033	1.1	Deploy Electronic Fiscal Devices (EFDs) to various businesses	% of DRM activities achieved	75	75	75	75	300	LRA Team and TRACOM
DTD-034	1.1	Conduct Refresher Trainings for Staff of Domestic Tax Reform, Customs, and other LRA; Staff on various Reform Projects	% of DRM activities achieved	1	1	1	1	4	Modernization Unit
DTD-035	1.1	Acquisition of Electronic Billing Machine (EBM) System	% of DRM activities achieved	0.25	0.25	0.25	0.25	1	Modernization Unit and Rwanda Coorperation
DTD-036	1.1	Collaborate with Management Team in the Deployment of Electronic Billing Machine (EBM) System	% of DRM activities achieved	0.25	0.25	0.25	0.25	1	LRA Team and Rwanda Coorperation
DTD-037	1.1	Collaborate with Management Team in the Roll out of EBM	% of DRM activities achieved	0.25	0.25	0.25	0.25	1	LRA Team and Rwanda Coorperation

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DTD-038	1.1	Collaborate with EBM Team in the Effort of Change Management and Publicity	% of DRM activities achieved	0.25	0.25	0.25	0.25	1	LRA Team and Rwanda Coorperation
DTD-039	1.1	Collaborate with Ministry of Commerce and Industry for the Insuance of Petty Trader Badges and to ensure proper identification of Petty Traders operating in Liberia LRC 900(C)(1)	% of DRM activities achieved	0.25	0.25	0.25	0.25	1	LRA Team and Ministry of Commerce
DTD-040	1.1	Collaborate with Domestic Tax Business Policy Section for the Implementation of VAT to replace GST	% of DRM activities achieved	0.25	0.25	0.25	0.25	1	LRA Team and Ministry of Finance and Development Planning
DTD-041	3.3	Prepare and submit quarterly, semi-annual and annual report planned	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)	0.25	0.25	0.25	0.25	1	Modernization Unit

Small & Micro Tax Division (SMTD)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DTD-042	1.1	Conduct audit coverage assement against current taxroll of 236,298.	Audit Capacity and Coverage Index	59,074.5	59,074.5	59,074.5	59,074.5	236,298	SMTD-Audit Section
DTD-043	1.1	Number of taxpayers per auditor against taxroll of 236,298 is 14,768.62	Audit Capacity and Coverage Index	3,692.15	3,692.15	3,692.15	3,692.15	14,768.6	SMTD-Audit Section
DTD-044	1.1	Number of taxpayers per auditor team is 29,537.74	Audit Capacity and Coverage Index	7,384.31	7,384.31	7,384.31	7,384.31	29,537.24	SMTD-Audit Section
DTD-045	1.1	Collect 100% of audit assessed against approved audit plan	Audit Recovery Efficiency Rate	0.25	0.25	0.25	0.25	1	Audit Supervisor
DTD-046	1.1	Conduct 450 Comprehensive Audt cases planned for FY24	Audit Plan Adherence	112.5	112.5	112.5	112.5	1	Audit Supervisor
DTD-047	1.1	Conduct 5 joint Enforcement exercise for FY 20243/12/2024; 1. Bushrod Island TBO; 2. paynesville TBO; 3. Bensonville TBO; 4. SMTD/MTD/RETD	Revenue enforcement rate	Bushrod Island TBO	Paynesville TBO	Bensonville TBO	SMTD/ MTD/ RETD	1	SMTD - Enforcement Supervisor
DTD-048	1.1	Conduct data cleasing of 236,298 taxpayers on small taxpayer taxroll captured as @ December 2023. Clean and structure all Small Taxpayers to present an accurate picture of the tax base	Data reliability rate	Clean per average 59,074.5 taxpayers against the overall taxroll of 236,298 taxpayers	Clean per average 59,074.5 taxpayers against the overall taxroll of 236,298 taxpayers	Clean per average 59,074.5 taxpayers against the overall taxroll of 236,298 taxpayers	Clean per average 59,074.5 taxpayers against the overall taxroll of 236,298 taxpayers	1	AAA Sueprvisor
DTD-049	1.1	1. Dealing with informality initiative;; 2. Extensive Block Mapping Exercise via Block Management System (BMS);; 3. Petty trader inventory program	% of DRM activities achieved		Block mapping	Petty trader inventory program	Petty trader inventory program	1	Enforcement Supervisor

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DTD-050	1.1	Conduct robust tax debt recovery exercise to collecte b/w 60% - 70% of reasonable debt stock in FY24	Debt recovery efficiency	0.25	0.25	0.25	0.25	1	Enforcement Supervisor

International Tax Section (ITS)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DTD-051	1.1	1. Conduct local training of staff in Specific sectors - Agriculture, Mining, Banking, Manufafcturing, Telecom, etc;; 2. Capacity Building for staffs in performing Transfer Princing Audits along with OECD (Tax Inspectors without Borders (TIWB)) and ATAF through both visual and in-person visits;; 3. Conduct training for staffs on Domestic Laws relating to Transfer Princing in Liberia particularly on the TP Regulations and Practice note and documentations on what is required.	Audit Capacity and Coverage Index					1	1. Human Resource Department;; 2. Commissioner for Domestic Tax; 3. Manager - International Tax Section;; 4. TIWB;; 5. ATAF
DTD-052	1.1	1. Ensure the preparation of Audit Plans for all TP Audits before Commencement:; 2. Ensure approval of all Audit Plans by CRMS & Domestic Tax Commissioner before implementation;; 3. Review fieldwork carryout to Audit Plan made and ensure compliance:; 4. Fully implement Audits approved by the department	Audit Plan Adherence					1	1. Commissioner for Domestic Tax;; 2. Manager - CRMS/DTD; 3. Manager - International Tax Section;; 4. Auditors - Transfer Pricing Unit.
DTD-053	1.1	1. Ensure Taxpayer compliance to the TP Regulations as well as specific rules in the Liberia Revenue Code as Amended for "Related Persons".;; 2. Plan and execute TP audits and create reassessment for underpaid or unpaid taxes using the TP rules and other relevant documentations required;; 3. Populate audit KPI and analyze results from TP audits conducted	Efficiency of Audit Program					At leaset 50% of Approved TP Cases	1. Commissioner for Domestic Tax;; 2. Manager - CRMS/DTD; 3. Manager - International Tax Section;; 4. Auditors - Transfer Pricing Unit.
DTD-054	2.1	1. Ensure TP Returns are available in Taxpayers account to enable them file their Transfer Pricing Returns;; 2. Notify Taxpayers of their filing obligations in line with the Transfer Pricing Regulations so as to enable them file their TP Returns;; 3. Review Transfer Pricing Returns filed at the end of the Fiscal year to ensure compliace to TP Regulations;; 4. Notify taxpayers who will not file and punish them for such in line with the TP Regulation & Liberia Revenue Code as Amended.	% of Taxpayers in compliance					1	1. LITAS Functional Team;; 2. AAA's Staff(s) monitoring the taxpayer(s);; 3. Manager - International Tax Section;; 4. Auditors - Transfer Pricing Unit

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DTD-055	5.2	1. Conduct Tax Clinics for Taxpayers on Transfer Pricing Issues arising;; 2. Conduct Tax Clinics for Tax Practioners on Transfer Pricing Issues arising;; 3. Laise with International Partners in Offering Technical Training for the Legislative Branch in Transfer Pricing so as to bring them up to speed inorder to aid & make the relevants laws to support the LRA in achieving its objectives;; 4. Laise with International Partners in Offering Technical Training for the Judiciary Brank of Government in Transfer Pricing so as to bring them up to speed when cases goes before them	% stakeholders engagements responded to					1	1. Commissioner General - LRA:; 2. Commissioner for Domestic Tax;; 2. Manager - International Tax;; 3. OECD/Tax Inspector withour Border:
DTD-056	5.2	1. Liase with Domestic Tax Department Commissioner for discussion of Tax Treties (Bilateral & Multilateral) with Countries requesting such with Liberia;; 2. Laise with our International Partners in Reviewing our existing Transfer Pricing Regulations in line with the 2022 Amendement of the OECD as well as the UN and ATAF TP Guidelines;; 3.	% of international tax policies domesticated					1	1. Commissioner for Domestic Tax;; 2. Manager - International Tax;; 3. Supervisor - Exchange of Information
DTD-057	5.2	FOR EOI:; 1.Work with the various Audit Sections in implementing EOI and AEOI;; 2. Work with Interntional Partnerss to establish the infrastructure to enable Liberia implement the CbC reporting;; 3. Work with the Legislature for the Domestication of AEOI domestic Legislation for the implementation of AEOI;; 4. Laise with the OECD in conducting Peer Review on Confidentiality and Data Safeguard Standards.	1. Automatic exchange of financial information framework Implemented					1	1. Commissioner for Domestic Tax;; 2. Manager - International Tax;; 3. Supervisor - Exchange of Information; 4. Managers, Supervisor & Auditors of various Audit Sections;; 5. Global Forum of the OECD
DTD-058	5.2	FOR BO:; 1. Work with relevant stakeholders (LBR, LEITI & MARITIME) in ensuring the full operation of the BO Registry which was lunched in 2023;; 2. Continue follow-up regarding access to Beneficial Ownership Information as and when needed.	3. Functional Beneficial Ownership registry					1	1. Commissioner for Domestic Tax;; 2. Manager - International Tax;; 3. Supervisor - Exchange of Information;; 4. Executive Director - LEITI;; 5. Registrar General - Liberia Business Registry;; 6. International Stakehohlders

Medium Tax Division (MTD)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DTD-059	1.1	Plan and implement strategies to collect or surpass revenue target	% of Target achieved	0.25	0.25	0.25	0.25	17.1M	All Sections MTD
DTD-060	1.1	Plan and execute 500 comprehensive audits, create reassessment for underpaid or unpaid taxes	Audit Plan Adherence	0.15	0.3	0.3	0.25	500 engagements	Audit Section
DTD-061	1.1	Published reports for completed audits	Audit Plan Adherence	0.25	0.25	0.25	0.25	500 reports	Audit Section
DTD-062	1.1	Deliver and collect on published audit assessments	Audit Recovery Efficiency Rate	0.2	0.4	0.6	0.8	80% of published reports	Enforcement Section
DTD-063	1.1	Conduct enforcement activities on delinquent audited taxpayers	Audit Recovery Efficiency Rate	0.25	0.5	0.75	1	1	Enforcement Section
DTD-064	1.1	Populate audit KPI and analyze results from audits monthly	Efficiency of Audit Program	0.25	0.25	0.25	0.25	1	Audit Section
DTD-065	1.1	Conduct desk review for taxpayer 4000 taxpayers and raise assessment as required	% of unpaid taxes collected	0.15	0.35	0.6	0.8	80% of 4000 taxpayers	AAA Section
DTD-066	1.1	Deliver estimated assessments to non-filers or additional assessments for inadequate filing	% of unpaid taxes collected	0.25	0.35	0.4	0.5	50% delivery rate achieved	Enforcement Section
DTD-067	1.1	Prepare and deliver 72-hr as delinquent taxpayers as required	% of unpaid taxes collected	0.2	0.2	0.2	0.2	80% Notices served for delinquent bills delivered	Enforcement Section
DTD-068	1.1	Prepare Closure Notices and forward to Legal Department for court action as required	% of unpaid taxes collected	0.2	0.2	0.2	0.2	80% delinquent bills forwarded to Legal	Enforcement Section
DTD-069	1.1	Conduct joint enforcement exercise on excise tax compliance	Revenue enforcement rate	0.25	0.25	0.25	0.25	40 joint enforcement exercises	Enforcement Section
DTD-070	1.1	Conduct joint enforcement exercise on EFD deployment and monitoring of devices	Revenue enforcement rate		0.25	0.25	0.25	40 enforcement and monitoring exercises	AC Office; Enforcement Section
DTD-071	1.1	Conduct joint enforcement exercise with Ministry of Justice on private security firms	Revenue enforcement rate			0.5			AC Office
DTD-072	1.1	Identify inactive taxpayers, validate through enforcement exercises, and submit for suspension	Data reliability rate	0.5	0.5			8000 taxpayers	AAA Section
DTD-073	1.1	Review tax roll and identified taxpayers placed in the wrong teams or wrong sector and segment in the correct business sector	Data reliability rate	0.25	0.25	0.5		8000 taxpayers	AAA Section
DTD-074	1.1	Review taxpayer profiles and ensure that appropriate tax accounts are opened or wrong accounts closed	Data reliability rate	0.25	0.25	0.5		8000 taxpayers	AAA Section
DTD-075	1.1	Review and update debt portfolio, and separate collectibles from uncollectibles	Debt recovery efficiency	0.5	0.5			1	Enforcement Section
DTD-076	1.1	Forward delinquent taxpayers to Legal Department for closure through the court	Debt recovery efficiency			0.25	0.25	0.5	Enforcement Section
DTD-077	2.2	Conduct exercise to update taxpayers' email address	% of Taxpayers in compliance		0.25	0.25	0.25	75% of active taxpayers	AAA Section
DTD-078	2.2	Send reminder to taxpayers with email address before the due dates of tax returns and payments	% of Taxpayers in compliance	0.25	0.25	0.25	0.25	1	AAA Section

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DTD-079	2.2	Collaborate with TPSD in conducting tax clinics for taxpayers	% of Taxpayers in compliance		0.3333	0.3333	0.3333	6 tax clinics	AC Office
DTD-080	3.3	Ensure the submission of reports from various sections in the Division, and compile and publish report	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)	1				1	AC Office

Natural Resources Tax Division (NRTD)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DTD-081	1.1	Review cases received from CRM	Audit Capacity and Coverage Index	1				1	NRDT AC and Audit Supervisors
DTD-082	1.1	Submit recommendation to include additional cases and/or remove cases	Audit Capacity and Coverage Index	1				1	NRTD AC
DTD-083	1.1	Co-sign NRTD and submit to CRM for Commissioner-DTD approval	Audit Capacity and Coverage Index	160					NRTD AC
DTD-084	1.1	Assign audit cases to Supervisor	Audit Capacity and Coverage Index	160					NRTD AC
DTD-085	1.1	Conduct analysis of quarterly bills published with additional assessment against payments made	Audit Recovery Efficiency Rate	100% of quarterly target	1	1	1	1	NRTD AC, Audit and Enfrocement Manager
DTD-086	1.1	Prepare and deliver audit bills	Audit Recovery Efficiency Rate	0	5	15	25	40	Natural Resources Tax Division (NRTD)
DTD-087	1.1	Proactively monitor monthly audit reports/bills published against collections	Audit Recovery Efficiency Rate	0	5	15	25	40	Natural Resources Tax Division (NRTD)
DTD-088	1.1	Conduct 30 comprehensive and 20 issue-oriented s for selected taxpayers in NRTD from list of taxpayers provided by Compliance Risk Assessment	Audit Plan Adherence	0	5	18	27	50	NRTD AC and Audit Section
DTD-089	1.1	Prepare draft audit report and send to taxpayer	Audit Plan Adherence	0	5	20	25	50	Natural Resources Tax Division (NRTD)
DTD-090	1.1	Conduct and complete reconciliation of audit engagement	Audit Plan Adherence	0	5	20	25	50	Natural Resources Tax Division (NRTD)
DTD-091	1.1	Prepare audit case file and final report	Audit Plan Adherence	0	5	15	30	50	Natural Resources Tax Division (NRTD)
DTD-092	1.1	Forward the audit report with additional assessment for delivery and enforcement action	Audit Plan Adherence	0	5	15	30	50	Natural Resources Tax Division (NRTD)
DTD-093	1.1	Conduct analysis of audit revenue to total revenue/collection in NRTD	Efficiency of Audit Program	0	0.01	0.03	0.06	0.1	NRTD

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DTD-094	1.1	Conduct two (2) joint enforcement activities of Sand and Quarry companies in Montserrado and Margibi with MME	Revenue enforcement rate	0		1	1	2	NRTD/DTD/ CG Office
DTD-095	1.1	Collaborate with TPSD to develop 200 simplified ASM tax awareness brochures	% of procedures simplified and published	0	0	0	1	1	NRTD/TPSD
DTD-096	1.1	Coordinate/ Serve as liaison to integrate MME system (MCAS) with LITAS	% of integration completed	0	0.25	0.25	0.5	1	NRTD/MIS/DTD
DTD-097	1.1	Coordinate/ Serve as liaison to integrate FDA system (LiberTrace) with LITAS	% of integration completed	0	0	0.25	25	0.5	NRTD/MIS/DTD
DTD-098	1.1	Download NRTD taxpayers' information from LITAS and verfiy to ascertain segmentation based on ISIC	Data reliability rate	0.25	0.25	0.25	0.25	0.25	NRTD AAA Section
DTD-099	1.1	Reclassify wrongly segmented taxpayrs to ensure proper segmentation	Data reliability rate	0.25	0.25	0.25	0.25	0.25	Natural Resources Tax Division (NRTD)
DTD-100	1.1	Identify inactive taxpayers on NRTD tax roll and submit to Enforcement for field verification	Data reliability rate	0.25	0.25	0.25	0.25	0.25	Natural Resources Tax Division (NRTD)
DTD-101	1.1	Obtain inactive taxpayers list from Enforcement, request suspension approval from CDT and forward to Modernizationfor suspension	Data reliability rate	0.25	0.25	0.25	0.25	0.25	Natural Resources Tax Division (NRTD)
DTD-102	1.1	Ensure mandatory tax accounts are open and verify that taxpayers' information in LITAS aligns with registration documentation submitted	Data reliability rate	0.25	0.25	0.25	0.25	0.25	Natural Resources Tax Division (NRTD)
DTD-103	1.1	Close inappropriate tax accounts without balances	Data reliability rate	0.25	0.25	0.25	0.25	0.25	Natural Resources Tax Division (NRTD)
DTD-104	1.1	Send reminder emails and/or monitor LITAS to send reminder emails for applicable tax kinds to all active taxpayers with email addresses 5 days before the due date	Data reliability rate	0.25	0.25	0.25	0.25	1	NRTD AAA Section
DTD-105	1.1	Send SMS reminder and/or monitor LITAS to send SMS reminders to all active taxpayers before and on the due date for applicable tax kinds	Data reliability rate	0.25	0.25	0.25	0.25	1	NRTD AAA Section
DTD-106	1.1	Make follow-up phone calls to all taxpayers before, on and post the due dates	Data reliability rate	0.25	0.25	0.25	0.25	1	NRTD AAA Section
DTD-107	1.1	Identify late, non and stop filers and conduct spot and other field verifications	Data reliability rate	0.25	0.25	0.25	0.25	1	NRTD AAA Section
DTD-108	1.1	Review 70 returns each per month for correctness and completeness	Data reliability rate	0.1	0.2	0.3	0.4	1	NRTD AAA Section
DTD-109	1.1	Send feedback to 70 taxpayers on the review process via email	Data reliability rate	5	15	20	30	70	Natural Resources Tax Division (NRTD)
DTD-110	1.1	Raise additional assessments for underpaid taxes and estimated assessments for non-filers, and send a copy to Enforcement section for action	Data reliability rate	0.25	0.25	0.25	0.25	1	Natural Resources Tax Division (NRTD)
DTD-111	1.1	Conduct analysis of returns filed to payment made and submit non-payment bills to enforcement for delivery and action	Data reliability rate	0.25					Natural Resources Tax Division (NRTD)
DTD-112	1.1	Download NRTS active taxpayers' information from LITAS, including new registrant information	Tax payers segmentation compliance efficiency	0.25	0.25	0.25	0.25	1	NRTD AAA Section

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DTD-113	1.1	Verify taxpayer information to ascertain segmentation based on ISIC	Tax payers segmentation compliance efficiency	0.25	0.25	0.25	0.25	1	Natural Resources Tax Division (NRTD)
DTD-114	1.1	Reclassify wrongly segmented taxpayers to ensure proper segmentation	Tax payers segmentation compliance efficiency	0.25	0.25	0.25	0.25	1	Natural Resources Tax Division (NRTD)
DTD-115	1.1	Conduct analysis to ensure that 50% of all NRTD large taxpayers adhere to new filing and payment procedures	% of Large Tax payers adherence to the new filling and payment procedures	0.05	0.1	0.15	0.2	0.5	NRTD
DTD-116	1.1	Conduct daily analysis of all TCC requests	% of Tax Clearance compliance issues resolved within two weeks of application.	0.25	0.25	0.25	0.25	1	NRTD AAA Section
DTD-117	1.1	Assign TCC request to relevant staff for compliance analysis	% of Tax Clearance compliance issues resolved within two weeks of application.	0.25	0.25	0.25	0.25	1	Natural Resources Tax Division (NRTD)
DTD-118	1.1	Forward non-compliance issues to taxpayers through emails, texts and phone calls	% of Tax Clearance compliance issues resolved within two weeks of application.	0.25	0.25	0.25	0.25	1	Natural Resources Tax Division (NRTD)
DTD-119	1.1	taxpayers	% of Tax Clearance compliance issues resolved within two weeks of application.	0.25	0.25	0.25	0.25	1	Natural Resources Tax Division (NRTD)
DTD-120	3.3	Received 2024 list of NRTD audit cases from CRMS	% of risk based audits performed	1	0	0	0	1	AC & NRTD Audit Section
DTD-121	3.3	Review list to ensure active and risky taxpayers are included and make input where necessary to obtain auditable taxpayers	% of risk based audits performed	1	0	0	0	1	Natural Resources Tax Division (NRTD)
DTD-122	3.3	Submit the NRTD audit list to CRM for consideration; co-sign revised lists and send to CRM for CDT approval.	% of risk based audits performed	1	0	0	0	1	Natural Resources Tax Division (NRTD)
DTD-123	3.3	Prepare and submit the completed NRTD 2024 annual audit plan to Commissioner for Domestic Tax Department for approval	% of risk based audits performed	0	1	0	0	1	Natural Resources Tax Division (NRTD)
DTD-124	3.3	Conduct additional risk assessments for 50 taxpayers to prioritize the most risky NR sector taxpayers based on limited resources	% of risk based audits performed	0	0.75	0.25	0	1	Natural Resources Tax Division (NRTD)
DTD-125	3.3	Distribute approved audit cases to the supervisors for pre-audit analysis and preparation of individual audit plans	% of risk based audits performed	1	0	0	0	1	Natural Resources Tax Division (NRTD)
DTD-126	3.3	Approve the individual audit plans for 50 taxpayers and prepare the audit engagement letters for selected taxpayers	% of risk based audits performed	0	0.5	0.5	0	1	Natural Resources Tax Division (NRTD)
DTD-127	3.3	Prepared and submit weekly, monthly, quarterly and annual reports of planned activities as required	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)	0.25	0.25	0.25	0.25	1	NRTD
DTD-128	5.2	Laise with taxpayer services to conduct quarterly tax clinics for taxpayers in the NR sector	% stakeholders engagements responded to	0	2	2	3	7	NRTD
DTD-129	5.2	Conduct task force meetings with regulatory entities to enhance tax compliance in the NR sector	% stakeholders engagements responded to	0	2	2	2	6	NRTD/DTD
DTD-130	5.2	Develop/draft and submit two advance pricing agreement for mining companies	# of Advance Pricing Agreements Drafted and Submitted	1	1	0	0	2	NRTD/DTD

RRPS

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DTD-131	1.1	Reverse and reprocess enrounous transtions	Data error rate efficiency	0.2	0.2	0.2	0.2	% reduction in error rate by 80%	RRPS
DTD-132	1.1	Review data forms to identify error	Data error rate efficiency	4,200	4,200	4,200	4,200	16800 entrieies reviwed	RRPS
DTD-133	1.1	Receive, review and enter data	# of returns & registrations captured through walkin taxpayers	0.25	0.25	0.25	0.25	100% of returns captured	RRPS
DTD-134	1.1	Receive, review and enter registration data	# of returns & registrations captured through walkin taxpayers	2,400	2,400	2,400	2,400	9600 registration captured	,

Government & Not-for-Profit Division (GNFPD)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DTD-135	1.1	Collect 100% of projected Revenues for the Division	Efficiency of collection program	0.25	0.25	0.25	0.25	1	Government & Not-for-Profit Division (GNFPD)
DTD-136	1.1	Conduct periodic analysis of taxpayers' tax accounts for filling and payment of due taxes	% of unpaid taxes collected	0.25	0.25	0.25	0.25	1	AAA Section
DTD-137	1.1	Raise estimated assessements for unpaid taxes for deliquent taxpayers	% of unpaid taxes collected	0.25	0.25	0.25	0.25	1	AAA Section
DTD-138	1.1	Review assessment received from AAA and prepared notices for delivery to deliquent taxpayers	% of unpaid taxes collected	0.25	0.25	0.25	0.25	1	AAA Section
DTD-139	1.1	Ensure that 30-day determination notices for unpaid taxes are sent via LITAS to taxpayers or deliver physical hard copies to the taxpayers' premise	% of unpaid taxes collected	0.25	0.25	0.25	0.25	1	Enforcement Section
DTD-140	1.1	Follow-up with taxpayers via emails or placement of calls to ensure that payment is made before expiration of the 30 day notice	% of unpaid taxes collected	0.25	0.25	0.25	0.25	1	Enforcement Section
DTD-141	1.1	Prepare 72 warning notices for taxpayers who fail to make payment after the 30 days	% of unpaid taxes collected	0.25	0.25	0.25	0.25	1	Enforcement Section
DTD-142	1.1	Prepare settlement plan for taxpayers who apply for payment plan to settle their outstanding arreas	% of unpaid taxes collected						Enforcement Section
DTD-143	1.1	Forward extremely non-compliant taxpayers to legal for closure	% of unpaid taxes collected	0.25	0.25	0.25	0.25	1	Enforcement Section
DTD-144	1.1	Conduct One Joint Enforcement exercise with external stakeholders per quartter (MoT, MoE, LIS,Labor)	Revenue enforcement rate	0.25	0.25	0.25	0.25	1	LTD-Enfforcement Section
DTD-145	1.1	Set a periodic timeline to raise estimated assessements of unpaid taxes for taxpayers who failed to file or pay their due taxes	Debt recovery efficiency	0.25	0.25	0.25	0.25	1	Enforcement Section

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DTD-146	1.1	Enforce all 30 days finality bills	Debt recovery efficiency	0.25	0.25	0.25	0.25	1	Enforcement Section
DTD-147	1.1	Establish a settlement plan approved for taxpayers who acknowledge their debts and are willing to pay on payment stipulation	Debt recovery efficiency	0.25	0.25	0.25	0.25	1	Enforcement Section
DTD-148	1.1	Forward deliquent taxpayers to legal with all documentation	Debt recovery efficiency	0.25	0.25	0.25	0.25	1	Enforcement Section
DTD-149	1.1	Timely provide tax clearance certificate to compliant taxpayers whom are compliant	Debt recovery efficiency	0.25	0.25	0.25	0.25	1	Enforcement Section
DTD-150	1.1	Collect 25% of debt each quarter	Debt recovery efficiency	0.25	0.25	0.25	0.25	1	Enforcement Section
DTD-151	2.1	Extract all GNFPD taxpayers from LITAS to conudct post registration review	Tax payers segmentation compliance efficiency	0.25	0.25	0.25	0.25	1	LTD-AAA Section
DTD-152	2.1	Review taxpayers' economic sector, Bio data-information, number of tax account opened, and team placement for accuracy	Tax payers segmentation compliance efficiency	0.25	0.25	0.25	0.25	1	AAA Section
DTD-153	2.1	Ensure the correct and accurate information (Email address, contact numbers, location, etc..) on taxpayers are updated in the taxpayers's folder in LITAS	Tax payers segmentation compliance efficiency	0.25	0.25	0.25	0.25	1	AAA Section
DTD-154	2.1	Place all taxpayers within the approved (right) sectors	Tax payers segmentation compliance efficiency	0.25	0.25	0.25	0.25	1	AAA Section
DTD-155	2.1	Rightly segment all new registrants quarterly	Tax payers segmentation compliance efficiency	0.25	0.25	0.25	0.25	1	AAA Section
DTD-156	2.1	Collaborate with TPSD to Conduct quaterly tax clinic with all new registrants per quarter	Tax payers segmentation compliance efficiency	0.25	0.25	0.25	0.25	1	AAA Section
DTD-157	2.1	Send reminder emails before filing and payment due dates	% of GNFPD Tax payers adherence to the new filling and payment procedures	0.25	0.25	0.25	0.25	1	AAA Section
DTD-158	2.1	Enroll all taxpayers on the LIGTAS Platform within the Human Health Sector	% of GNFPD Tax payers adherence to the new filling and payment procedures	0.25	0.25	0.25	0.25	1	AAA Section
DTD-159	2.1	Enroll all GoL entities (ministries, Agencies & Commissions) on the LITAS Platform	% of GNFPD Tax payers adherence to the new filling and payment procedures	0.25	0.25	0.25	0.25	1	AAA Section
DTD-160	2.1	Enroll all taxpayers within the Educational Sector on the LITAS Platform	% of GNFPD Tax payers adherence to the new filling and payment procedures	0.25	0.25	0.25	0.25	1	AAA Section
DTD-161	2.1	Increase timely filings by 25% each quarter	% of GNFPD Tax payers adherence to the new filling and payment procedures	0.25	0.25	0.25	0.25	1	AAA Section
DTD-162	2.1	Review all tax clearance requests	% of Tax Clearance compliance issues resolved within two weeks of application.	0.25	0.25	0.25	0.25	1	AAA Section
DTD-163	2.1	Process all tax clearance requests with no compliance issues	% of Tax Clearance compliance issues resolved within two weeks of application.	0.25	0.25	0.25	0.25	1	AAA Section
DTD-164	2.1	Communicate compliance issues noted with taxpayers	% of Tax Clearance compliance issues resolved within two weeks of application.	0.25	0.25	0.25	0.25	1	AAA Section
DTD-165	2.1	Compliance responded to adequately by taxpayers cleared	% of Tax Clearance compliance issues resolved within two weeks of application.	0.25	0.25	0.25	0.25	1	AAA Section

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DTD-166	5.2	Identify and enage stakeholders for MoU (4)	% of international tax policies domesticated	0.25	0.25	0.25	0.25	1	office of the Assistant Commissioner
DTD-167	5.2	Draft, review and Sign MoU (4)	% of international tax policies domesticated	0.25	0.25	0.25	0.25	1	office of the Assistant Commissioner
DTD-168	5.2	Implement Mous (4)	% of international tax policies domesticated	0.25	0.25	0.25	0.25	1	office of the Assistant Commissioner

Large Tax Division (LTD)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DTD-169	1.1	Plan and conduct a comprehensive audit of 54 Large Taxpayer for the year under review. Review and approve audit plans based on # of cases allocated.	Audit Capacity and Coverage Index	20	10	14	10	54	Audit Manager
DTD-170	1.1	Plan and conduct a comprehensive audit of 54 Large Taxpayer for the year under review. Review and issue draft audit assement based on # of audits fieldwork completed	Audit Capacity and Coverage Index	20	10	14	10	54	Audit Manager
DTD-171	1.1	Plan and conduct a comprehensive audit of 54 Large Taxpayer for the year under review. Approve and serve final audit assement based on # of audits completed	Audit Capacity and Coverage Index	14	14	14	12	54	Audit Manager
DTD-172	1.1	compare % of audit recovery against audit assessment	Audit Recovery Efficiency Rate	0.25	0.25	0.25	0.25	1	Audit Manager
DTD-173	1.1	Analysis % of penalty and interest waived	Audit Recovery Efficiency Rate	0.25	0.25	0.25	0.25	1	Audit Manager
DTD-174	1.1	Plan and conduct a comprehensive audit of 54 Large Taxpayer for the year under review. Approve and serve final audit assement based on # of audits completed	Audit Plan Adherence	0.25	0.25	0.25	0.25	1	Audit Manager
DTD-175	1.1	Compare Total audit assessment raised against total revenue raised from Large Tax Division	Efficiency of Audit Program	0.25	0.25	0.25	0.25	1	Audit Manager
DTD-176	1.1	Compare Total audit collection (recovery) against total assessment raised from Audits	% of unpaid taxes collected	0.25	0.25	0.25	0.25	1	Audit Section
DTD-177	1.1	Conduct periodic review of taxpayers' tax accounts for filling and payment of due taxes	% of unpaid taxes collected	0.25	0.25	0.25	0.25	1	LTD-AAA Section
DTD-178	1.1	Raise estimated assessements for unpaid taxes for deliquent taxpayers	% of unpaid taxes collected	0.25	0.25	0.25	0.25	1	LTD-AAA Section
DTD-179	1.1	Review assessment received from AAA and prepared notices for delivery to deliquent taxpayers	% of unpaid taxes collected	0.25	0.25	0.25	0.25	1	LTD-Enforcement Section
DTD-180	1.1	Ensure that 30-day determination notices for unpaid taxes are sent via LITAS to taxpayers or deliver physical hard copies to the taxpayers' premise	% of unpaid taxes collected	0.25	0.25	0.25	0.25	1	LTD-Enforcement Section

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DTD-181	1.1	Follow-up with taxpayers via emails or placement of calls to ensure that payment is made before expiration of the 30 day notice	% of unpaid taxes collected	0.25	0.25	0.25	0.25	1	LTD-Enforcement Section
DTD-182	1.1	Prepare 72 warning notices for taxpayers who fail to make payment after the 30 days	% of unpaid taxes collected	0.25	0.25	0.25	0.25	1	LTD-Enforcement Section
DTD-183	1.1	Prepare settlement plan for taxpayers who apply for payment plan to settle their outstanding arreas	% of unpaid taxes collected						LTD-Enforcement Section
DTD-184	1.1	Forward extremely non-compliant taxpayers to legal for closure	% of unpaid taxes collected	0.25	0.25	0.25	0.25	1	LTD-Enforcement Section
DTD-185	1.1	Conduct joint excise enforcement Exercise with Medium Tax Division, TBOs and Customs to ensure that business are in compliant with the excise tax stamp	Revenue enforcement rate	0.25	0.25	0.25	0.25	1	LTD-Enforcement Section
DTD-186	1.1	Conduct joint enforcment with NTRS for sand mining and rock quarrying companies	Revenue enforcement rate	0.25	0.25	0.25	0.25	1	LTD-Enforcement Section
DTD-187	1.1	Set a periodic timeline to raise estimated assessements of unpaid taxes for taxpayers who failed to file or pay their due taxes	Debt recovery efficiency	0.25	0.25	0.25	0.25	1	Large Tax Division (LTD)
DTD-188	1.1	Establish a clear communication channel to sent automated reminders and notifications to taxpayers on their debt	Debt recovery efficiency	0.25	0.25	0.25	0.25	1	Large Tax Division (LTD)
DTD-189	1.1	Ensure that there is a settlement plan approved for taxpayers who acknowledge their debts and are willing to pay on payment stipulation	Debt recovery efficiency	0.25	0.25	0.25	0.25	1	Large Tax Division (LTD)
DTD-190	1.1	Ensure that extremely deliquent taxpayers are forwarded to legal with all documentation	Debt recovery efficiency	0.25	0.25	0.25	0.25	1	Large Tax Division (LTD)
DTD-191	1.1	Timely provide tax clearance certificate to compliant taxpayers when they apply	Debt recovery efficiency	0.25	0.25	0.25	0.25	1	Large Tax Division (LTD)
DTD-192	2.1	Extract all large taxpayers from LITAS to conudct post registration review	% of Taxpayers in compliance	0.25	0.25	0.25	0.25	1	LTD-AAA Section
DTD-193	2.1	Check for newly registered large taxpayers	% of Taxpayers in compliance	0.25	0.25	0.25	0.25	1	LTD-AAA Section
DTD-194	2.1	Deterimine the number of taxpayers registered for excise / gst	% of Taxpayers in compliance	0.25	0.25	0.25	0.25	1	LTD-AAA Section
DTD-195	2.1	Ensure that automatic reminder notifications are sent out to taxpayers before the due date of filing	% of Taxpayers in compliance	0.25	0.25	0.25	0.25	1	LTD-AAA Section
DTD-196	2.1	Ensure that stop filers are identfied and invited for tax clinic on filing procedures	% of Taxpayers in compliance	0.25	0.25	0.25	0.25	1	LTD-AAA Section
DTD-197	2.1	Conduct monthly review of all returns filed	% of Taxpayers in compliance	0.25	0.25	0.25	0.25	1	LTD-AAA Section
DTD-198	2.1	Ensure that automatic reminder notifications are sent out to taxpayers before the due date of payment	% of Taxpayers in compliance	0.25	0.25	0.25	0.25	1	LTD-AAA Section
DTD-199	2.1	Ensure that stop payers are identfied and invited for tax clinic on payment procedures	% of Taxpayers in compliance	0.25	0.25	0.25	0.25	1	LTD-AAA Section
DTD-200	2.1	Conduct monthly analyis of payment made by each taxpayer	% of Taxpayers in compliance	0.25	0.25	0.25	0.25	1	LTD-AAA Section

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DTD-201	2.1	Extract all large taxpayers from LITAS to conudct post registration review	Tax payers segmentation compliance efficiency	0.25	0.25	0.25	0.25	1	LTD-AAA Section
DTD-202	2.1	Review taxpayers' economic sector, Biod data-information, number of tax account opened, and team placement for accuracy	Tax payers segmentation compliance efficiency	0.25	0.25	0.25	0.25	1	LTD-AAA Section
DTD-203	2.1	Ensure the correct and accurate information (Email address, contact numbers, location, etc..) on taxpayers are updated in the taxpayers's folder in LITAS	Tax payers segmentation compliance efficiency	0.25	0.25	0.25	0.25	1	LTD-AAA Section
DTD-204	2.1	Place all large taxpayers within the approved (right) sectors	Tax payers segmentation compliance efficiency	0.25	0.25	0.25	0.25	1	LTD-AAA Section
DTD-205	2.1	Conduct enrollment of all taxpayers who are not currently on the LITAS plaform	% of Large Tax payers adherence to the new filling and payment procedures	0.25	0.25	0.25	0.25	1	LTD-AAA Section
DTD-206	2.1	Conduct one-on-one tax clinic with newly registered taxpayers on the new filing and payment processes	% of Large Tax payers adherence to the new filling and payment procedures	0.25	0.25	0.25	0.25	1	LTD-AAA Section
DTD-207	2.1	Ensure timely reminder notification are sent out to taxpayers before due dates	% of Large Tax payers adherence to the new filling and payment procedures	0.25	0.25	0.25	0.25	1	LTD-AAA Section
DTD-208	2.1	Address all challenges on filing and payment reported by taxpyers	% of Large Tax payers adherence to the new filling and payment procedures	0.25	0.25	0.25	0.25	1	Large Tax Division (LTD)
DTD-209	2.1	Send early reminder notification to all large taxpayers at least two weeks before the expiration of their Tax Clearance Certitificate	% of Tax Clearance compliance issues resolved within two weeks of application.	0.25	0.25	0.25	0.25	1	LTD-AAA Section
DTD-210	2.1	Ensure that all outstanding compliance issues are that may hinder the issuance a TCC are sent via email to the taxpayer within 48 hours of application	% of Tax Clearance compliance issues resolved within two weeks of application.	0.25	0.25	0.25	0.25	1	LTD-AAA Section

Annex D: Deputy Commissioner General for Technical Affairs (DCGTA)

8 divisions, sections or units; 105 activities.

Management Information Systems Division (MISD)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGTA-001	1.1	Integrate LITAS with commercial banks	No. of entities integrated	2	3	2	2	9 commercial banks	Business evelopment & Core Business
DCGTA-002	1.1	Integrate LITAS with Mobile Money Companies	No. of entities integrated		2			2 companies	Management Information Systems Division (MISD)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGTA-003	1.1	Integrate LITAS with Revenue Generating Agencies	No. of entities integrated	1	2	3	1	7 Agencies	Management Information Systems Division (MISD)
DCGTA-004	1.1	Automate Risk Analysis, Audit, Protest and Appeal and Refund Management Processes of Domestic Tax Department	No. of entities integrated		0.5	0.5		4 processes automated	Management Information Systems Division (MISD)
DCGTA-005	1.1	Implement paperless office application	No. of entities integrated		0.2	0.2	0.6	100%; o/w; 1. grequirement garthering=20% 2. Design and alternative design= 20% 3 coding and implementation =60%	Management Information Systems Division (MISD)
DCGTA-006	1.1	improve and update data guard implementation	Data reliability rate		0.3	0.3	0.4	100%; o/w; 1. gathering new requirements=30 % 2. Software & re-configuration =30%4. Deployment=40 %	Management Information Systems Division (MISD)
DCGTA-007	1.1	Implement data guard for other core and suport system	Data reliability rate		0.3	0.3	0.4	100%; o/w; 1. gathering new requirements=30 % 2. software & re-configuration =30% 3. Deployment=40 %	Management Information Systems Division (MISD)
DCGTA-008	3.3	Produce MISD annaual activity reports for incluson into LRA's Annual report.	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)	1					Management Information Systems Division (MISD)
DCGTA-009	4.1	Conduct Analysis of Core Systems to determined areas of improvement, ehnancement avaliaibility and security	% of Business Systems (LITAS & ASYCUDA) improved, secured and available	0.25	0.5	0.25		1	Management Information Systems Division (MISD)
DCGTA-010	4.1	240 daily backups; 48 weekly backups; 12 monthly backups; 1 annual backup	Level of identified ICT risk reduced	60 daily backups; 12 weekly backups; 3 monthly backups	60 daily backups; 12 weekly backups; 3 monthly backups	60 daily backups; 12 weekly backups; 3 monthly backups	60 daily backups; 12 weekly backups; 3 monthly backups	240 daily backups; 48 weekly backups; 12 monthly backups; 1 annual backup	Herbert Tonpoh Core Business Unit
DCGTA-011	4.1	Cyber Security Awareness & training	Level of identified ICT risk reduced	0	0.5	0.5		LRA Staff trained on basic security rules	Management Information Systems Division (MISD)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGTA-012	4.1	Improve password threshold Security	Level of identified ICT risk reduced		1			Password security improved	Management Information Systems Division (MISD)
DCGTA-013	4.1	Ensure role base functional application	Level of identified ICT risk reduced		1			Users place in proper role in core systems	Management Information Systems Division (MISD)
DCGTA-014	4.1	Redudant system avaliability	Level of identified ICT risk reduced		0.5	0.5		Backup redudancy at Freeport DC	Management Information Systems Division (MISD)
DCGTA-015	4.2	In collaboration with various units, we will developed and operationalize the support functions of the following:	70% of Internal support systems developed and operationalized						Management Information Systems Division (MISD)
DCGTA-016	4.2	HR Perormance management system	70% of Internal support systems developed and operationalized		1			4 internal support system developed	Management Information Systems Division (MISD)
DCGTA-017	4.2	Find Officer/Employee System	70% of Internal support systems developed and operationalized		1				Management Information Systems Division (MISD)
DCGTA-018	4.2	Logistic management system	70% of Internal support systems developed and operationalized		0.25	0.25	0.5		Management Information Systems Division (MISD)
DCGTA-019	4.2	ERP to include other support units	70% of Internal support systems developed and operationalized		0.25	0.25	0.5		Management Information Systems Division (MISD)
DCGTA-020	4.3	Review, finalize and implement; IT Strategy	ICT framework developed and implemented		1			Document finalized	Management Information Systems Division (MISD)
DCGTA-021	4.3	IT Infrastructure Gap Analysis and Implementation plan	ICT framework developed and implemented		0.5	0.5		Completed and Plan developed	Management Information Systems Division (MISD)
DCGTA-022	4.3	IT Security Policy	ICT framework developed and implemented		1			Document finalized and signed	Management Information Systems Division (MISD)
DCGTA-023	4.3	Upgrade of existing network infrastructure to include cutting edge technology and collaborative tools	ICT framework developed and implemented		0.5	0.5		Servers,Core Switches, Routers and Wifi upgraded	Management Information Systems Division (MISD)
DCGTA-024	4.4	operationalize online services for registration of individuals and property, returns filing, assessment, payment, Protest and Appeal and Refund	% of online and self-service systems integrated and deployed	0.4	0.4	0.2	7 self-service systems integrated		Management Information Systems Division (MISD)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGTA-025	4.4	Rollout LITAS to Tax Business Office	% of online and self-service systems integrated and deployed	0.111111	0.222222	0.222222	0.44	How many tax business offices? Pls state	Management Information Systems Division (MISD)

EMRCD

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGTA-026	3.3	Quarterly risk aware messages send to all staff to improve staff risk aware culture; Send flash ERM risk awareness messages to all staff via email quarterly	% of risk awareness messages sent to all staff & number 1 training for new staff conducted each quarter	1	1	1	1	4	ERM Section
DCGTA-027	3.3	Quarterly risk aware messages send to all staff to improve staff risk aware culture; Send flash Management Information System security risk awareness messages to all staff via email quarterly	% of risk awareness messages sent to all staff & number 1 training for new staff conducted each quarter	1	1	1	1	4	MIS Section
DCGTA-028	3.3	Quarterly risk aware messages send to all staff to improve staff risk aware culture; Send Institutional Compliance risk awareness message to all staff vie email quarterly on compliance issue	% of risk awareness messages sent to all staff & number 1 training for new staff conducted each quarter	1	1	1	1	4	Compliance Section
DCGTA-029	3.3	Provide risk aware training during the conduct of training for recruited staff by the HR if applicable	% of risk awareness messages sent to all staff & number 1 training for new staff conducted each quarter		1	1	1	3	AC & Managers
DCGTA-030	3.3	Conduct training for risk management committee.	% of risk Management committee training session held		1	1	1	3	AC/Managers
DCGTA-031	3.3	# of risk Identify, assess, prioritize, monitor and linked to LRA strategic objectives	% of risk Identified, assessed, prioritized and monitored	0.25	0.25	0.25	0.25	1	AC/Managers
DCGTA-032	3.3	# of risk Identify, assess, prioritize, monitor and linked to LRA strategic objectives	% of strategic objective owner engaged on the development of the corporate and operational risks registers		7	5	2	14	AC/Managers
DCGTA-033	3.3	20 trategic objective owner engaged on the development of the corporate and operational risks registers	% of strategic objective owner engaged on the development of the corporate and operational risks registers		20	1		20 operational risk registers developed, and 1 corporate risk register developed	AC/Managers
DCGTA-034	3.3	Review and update the exiting ERM Policy Manual	% of reviewed and update of existing risk management structure		1			Existing ERM Policy Manual reviewed and updated	AC
DCGTA-035	3.3	Review and update ERM Implementation Manual	% of reviewed and update of existing risk management structure		100			ERM Implementation Manual reviewed and updated	AC

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGTA-036	3.3	Review and update risk actors TORs	% of reviewed and update of existing risk management structure		100			TORs for Risk Actors updated and re-issued	AC
DCGTA-037	3.3	Risk Management Committees Activitated/operationalized in 12 business	% of reviewed and update of existing risk management structure		12	12	12	12 business units risk committees activated/operationalized	MIS _Risk, ERM_Risk and Compliance_Risk
DCGTA-038	3.3	# of Periodic spot check and review conducted on the following:; 1. General pool petty cash; 2. Departmental petty cash; 3.Operational fuel usage 4. OThe delivery of all goods and services procured by the LRA to ensure compliance and value for money; 5. Other Institutional processes and transactions as the need arises	Risk and accountability index	1	1	1	1	4	Emmanuel and team
DCGTA-039	3.3	# of Compliance reviewed of all payment vouchers and related documentation and conduct other due diligence	Risk and accountability index	75	75	75	75	300	Emmanuel and team
DCGTA-040	3.3	# of assurance review conducted on the procurement delivery of works, ITC equipment and good and services	Risk and accountability index	25	25	25	25	100	Stehen and team
DCGTA-041	3.3	Provide assurance on the following: % of available audit internal and external audit recommendatins implementated	Risk and accountability index	0	25	50	25	100	MIS_Risk, Compliance_Risk, ERM_Risk
DCGTA-042	3.3	4 Quarterly reports and 1 annual report on the monitoring, review of corporate, operational, IT, institutional compliance, and tax & customs risk	Risk and accountability index	1	1	1	1	1 annual and 4 quarterly reports	MIS_Risk, Compliance_Risk, ERM_Risk
DCGTA-043	3.2	Minimum of four relevant meeting held with one of any business area to encourage to improve internal communication	Risk and accountability index	0	1	2	1	4	EMRCD

EDQARD

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGTA-044	3.1	Conduct four (4) Monitoring and Evalustion on the Annual work plan	Work Plan monitoring & evaluation efficiency	Produced One M&E Report	Produced One M&E Report	Produced One M&E Report	Produced One M&E Report	Produced Four(4)M&E Report	EDRS
DCGTA-045	3.1	Conduct bi-annual Evaluations	Work Plan monitoring & evaluation efficiency		one evaluation		one evaluation	Two(2) Evauation Conducted	EDRS
DCGTA-046	3.1	Collaborate with HR Traning Section to conduct two (2) trainings for M&E Staff	Work Plan monitoring & evaluation efficiency			Training Provided	Training provided	Two trainings conducted for M&E staff	EDRS
DCGTA-047	3.1	Conduct Four (4) joint Workplan and Monitoring Evaluation Automation end user training	Work Plan monitoring & evaluation efficiency		Four (4) end user training				EDRS & PSSPD

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGTA-048	3.2	Identify and Document Twenty four (25)Busness Processes	# of Bussiness Processess aligned with the new organogram developed		8 Busness process developed and document	9 Busness process developed and documented	8 Busness process developed and documented	25 Busness process developed and documented	EDRS
DCGTA-049	3.2	Redesign 12 existing SOPs	SOP redesigning rate		4 existing SOPs to be Redesign and Document ed	4 existing SOPs to be Redesign and Document ed	4 existing SOPs to be Redesign and Document ed	12 existing SOPs to be Redesign and Documented	EDRS
DCGTA-050	3.2	Design 12 new SOPs	SOP redesigning rate		4 new SOPs design	4 new SOPs designed	4 new SOPs design	12 new SOPs Designed	EDRS
DCGTA-051	3.2	Conduct 5 SOPs end-users trainings	SOP redesigning rate			Conduct 5 SOPs end-users trainings across Departmen ts		5 SOPs end-users trainings across Departments Conducted	EDRS
DCGTA-052	3.2	Conduct follow-ups with Business Owners and Management on the approval of 24 SOPs Developed	SOP approval rate		6follow-ups for the approval 8 SOPs	6 follow-ups for the approval 8 SOPs	6 follow-ups for the approval 8 SOPs	18 follow-ups for the approval 24 SOPs	EDRS
DCGTA-053	3.3	Review 200 Audit Cases and produce report	# of quality assurance Reviews Conducted	50 audit cases review and report	50 audit cases review and report	50 audit cases reviewed and reported	50 audit cases reviewed and reported	200 audit cases reviewed and reported	QAS
DCGTA-054	3.3	Conduct audit compliance training	# of quality assurance Reviews Conducted				1 Audit Complianc e Tranining	Conduct 1 Audit Compliance Tranining	QAS
DCGTA-055	3.3	Collaborate with HR Traning Section to conduct two (2) trainings for Quality Assurance Staff	# of quality assurance Reviews Conducted			Training Provided	Training Provided	Conduct 2 Training Provided	QAS
DCGTA-056	3.3	Conduct 4 Institutional level review across the LRA	# of Institutional level review conducted/plan	1 Institutional level review	1 Institutional level review	Conduct 1 Institutional level review	Conduct 1 Institutional level review	Conduct 4 Institutional level reviews	EDQARD
DCGTA-057	3.3	Produce EDQARD Annual for inclusion in to Annual report	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)	1 Annual activities report produce				1 Annual activities report produced	AC office

OPRS

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGTA-058	1.1	Conduct Awareness through Stake holders engagement (The Tax Institute & the Brokers Association)	% of brokers and tax practitioners adherance to tax administration regulations	1 meeting Conducted for each	1 meeting Conducted for each	1 meeting Conducted for each	1 meeting Conducted for each	4 engagement meetings Conducted for each	OPRS
DCGTA-059	1.1	Conduct Awareness through Various Radio Talk Show Programs & News Papers Announcements	% of brokers and tax practitioners adherance to tax administration regulations	NONE	NONE	7 Radio Stations awareness	NONE	7 Radio Stations appears	OPRS
DCGTA-060	1.1	Sending Emails, Whatsapp messages, facebook messages and Text Messages as reminder for Renewal of Licenses and update on new regulations	% of brokers and tax practitioners adherance to tax administration regulations	% of Expired Licenses in the quarter respond	% of Expired Licenses in the quarter respond	% of Expired Licenses in the quarter respond	% of Expired Licenses in the quarter respond	Total number of Expired License for the Year	OPRS
DCGTA-061	1.1	Develop a working relationship with the MISD functional team in ASYCUDA and LISTAS	Expired licenses control mechanism automated through ASYCUDA AND LISTAS account	Have 1 monthly engagement meetings with the MISD functional team	Have 1 monthly engagement meetings with the MISD functional team	Have 1 monthly engagement meetings with the MISD functional team	Have 1 monthly engagement meetings with the MISD functional team	Have 12 yearly engagement meetings with the MISD functional Team	OPRS & MISD
DCGTA-062	1.1	Work collaboratively with the programing team in MISD to develop a find Licensed holders online App for License Tax Practitioner and Customs Brokers to be find, appraised and complained by the business community.	Expired licenses control mechanism automated through ASYCUDA AND LISTAS account	Have 1 monthly engagement meetings with the MISD programing team	Have 1 monthly engagement meetings with the MISD programing team	Have 1 monthly engagement meetings with the MISD programing team	Have 1 monthly engagement meetings with the MISD programing team	Have 12 yearly engagement meetings with the MISD functional Team	OPRS & MISD
DCGTA-063	3.3	Prepared and Submit to PSSPD OPRS Report	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)					Submit Annual Activities Report for 2023	OPRS

Enterprise Data Analytics Section (EDAS)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGTA-064	1.1	Conduct Feasibility Study and Develop an Automation Roadmap	# of Backend systems automated using Analytics tools/Plan					Automation Roadmap Developed	Enterprise Data Analytics Section (EDAS)
DCGTA-065	1.1	Automate some Backend Core business processes	# of Backend systems automated using Analytics tools/Plan		2	1	1	4 Automation achieved	Enterprise Data Analytics Section (EDAS)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGTA-066	3.3	Produce EDAS atcivities report for inclusion into LRA Annual report for 2023	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)	Report produced and submitted				DDAS actitivity report for 2023 on file	EDAS
DCGTA-067	4.3	Identify Core business and administrative (Back offices) divisions within LRA that need data analytics tools to enhance productivity.	# of applications developed using data analytics Tools / Total # of Applications planned * 100.	10				10 Functioning areas identified	EDAS
DCGTA-068	4.3	Develop Applications using data analytics tools on the Enterprise level.	# of applications developed using data analytics Tools / Total # of Applications planned * 100.	3 Apps developed	3 Apps developed	2 Apps developed	2 Apps developed	10 Functional Application developed	EDAS
DCGTA-069	4.3	Rollout Applications	# of applications developed using data analytics Tools / Total # of Applications planned * 100.	3	3	2	2		Enterprise Data Analytics Section (EDAS)
DCGTA-070	4.3	Monitor, Evaluate Functionality , improve application based on feedback from end users.	# of applications developed using data analytics Tools / Total # of Applications planned * 100.	1	1	1	1	4 per Annual	EDS

Taxpayer Services Division (TPSD)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGTA-071	2.2	simplify tax Laws, rules, regulations, processes, procedures and effectively communicate them to tax payers using all available platforms to enhance and strengthen compliance.	Taxpayer Services Index	2	2	2	2	8 information materials simplified and communicated to taxpayers	Education, inquiries and information
DCGTA-072	2.2	Conduct awareness on compliance with key tax sector groups including collaboration with the GNFPD to engage Schools, NGOs and GOL entities.	Taxpayer Services Index	2	2	2	2	8 awareness conducted alongside with GNPD	Education, inquiries and information

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGTA-073	2.2	Conduct tax education outreach on Real Property, VAT, EFD, Excise Stamp, and LITAS using the following mediums: community town hall meetings, Roadshows, Radio shows, Tax Clinics, Tax Symposiums, dramas, print, electronic, social media and etc.,.	Taxpayer Services Index	18 community radio shows, 6 social and electronic media publications; 2 community outreach and engagements all targeted towards LITAS, VAT, RET, EFD, Excise Stamp, and digital payment solutions.	18 community radio shows, 6 social and electronic media publications; 2 community outreach and engagements all targeted towards LITAS, VAT, RET, EFD, Excise Stamp, and digital payment solutions.	18 community radio shows, 6 social and electronic media publications; 2 community outreach and engagements all targeted towards LITAS, VAT, RET, EFD, Excise Stamp, and digital payment solutions.	18 community radio shows, 6 social and electronic media publications; 2 community outreach and engagements all targeted towards LITAS, VAT, RET, EFD, Excise Stamp, and digital payment solutions.	72 community radio shows, 24 social and electronic media publications; 8 community outreach and engagements all targeted towards LITAS, VAT, RET, EFD, Excise Stamp, and digital payment solutions.	Education, inquiries and information
DCGTA-074	2.2	Conduct regional Real Property tax awareness within the four regions in Liberia and the diaspora community.	Taxpayer Services Index	1	1	1	1	4 regional real property tax awareness conducted	Education, inquiries and information
DCGTA-075	2.2	Respond to taxpayers' inquiries via call center	Taxpayer Services Index	Resolve 90% of taxpayer inquiries received through calls	Resolve 90% of taxpayer inquiries received through calls	Resolve 90% of taxpayer inquiries received through calls	Resolve 90% of taxpayer inquiries received through calls	90% of all taxpayer inquiries resolved	Education, inquiries and information
DCGTA-076	2.2	Respond to taxpayers' inquiries via email	Taxpayer Services Index	Resolve 90% of taxpayer inquiries received through email	Resolve 90% of taxpayer inquiries received through email	Resolve 90% of taxpayer inquiries received through email	Resolve 90% of taxpayer inquiries received through email	90% of all taxpayer inquiries resolved	Education, inquiries and information
DCGTA-077	2.2	Respond to taxpayers' inquiries via social media (Facebook, WhatsApp, and etc.)	Taxpayer Services Index	Resolve 90% of taxpayer inquiries received through social media	Resolve 90% of taxpayer inquiries received through social media	Resolve 90% of taxpayer inquiries received through social media	Resolve 90% of taxpayer inquiries received through social media	90% of all taxpayer inquiries resolved	Education, inquiries and information

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGTA-078	2.2	Conduct service delivery assessment at TBOs and CBOs within the 15 counties	# of service delivery assessment conduct at internal and external service providers	1	1	1	1	4 service delivery assessment conducted in the 15 counties at TBOs and CBOs	Bank and Service Delivery monitoring Section
DCGTA-079	2.2	Conduct service delivery assessment at Service Centers in Montserrado	# of service delivery assessment conduct at internal and external service providers	1	1	1	1	4 service delivery assessment conducted at Service Centers in Monrovia	Bank and Service Delivery monitoring Section
DCGTA-080	2.2	Compliance review of Service Level Agreements with external service providers including Commercial Banks and Mobile Money Service Providers.	# of service delivery assessment conduct at internal and external service providers	1	1	1	1	4 compliance review conducted on Service Level Agreement with Commercial Banks and Mobile Money Service providers	Bank and Service Delivery monitoring Section
DCGTA-081	2.2	Conduct regional customer service training for all front line staff at Service Windows, TBOs, CBOs and HQ	# of service delivery assessment conduct at internal and external service providers	1	1	1	1	4 customers service refresher training conducted regionally	Bank and Service Delivery monitoring Section
DCGTA-082	2.1	Develop and conduct taxpayer perception/satisfaction survey.	% of taxpayer satisfied	Develop the scope of the survey and present to senior management for approval	Develop EOI and request for proposal from qualify institutions and select the best to conduct the survey	Develop survey questionnaire along with selected institution and conduct survey	develop and submit survey report	Annual taxpayer perception survey conducted and report submitted	Bank and Service Delivery monitoring Section
DCGTA-083	3.3	Submit TPSD annual report for inclusion into LRA annual report	Annual performance reporting efficiency rate (submission of Dept/DIV annual report to PSSPD within 3 months of proceeding year)					TPSD annual reports submitted within due date	Taxpayer Services Division (TPSD)

Risk Management Section (RMS)

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGTA-084	3.2	Request to DCGTA for the hiring of 3 additional scanning staff	Record management system automated	Request written and submitted to DCGTA.	# of follow-ups made through memos, reminder e-mails, and physical inquiries			Haring of 4 additional scanning staff	Manager Office
DCGTA-085	3.2	Implement the scaning of Records	Record management system automated	100 records scanned	100 records scanned	100 records scanned	100 records scanned	Eg. 400 records scanned	RMS
DCGTA-086	3.2	Request the procuremen of additional scanners	Record management system automated	Request submitted to DCGTA for approval	# of follow-ups made through memos, reminder e-mails, and physical inquiries	# of follow-ups made through memos, reminder e-mails, and physical inquiries		4 additional procured	Manager office
DCGTA-087	3.2	Request to have access to LiTAS platform	Record management system automated	LITAS acess form filled.	Acess form submitted to MISD and follow-ups made	RMS access to LITAS granted		RMS access to LiTAS fully functional	RMS Manager
DCGTA-088	3.2	Collaborate with MIS about computerized use of scanned document MISDs. Computerize scanners in collaboration with MISD.	Record management system automated	Collaborate with MIS on how documents will be represented on LRA Intranet. Records up loaded on LRA Intranet.				Scanners deployed and competerized	MIS, RMS Manager

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGTA-089	3.2	Collaborate with MIS about maintenance of scanned documents. Maintain scanned records in collaboration with MISD.	Record management system automated	Collaborate with MIS on the quarterly submission of documents and procuring storage media. Number of records submitted for procuring/total planned for Q1	# of records submitted for procuring/total planned for Q2)	# of records submitted for procuring/total planned for Q3)	# of records submitted for procuring/total planned for Q4)	Turn over scanned documents to RMS computer space on LRA Intranet every quarter, 4 times annually (# of records submitted for procuring /total records)	MIS, RMS Manager
DCGTA-090	3.3	Develop RMS activities tracking template for annual reporting.	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)	Template developed and updated for Q1 activities.	Template updated for Q2 Activities	Template updated for Q3 Activities	Template updated for Q4 Activities	RMS Annual report developed and submitted for inclusion into LRA Annual report,3 months within current year)	RMS Manager
DCGTA-091	3.3	Submit RMS annual activity report to PSSPD for inclusion into LRA Annual report	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)					RMA Annual Activity report submitted within in due date	RMS Manager
DCGTA-092	3.3	Open a true and accurate file on each staff member for reporting purposes.	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)		Submit bi-annual performance report to HR		Submit bi-annual performance report to H	Performace report submitted to HR by due date	RMS Manager

NRARS

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGTA-093	1.1	Conduct daily/monthly/year-to-date bank reconciliation of the Central Bank of Liberia and Commercial Banks for the Year 2024	% of revenue reconciled	25	25	25	25	1	NRARS
DCGTA-094	1.1	Verify, analyze and reconcile cash revenue and revenue instruments (Treasury Receipts from Collection Windows) for the Year 2024	% of revenue reconciled	25	25	25	25	1	NRARS

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGTA-095	1.1	Verify, analyze and reconcile cash revenue and revenue instruments (Rural Flag Receipts from Tax Business Offices) for the Year 2024 (Monthly)	% of revenue reconciled	25	25	25	25	1	NRARS
DCGTA-096	1.1	Verify, analyze and reconcile cash revenue and revenue instruments (Rural Flag Receipts from Customs Business Offices) for the Year 2024 (Monthly)	% of revenue reconciled	25	25	25	25	1	NRARS
DCGTA-097	1.1	Assignment of revenue instruments to CBOs, TBOs, and Banks as needed	% of revenue reconciled	25	25	25	25	1	NRARS
DCGTA-098	1.1	Complete reconciliation and sign off on accounts by LRA, MFDP and CBL technicians for the Year 2024	% of revenue reconciled	25	25	25	25	1	NRARS
DCGTA-099	1.1	Request and prepare training for taxpayer reconciliation; pilot taxpayer reconciliation	% of revenue reconciled		100			1	NRARS
DCGTA-100	1.1	Conduct on a quarterly basis a physical and onsite verification of Receipts, Ledgers, Procedures, and Transactions of TBOs and CBOs. Report findings	% of revenue reconciled	1	1	1	1	1	NRARS
DCGTA-101	3.3	Develop (NRANRS) Annual Activity Report (2023)	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)	1				1	NRARS
DCGTA-102	3.3	Conduct four (4) awareness meeting with Commercial Banks	# of stakeholders engagement/plan	1	1	1	1	1	NRARS
DCGTA-103	3.3	Email twenty-four (24) sweeping notice to the Commercial Banks	# of stakeholders engagement/plan	6	6	6	6	1	NRARS
DCGTA-104	3.3	Conduct four (4) joint reconciliation meetings (LRA, MFDP, and CBL)	# of stakeholders engagement/plan	1	1	1	1	1	NRARS
DCGTA-105	3.3	Complete reconciliation and sign off on accounts by LRA, MFDP and CBL technicians for the Year 2024	# of stakeholders engagement/plan	1	1	1	1	1	NRARS

Annex E: Deputy Commissioner General for Administrative Affairs (DCGAA)

11 divisions, sections or units; 74 activities.

Budget & Finance

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGAA-001	3.1	Develop cost center budgeting plan	Cost center Budgeting Implemented		develop and start cost center budgeting			Plan developed	Budget and Reconciliation Section

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGAA-002	3.3	Prepare and submit 2023 annual report	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)	2023 annual report submitted				Report submitted	Financial Management and Reporting Section

Procurement Section

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGAA-003	3.1	Develop two draft Procurement Plans for the Procurement of Laptops and Procurement of Recurrent Services	Annual procurement plan developed and implemented	Submit two draft Procurement Plans to PPCC for approval	Quarterly update on procurement activities implemented			Two Procurement Plans developed and one quarterly update produced	Procurement Section
DCGAA-004	3.1	Develop three draft annual Procurement Plans	Annual procurement plan developed and implemented		Submit three draft Procurement Plans to PPCC for approval	Quarterly update on procurement activities implemented	Quarterly update on procurement activities implemented	Three Annual Procurement Plans developed and three quarterly update produced	Procurement Section
DCGAA-005	3.1	Eight Procurement activities from the two plans	Annual procurement plan developed and implemented	Seven out of eight to be completed	One out of eight to be completed			Total of eight Procurement activities completed	Procurement
DCGAA-006	3.1	Thirty-four Procurement activities from the three annual plans	Annual procurement plan developed and implemented		Fifteen out of thirty-four activities to be implemented	Ten out of thirty-four activities to be implemented	Nine out of thirty-four activities to be implemented	Total of thirty-four Procurement activities completed	Procurement
DCGAA-007	3.3	Produce procurement annual activity report and submit to GSD for inclusion in GSD's annual activities to be featured in LRA Annnual Report 2023	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)	Report procude and submitted to GSD				1 annual activity report for Procurement section produced	Procurement Section

GSD – Stores Management Unit

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGAA-008	3.3	Produce stores management annual activities report for inclusion for GAS Portion of LRA annual report	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)					Report produced and submitted	Stores Management Unit

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGAA-009	3.5	Identify areas for constructing an additional storage facility	Aditional Storage facilitty construced at HQ	Planning, obtaining necessary permits, and then initiating constructio n process	Submit a formal request for storage facility	Submit documenta ry follow-ups	Additional Storage Faciiity constructe d	Inauguration of the additional storage facility, marking its integration into HQ	GSD – Stores Management Unit

GSD – Transportation Section

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGAA-010	3.1	Developed LRA Fleet Management Plan To Maintian, Service and Insure (70) operationals vehicles.	Fleet management efficiency		Draft developed and submitted for apprioval				Transportation unit
DCGAA-011	3.1	Implement fleet management plan	Fleet management efficiency		purchase 20 vehicles	purchase 10 vehicles	completion of 30 vehicle purchase	4 actijtivies achieved	Transport management Unit (TMU)
DCGAA-012	3.1	Maintain LRA Feelt quarterly	Fleet management efficiency	All 68 vehicle	All 68 vehicle	All 68 vehicle	All 68 vehicle	All 68 vehicles	GSD – Transportation Section
DCGAA-013	3.3	Decelope Fellt managementanual acrivities reort for inclusion into GSD portion of LRA Annua report	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)	report developed and submited					Annua activities report developed

GSD – Security Management Section

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGAA-014	3.3	Produce SMS annual activities report for inclusion in GSD portion of LRA Annual Report	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)	Report produced and submitted				SMS Annual activity report produced	GSD – Security Management Section

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGAA-015	3.5	Identify positions for installation of 82 pieces of surveillance cameras (CCTV) in HQ	Security serveillance installed in HQ, Freeport and RIA	Prepare and submit installation diagram for 82 pieces of surveillance cameras in HQ	Submit one documentary request for installation and reactivation of 82 pieces of CCTV in HQ	Submit three documentary follow-ups (one a month) for installation and reactivation of 82 pieces of CCTV in HQ	82 pieces of Electronic surveillance (CCTV) installed and reactivated in HQ	Positions identified and 82 pieces of survilance camaras installed)	Security Management Section, SMS
DCGAA-016	3.5	Activate 15 CCTV in Freeport	Security serveillance installed in HQ, Freeport and RIA	Location for installation/ activation of 15 pieces of CCTV verified and confirmed in Freeport	Submit one documentary request for installation and activation of 15 pieces of CCTV in Freeport	Submit three documentary follow-ups for installation and activation of 15 pieces of CCTV in Freeport	15 pieces of Electronic surveillance (CCTV) installed and activated in Freeport	15 Functional and effective electronic surveillance mounted in Freeport business office	Security Management Section, SMS
DCGAA-017	3.5	Facilitate consumation of one security contract for security coverage in 6 business offices	Security serveillance installed in HQ, Freeport and RIA	1 Security contract consumated and 84 security guards deployed in 6 urban business offices	Monitor and supervise 84 security personnel deployed in 6 urban business offices	Monitor and supervise 84 security personnel deployed in 6 urban business offices	Evaluate annual performance of security contract	84 security guards deployed for adequate Security coverage in 6 urban business offices achieved	Security Management Section, SMS
DCGAA-018	3.5	Identify and recruit 2 CCTV operators	Security serveillance installed in HQ, Freeport and RIA	Identify 2 office spaces for 2 CCTV operators (1 in HQ and 1 Freeport)	Recruit and deploy 2 CCTV operators (1 in HQ and 1 in Freeport)	Monitor and supervise CCTV operators and CCTV systemin 6 urban business offices	Evaluate annual performance of CCTV operators and CCTV system.	Electronic security surveillance in place for 24/7 securitycoverage .; 2 CCTV operators recruited; 2 officce spaces identified; CCTV operators in 6 counties monitored; CCTV Performance evaluation reports produced	Security Management Section, SMS

GSD – Facility Management Section

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGAA-019	3.3	Produce Faciity management annual activities report for inclusion into GSD Portion of LRA Annual Report	Annual performance reporting efficency rate (submissin of Dept/DIV annual report to PSSPD within 3 months of proceeding year)	Report produced and submitted				Report produced and submitted	Facility Management Section
DCGAA-020	3.5	Renovate Roof at HQ	HQ & Business offices upgraded		X			7 sectural section renovated	Facility management Section
DCGAA-021	3.5	Renovate Data center, bath rooms and tile relacement at 1st & 2nd floor	HQ & Business offices upgraded		X				GSD – Facility Management Section
DCGAA-022	3.5	Renovate (paint, replace tile, bath rooms fixture at 3rd floo & 4th floorr main building	HQ & Business offices upgraded			Tile replaceme nt	painting, and bath rooms fixture		GSD – Facility Management Section
DCGAA-023	3.5	upgrade 2 CBOs & 3 TBOs Northwestern region(Lofa Bommi Gbapulou counties)	HQ & Business offices upgraded			X		10 (5 TBOs & 5 CBOs)	GSD – Facility Management Section
DCGAA-024	3.5	upgrade 2 CBOs & 3 TBOs Central northern region(Bong, Margibi & Nimba counties)	HQ & Business offices upgraded				X		GSD – Facility Management Section

GSD – Asset Management Section

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGAA-025	3.5	Categorize and capture new assets in the Assets Registry	A realiable fix assets registry system.	208 new assets	250 new assets (+ or - 50)	250 new assets (+ or - 50)	250 new assets (+ or - 50)	958 total new assets(+ or -50)	Asset management section
DCGAA-026	3.5	Conduct assets assessment cross the counties	Assets asseessmentbefficeincy	7 counties	4	4		15 counties covered	GSD – Asset Management Section

HRD – Compensation & Benefits

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGAA-027	3.3	Carry out awareness of HRMP and disciplainary guide amongst staff	% of initiatives implemented in line with management and employee accountability framework					1	COMPLIANCE
DCGAA-028	3.3	Design & Install signages depicting administrative standards staff must be accountable for	% of initiatives implemented in line with management and employee accountability framework					1	HRD – Compensation & Benefits
DCGAA-029	3.3	Activating of Hotline for employees	% of initiatives implemented in line with management and employee accountability framework					1	HRD – Compensation & Benefits

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGAA-030	3.3	Establishment of Grievence Committee	% of initiatives implemented in line with management and employee accountability framework					1	HRD – Compensation & Benefits
DCGAA-031	3.4	Retirement Program	% Learning and Development integrated in LRA work culture					1	Welfare Unit
DCGAA-032	3.4	Recognition of outstanding staff	% Learning and Development integrated in LRA work culture					1	Welfare Unit
DCGAA-033	3.4	Welfare programs conducted	% Learning and Development integrated in LRA work culture					1	HRD – Compensation & Benefits
DCGAA-034	3.4	Automated Payroll System Piloted	% Learning and Development integrated in LRA work culture					1	Compensation & Benefits Admin
DCGAA-035	3.4	Collaborate with EDRQA on updating Payroll processing SOP	% Learning and Development integrated in LRA work culture						I
DCGAA-036	3.4	Review of the salary scale	% Learning and Development integrated in LRA work culture						Compensation & Benefits Admin

HRD – Training Unit

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGAA-037	3.1	Conduct orientation session along with recruitment unit for all new hires	Competent HR sourced & deployed enterprise wide					1	Training Unit
DCGAA-038	3.1	conduct competency based induction training program for all new hires	Competent HR sourced & deployed enterprise wide					1	Training Unit
DCGAA-039	3.4	Develop the peer to peer learning strategy and procedure	% Learning and Development integrated in LRA work culture					1	Training Unit
DCGAA-040	3.4	Organize and execute the peer to peer learning program	% Learning and Development integrated in LRA work culture					1	Training Unit
DCGAA-041	3.4	Develop training program and plan for computer skills training	% Learning and Development integrated in LRA work culture					1	Training Unit
DCGAA-042	3.4	Execute that computer skills trainings program in line with the training plan	% Learning and Development integrated in LRA work culture					1	Training Unit
DCGAA-043	3.4	Develop the concept and strategy for the Career learning program	% Learning and Development integrated in LRA work culture					1	Training Unit
DCGAA-044	3.4	Conduct awareness and information session for the career learning program	% Learning and Development integrated in LRA work culture					1	Training Unit
DCGAA-045	3.4	Conduct the first phase of the career learning program with selected career areas and staff	% Learning and Development integrated in LRA work culture					1	Training Unit
DCGAA-046	3.4	Develop Course learning material and curriculum for the leadership training	% Learning and Development integrated in LRA work culture					1	Training Unit
DCGAA-047	3.4	Conduct awareness and information session for the Leadership training program	% Learning and Development integrated in LRA work culture					1	Training Unit
DCGAA-048	3.4	Conduct the first phase of the Leadership training program	% Learning and Development integrated in LRA work culture					1	Training Unit
DCGAA-049	3.4	Develop concept and procedures for the knowledge sharing program	% Learning and Development integrated in LRA work culture					1	Training Unit
DCGAA-050	3.4	conduct awareness and information session for all participants in the knowledg transfer program	% Learning and Development integrated in LRA work culture					1	Training Unit

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGAA-051	3.4	Conduct the knowledge transfer program	% Learning and Development integrated in LRA work culture					1	Training Unit
DCGAA-052	3.4	Develop the LRA E-Learining placform with MISD Support	Robust performance oriented culture established					1	Training Unit
DCGAA-053	3.4	launch the LRA E-Learning platform officially	Robust performance oriented culture established					1	Training Unit
DCGAA-054	3.4	Develop report on the usage of the LRA E-Learning platorm	Robust performance oriented culture established					1	Training Unit
DCGAA-055	3.4	Develop the concept and precedure for the refresher and competency improvement program	Robust performance oriented culture established					1	Training Unit
DCGAA-056	3.4	Conduct information and awareness about the Refresher and competency improvement program	Robust performance oriented culture established					1	Training Unit
DCGAA-057	3.4	Design the plan for implementing the program	Robust performance oriented culture established					1	Training Unit
DCGAA-058	3.4	conduct a survey on the level of awareness and application of the guiding principles in the unit	Strong organizational culture optimized aligned with LRA core values					1	Training Unit
DCGAA-059	3.4	conduct learning session for the staff in the reamining 8 counties on the Guiding Principles	Strong organizational culture optimized aligned with LRA core values					1	Training Unit
DCGAA-060	3.4	Develop report on the application and change brought by the Guiding principles	Strong organizational culture optimized aligned with LRA core values					1	Training Unit

HRD – Performance Management

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGAA-061	3.1	Ensure the PMS is link to the CSP by ensuring that Performance goals are aligned with the CSP	Performance Based Strategy Established					1	PMS Unit
DCGAA-062	3.3	Rollout Management and Employee Accountability Framework	% of initiatives implemented in line with management and employee accountability framework					1	PMS Unit
DCGAA-063	3.4	Prepare PMS Reports to identify Star Performers	% Learning and Development integrated in LRA work culture					1	PM Unit
DCGAA-064	3.4	Automated System Piloted	Robust performance oriented culture established					1	PM/MIS
DCGAA-065	3.4	Conduct Performance Planning	Robust performance oriented culture established					1	PMS Unit
DCGAA-066	3.4	Conduct Midyear Perfomance Appraisal	Robust performance oriented culture established					1	PMS Unit
DCGAA-067	3.4	Conduct Annual Performance Evaluation	Robust performance oriented culture established					1	PMS Unit

HRD – Recruitment Unit

No.	Obj.	Activity	Performance indicator	Q1	Q2	Q3	Q4	Annual target	Responsibility
DCGAA-068	3.1	Conduct staffing needs analysis for various departmets	Competent HR sourced & deployed enterprise wide					1	Recruitment Team
DCGAA-069	3.1	Track all open positions due to resignation/death for recruitment	Competent HR sourced & deployed enterprise wide					1	Recruitment Team
DCGAA-070	3.1	Hire competent staff within various departments as Plan	Competent HR sourced & deployed enterprise wide					1	Recruitment Team
DCGAA-071	3.1	Liaise with GSD to ensure office space and logistics are provided for new staff	Competent HR sourced & deployed enterprise wide					1	Recruitment Team
DCGAA-072	3.1	Conduct staff orientation	Competent HR sourced & deployed enterprise wide					1	Recruitment Team
DCGAA-073	3.1	Liaised with training team to ensure staff induction and buddy system are done	Competent HR sourced & deployed enterprise wide					1	Recruitment Team
DCGAA-074	3.2	Collaborate with EDQARD to ensure that the new organogram is developed and approved	New organogram developed and approved					1	Recruitment & EDQARD