



ANNUAL REPORT FY2014/2015

LIBERIA REVENUE AUTHORITY
ELWA Junction, Paynesville, Monrovia, Liberia

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Foreword by the Commissioner General



The Fiscal year 2014-2015 saw the newly established Liberia Revenue Authority (LRA) making tremendous achievements in revenue administration and collection. Despite the challenges posed by the Ebola pandemic, and the inadequacy of required logistics, the revenue collection was notable, exceeding the annual domestic revenue forecast by US\$19.9M. This over-performance was the result of several initiatives undertaken by the LRA, including sensitization campaigns aimed at improving voluntary compliance, the strengthening of service delivery, various enforcement exercises, and the building of institutional capacities.

While the main focus of the LRA is on revenue collection to support the national budget, it also prioritized in this year the placement of old and new staff in various departments, divisions, sections and units. To this end, the LRA inherited 822 staffers from the former Department of Revenue of whom 362 were confirmed through an HR verification process. Of the inherited and confirmed staff, 343 were placed, while 19 were rolled over for placement in the next fiscal year.

The Authority moved into its headquarters at the ELWA junction in Paynesville, and set up some of the infrastructure needed to carry out its operations. In this regard, the Authority focused on maintaining partnerships with the private sector, the public sector and the donor community, thereby yielding dividends in gratuity of office space, and the partitioning and revamping of the IT and data center of the LRA. In its mandate to ensure its professional and operational integrity, the LRA drafted a series of Standard Operational Procedures (SOPs) and relevant Administrative Regulations for the various departments of the LRA. Audits and post-clearance audits were conducted by the Authority, all of which were geared toward ensuring the success of meeting the revenue targets for the fiscal year.

The achievements outlined in this report were realized as a direct result of the support from the Government of Liberia, the Board of Directors, the business community, development partners and all other relevant stakeholders. Moreover, the professional skills of the staff in their various functions made possible the achievements of the LRA in FY2014/2015.

In the coming Fiscal Year 2015/2016, the LRA strives to continue to serve its clients better through simplified and improved service delivery, taxpayers' educational schemes and personnel training programs. To this end, we call for greater partnership, cooperation and support from all stakeholders, partners, taxpayers, the business community, employees and the Government of Liberia, including the Legislature and the Judiciary.

A handwritten signature in dark ink, appearing to read 'Elfrieda Stewart Tamba', written in a cursive style.


Elfrieda Stewart Tamba
Commissioner General

ATTESTATION FOR LRA'S FY2014/2015 ANNUAL REPORT'S FINANCIAL INFORMATION BY
THE DEPARTMENT OF ADMINISTRATIVE AFFAIRS OF THE LIBERIA REVENUE AUTHORITY

The financial information presented in this Report has been prepared in accordance with International Public Sector Accounting Standards (IPSAS-Cash Basis) and under internal control measures, designed to assure the following:

1. That the financials in pages 48, 64 and 65 of this report do not contain material misstatements;
2. That the financials are a faithful representation of the underlying economic and financial reality reported; and
3. That the financials are truthful, accurate and complete in all material aspects.

Attested to this on the 17TH day of JUNE 2016 A.D.

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

**ATTESTATION FOR THE 2014-2015 ANNUAL REPORT BY THE DOMESTIC TAX DEPARTMENT OF THE
LIBERIA REVENUE AUTHORITY**

The data contained in this report on revenue collection by the Domestic Tax Department is presented in accordance with Section 7(2)(g) of the LRA Act, and it is hereby attested that:

1. The data in pages 26 to 33 and 44 of this report contain no material misstatements;
2. The data on revenue collection is a faithful representation of the underlying tax returns of the system; and
3. The data is truthful, accurate and complete in all material aspects.

Attested to this on the 29th day of July 2016 A.D.

By 
Mr. Darlingston Talery
Commissioner, Domestic Tax Department

**ATTESTATION TO THE 2014-2015 ANNUAL REPORT BY CUSTOMS DEPARTMENT OF THE LIBERIA
REVENUE AUTHORITY**

The data contained in this report on revenue collection by the Customs Department is presented in accordance with Section 7(2)(g) of the LRA Act, and it is hereby attested that:

1. The data in pages 34 to 43 and 50 to 63 of this report contain no material misstatements;
2. The data on revenue collection is a faithful representation of the underlying information retrieved from ASYCUDA; and
3. The data is truthful, accurate and complete in all material aspects.

Attested to this on the 29 day of July 2016 A.D.

By 
Mr. Saa Saamoi
Commissioner, Customs Department

List of Abbreviations

AfDB	African Development Bank
ASIU	Anti-smuggling Intelligence Unit
ASYCUDA	Automated System of Customs Data
ATAF	African Tax Administration Forum
BIVAC	Bureau of Inspection, Valuation, Assessment and Control
BOD	Board of Directors
CBL	Central Bank of Liberia
CBO	Customs Business Office
CET	Common External Tariff
CG	Commissioner General
CIF	Cost, Insurance and Freight Value
CIT	Corporate Income Tax
CSP	Corporate Strategic Plan
CTS	Collectorate Tax Section
CUF	Custom User Fees
DCGAA	Deputy Commissioner General of Administrative Affairs
DCGTA	Deputy Commissioner General of Technical Affairs
DTD	Domestic Tax Department
ECOWAS	Economic Committee of West African States
EDQARD	Enterprise Design and Quality Assurance Result Division
ERMCD	Enterprise Risk Management Compliance Division
EU	European Union
EVD	Ebola Virus Disease
FOB	Free on Board
FY	Fiscal Year
GDP	Gross Domestic Product
GOL	Government of Liberia
GSM	Global System for Mobile Communication
GST	Goods and Services Tax
HMRC	Her Majesty's Revenue and Customs
HRM	Human Resource Management
HRMP	Human Resource Management Policy
IAA	Internal Audit Agency
IAD	Internal Audit Division
ICT	Information and Communication Technologies
IFC	International Finance Corporation
IMF	International Monetary Fund
IPSAS	International Public Sector Accounting Standards
IT	Information Technology
KRA	Kenya Revenue Authority
LBDI	Liberia Bank for Development and Investment

LD	Liberian Dollar
LEC	Liberia Electricity Corporation
LITP	Liberia Institute of Tax Practitioners
LPRC	Liberia Petroleum Refining Company
LRA	Liberia Revenue Authority
LRC	Liberia Revenue Code
LTD	Large Tax Department
MFDP	Ministry of Finance and Development Planning
MIS	Management Information System
MOJ	Ministry of Justice
MSMTD	Micro , Small and Medium Tax Department
NASSCORP	National Social Security and Welfare Corporation
NCB	National Competitive Bidding
NOCAL	National Oil Company of Liberia
NRARS	National Revenue Accounting Reconciliation Section
NRTU	Natural Resources Tax Unit
OCC	Office of Chief Council
OECD	Organization for Economic Cooperation and Development
OPRS	Office of Professional Responsibility Section
OTA	Office of Technical Affairs
PED	Professional Ethics Division
PIT	Personal Income Tax
RETD	Real State Tax Department
PSSPD	Policy, Statistics and Strategic Planning Division
SEGAL	Security Expert Guard Agency of Liberia
SIGTAS	Standard Integrated Government Tax Administration System
SMS	Security Management Section
SMS	Sector Ministries Section
SOP	Standard Operating Procedure
TAS	Tax Administration System
TBO	Tax Business Office
TOT	Training of Trainers
TPSD	Taxpayer Services Division
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
USD	United Stated Dollars
ZIMRA	Zimbabwe Revenue Authority



Figure 1: LRA Headquarters, Paynesville, Monrovia. Liberia

LRA's Mission

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

LRA's Vision

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

Executive Summary

The Liberia Revenue Authority came into being on July 1, 2013 through a law enacted by the National Legislature. It replaced the Department of Revenue (comprising the Bureau of Internal Revenue and the Bureau of Customs and Excise) at the former Ministry of Finance. The LRA's mandate is to *“administer and enforce revenue laws in accordance to the Liberia Revenue Code (and other related laws under which it is assigned responsibility) for the purpose of assessing, collecting, auditing, and accounting for all national revenues, to facilitate legitimate international trade and customs border management-enforcement.”* In light of ensuring the administration of its assigned responsibilities, the Liberia Revenue Authority is pleased to present its annual report for FY2014/2015. The report highlights initiatives embarked upon by the LRA as well as challenges faced during period.

Revenue Collection: During the first year of its operation as a semi-autonomous body, the Authority has had commendable success along the primary avenue of its mandate, the collection of national revenues. The actual consolidated collection of domestic revenues exceeded the corresponding forecast by US\$19.9M in FY2014/2015. To achieve the revenue target, the LRA undertook various initiatives, such as sensitization campaigns aimed at improving voluntary compliance, strengthening of service delivery, enforcement exercises, systematic structuring and re-engineering of internal business processes, and the execution of various audits.

Transition of staff and facilities: The Authority also transitioned to its headquarters at the ELWA junction, Paynesville, and fully assessed and placed 83% of the 822 staff inherited from the Department of Revenue into suitable positions, as well as recruited 166 well-qualified personnel to fill some existing human capacity gaps during the same period. Further, modern job tools and work spaces were provided to all LRA staff.

Fight against corruption: To preserve the integrity of the Authority, the LRA also made efforts to combat corruption during FY2014/2015. These efforts targeted employees of the LRA who may have engaged in unscrupulous acts, as well as the business community on account of tax evasion, smuggling, under-declaration and other tax frauds. Extensive internal and external intelligence-gathering exercises on illegal activities have been undertaken. The results of these undertakings range from administrative and legal actions against the offending parties.

Strategic Management System: An effective and efficient revenue administration requires improved internal systems based on strategic management practices. To this end, the LRA has drafted a Five-Year Corporate Strategic Plan, an Annual business plan for FY/2015-2016, and work plans for each Department and Division of the LRA. Monitoring the progress along these plans is crucial, and thus employee and corporate performance measurement systems are also being implemented. These efforts were done in close collaboration with the International Monetary Fund's (IMF) Fiscal Affairs Department. The Corporate Strategic Plan delineates four broad strategic goals that LRA seeks to achieve between 2016 and 2020:

- 1) Goal 1: Administer Revenue Legislation in an effective, fair and transparent manner.
- 2) Goal 2: Maximize voluntary compliance.
- 3) Goal 3: Build an effective institution at all levels through excellence in leadership, accountability, technical and real infrastructural capacities
- 4) Goal 4: Transform revenue administration by utilizing effective information and communication technology (ICT)

Taxpayer Outreach Programs: During the reporting period, the management of the Revenue Authority became aware of the generally low compliance rates across tax types, the low levels of tax awareness among taxpayers, and the rapidly changing needs of taxpayers. Concurrently, the highest priority of the LRA for the period was to deliver quality and efficient services to its clients. Substantial efforts were made by LRA's Taxpayer Services Division (TPSD) to build tax awareness among the public through various outreach programs. Informational materials that were disseminated widely include forms, brochures, posters, billboards, radio talk shows, and community engagements. On account of these educational and other enforcement endeavors, compliance levels have risen substantially, with the tax base growing at 5% monthly. The tax roll currently holds almost 23,000 taxpayers, and real estate tax is being assessed on more than 10,500 properties. Further advancement is expected in FY/2015-2016 as the TPSD anticipates stepping up the awareness campaigns, and the Domestic Tax Department conducts additional property assessments and enforcement exercises.

Enforcement Exercises and Audits: To ensure the proper administration of the Liberia Revenue Code (LRC) and the fair, equitable and transparent enforcement of regulations within the LRA's jurisdiction, the Authority conducted several audits and post-clearance audits of taxpayers based on established audit selectivity criteria. The results of the audits enabled bills to be generated and served to the concerned clients, and enforcement actions were undertaken to recover the assessed revenues. In addition, the LRA's Internal Audit Department conducted internal audits of the LRA's business processes, customs and tax business offices to construct an entity-wide-risk profile. This exercise produced a risk analysis that identified the weaknesses and challenges faced by the Authority in FY2014/2015, and identified directions for LRA's executive management to mitigate the challenges.

Collaborative partnerships: During FY2014/2015, the LRA collaborated with a variety of local stakeholders and external partners, including the UNDP, USAID, OECD, AfDB, IFC and others. Key partnerships include:

- 1) The United National Development Programme (UNDP) supported the construction of LRA's data center, and provided additional ICT support and equipment, which have significantly improved the LRA's data management processes.
- 2) The International Monetary Fund (IMF) provided extensive support in establishing LRA's Strategic Management System.
- 3) The United States Agency for International Development (USAID) helped upgrade the service delivery at the revenue collection windows placed in different line ministries and agencies, and enabled the procurement of necessary equipment at the LRA Business Offices.

- 4) In the same period, the LRA began extensive research on establishing collaborative partnerships with other Revenue Authorities, especially in Africa, to explore learning opportunities for revenue administration. Learning missions were conducted with institutional counterparts at the Zimbabwe Revenue Authority and (ZIMRA) and the Kenya Revenue Authority (KRA).
- 5) The LRA also participated in regional conferences and knowledge-sharing through the African Tax Administration Forum (ATAF) and the Addis Tax Initiative.

Launch of LRA website: The rapid spread of information technology has crucially affected every corner of the world. Engaging proactively with the ICT boom engenders unparalleled opportunities for informational and other exchanges between institutions and individuals. Accordingly, the LRA developed and launched its website (www.lra.gov.lr) in FY2014/2015. The website is continually updated to include a comprehensive repository of taxpayer education materials, communication highlights, revenue-related regulations, rulings and interpretations, FAQs, forms, job opportunities at the LRA, and a platform to communicate and interact with LRA staff.

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

- 1) In collaboration with the MFDP, the LRA has begun reviewing the Liberia Revenue Code (LRC) in an effort to draw up a proposal of key recommendations to enhance and simplify the Code.
- 2) In line with obligations to ECOWAS, the LRA will begin the transition to ECOWAS Common external Tariff (CET) in FY/2015-2016.
- 3) The authority also plans to automate business processes and tax payments through enabling various e-services, as a means of reducing compliance costs for taxpayers.
- 4) The LRA's IT platforms (ASYCUDA, TAS and SIGTAS) used to collect and account for national revenues) are not currently interfaced for the streamline exchange of revenue data. The LRA has begun exploring opportunities to interface the systems.
- 5) The LRA will draft and implement the Domestic Revenue Mobilization strategy in line with the post-2015 Sustainable Development Agenda, the Addis Ababa Action Agenda and the Corporate Strategic Plan.

Major Challenges: Despite the impressive gains made during the first year of operations, inadequate logistical support, the unexpected scourge of the EVD epidemic and other difficulties proved a hindrance to LRA's operations. Significant challenges that faced the LRA include low levels of taxpayer compliance, a vast and hard-to-tax informal sector, limited internet connectivity, and inconsistent power supply at the Authority Headquarters as well as its business offices in the counties. These issues need to be overcome in order to sustain and improve future revenue outturns. Overall, addressing the funding constraints at the LRA would enable it to invest in advanced tax administration technology and tackle the aforementioned challenges, and in turn facilitate tax base expansion, domestic resource mobilization and the protection of legitimate trade.

The report is structured in ten sections. Section 1 describes the economic environment of the period under review, to provide a context to LRA's operations. Section 2 details the organizational structure of the LRA. Section 3 summarizes the activities of the board for FY2014/2015. Sections 4 and 5 details the operations of Domestic Tax and Customs tax departments respectively. Sections 6, 7 and 8 describe the general, technical and administrative affairs of the LRA in FY2014/2015 respectively. Section 9 relates to the Internal Audit Division's activities in the period under review. Section 10 details the revenue performance of the fiscal year. While, Sections 11 and 12 highlight the key challenges and achievements of the LRA in this period respectively. Section 13 presents the notes on the unaudited financial statement attached as an appendix, and Section 14 concludes.

1. Economic Environment in FY2014/2015

The Liberian economic environment during the fiscal year 2014–2015 was characterized by an unfamiliar and deadly phenomenon: the spreading pandemic of the Ebola Virus Disease (EVD) that threatened to engulf the entire Mano River Union group of countries. The Ebola Virus was a dangerous hazard that disturbed Liberia's economic and social stability, and necessitated the diversion of scarce resources of human and economic capital to the pursuit of its eradication.

As a result of the epidemic, the real Gross Domestic Product (GDP) rate plummeted. As against the predicted rate of 8.7% (forecasted in 2013), the real GDP rate in FY2014/2015 was estimated to be 1.2%. An estimated average inflation rate of 9.9% was observed for the fiscal year in review, mainly on account of the declining production of domestic food crops. The nominal exchange rate (LD/USD) depreciated by 0.9%. Indeed, the Central Bank of Liberia (CBL) aggressively pursued a sterilization and stabilization program to prevent excessive depreciation of the exchange rate. Despite the improving terms of trade (occasioned by the depreciating exchange rate), exports fell in FY2014/2015, caused by a slowdown in Liberian production (another result of the devastating epidemic).

Despite these negative economic trends in the period under review, the economy experienced mixed effects due to the welcome bilateral, multilateral and philanthropic interventions in response to the EVD epidemic. The Liberian National Budget – passed in November, 2013 – was frontloaded by bilateral and multilateral assistance from the donor community. The impacts of the EVD outbreak echoed through the economy as the government's priorities shifted to preventing the further spread of EVD, restructuring and resuming public health services, re-igniting growth in employment prospects, and increasing household incomes. As a consequence, the economic trajectories of the ensuing FY2015/2016 are expected to gradually return to their pre-EVD levels.

With respect to the collection of domestic revenues, actual collection (US\$437.2M) exceeded the approved Budget forecast of US\$417.2M by 5%. This figure is further disaggregated in Section 10 to show the details in underlying tax lines. As the Liberia Revenue Authority continues to pursue and improve upon the means and methods of revenue administration, current estimates indicate that the horizon for a more robust domestic revenue mobilization is possible in the medium term.

2. Organizational Structure of the LRA

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

The CG reports directly to the Board of Directors (BOD), but retains a functional accountability to the Ministry of Finance and Development Planning (MFDP). The CG is also the Chief Executive Officer and Secretary to the BOD.

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

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

Of the internal constituents of the LRA, as is the case with all Governmental ministries and agencies, the LRA is comprised of many functional areas. The first is the Internal Audit Department (IAD) which is currently headed by a Director, who reports to the Board of Directors and the Internal Audit Agency (IAA) of the Government. The IAD head also has a functional reporting relationship to the CG.

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

1. The Professional Ethics Division is charged with the important responsibility of monitoring and maintaining the integrity of the LRA staff.
2. The Policy, Statistics and Strategic Planning Division is responsible for timely data reporting, liaising with local and international partners and economic and statistical research for policy purposes.
3. The Legal and Board Affairs Department handles the legal affairs of the LRA, including the prosecution of non-compliant taxpayers in the tax court.
4. The Communications, Media and Public Affairs Section is in charge of liaising with the media and maintaining LRA's public image.

3. Activities of the Board of Directors

Section 10(1) of the LRA Act of 2013 provides that the LRA Board shall be responsible to provide general governance and strategic direction of the management and organization of the LRA, planning and reporting, financial management and administrative policies, and expenditures so that the LRA's objective can be achieved. To carry out its mandate, the Board meets at least once every three months for the conduct of business.

During the period under review, the Board held four (4) statutory meetings and one (1) call meeting. The following resolutions were reached by the Board:

- 1) Resolution to adopt the Human Resource Management Policy of the LRA.
- 2) Resolution to adopt the Professional Ethics and Code of Conduct of the LRA.
- 3) Approval of Messrs. Saa Saamoi and Darlington Talery as Commissioners of Customs and Domestic Tax respectively.
- 4) Resolution to adopt the Liberia Revenue Authority Corporate Strategic Plan.
- 5) Approval of the Draft Expenditure Budget of the LRA.

4. Domestic Tax Department

The Domestic Tax Department (DTD) is one of the core business arms of the Liberia Revenue Authority. DTD is in charge of collecting national domestic revenues. DTD is comprised of six functional areas, structured as follows:

Figure 2: Domestic Tax Department Organogram



The main objective of the department is to increase the number of taxpayers and to control related operations. Also, DTD works to improve taxpayers' compliance and the collection of revenue yield to the Government.

The Natural Resource Tax Unit (NRTU) was established in 2012, however until June 2014, the Unit functioned mostly in an advisory role to the Large Tax Division. Since July 2014, NRTU has been fulfilling its main objective of assessing, auditing and collecting the lawful revenues from the natural resources sector.

During the current period DTD has accomplished its 4 core functions:

- 1) **Control of taxpayers' returns:** During the course of the fiscal year, the Department recalibrated the function into the management of taxpayers return profile according to sectors. The objective of the new approach is to adequately control and validate taxpayers by economic sectors, i.e., manufacturing, merchandising, natural resources, inter alia. The new approach enables DTD officers to assess taxpayer's declarations disaggregated by tax types and by sectors, and thereby inform authorities of the relative levels of performance and needed interventions. To date, the Department was successful in structuring the team management of taxpayers' profiles both by personnel and in the automated environment. However, the structure is still a work in progress.
- 2) **Services:** During the year in retrospect, the Department liaised with the Taxpayer Service Division to host a series of tax education and awareness seminars targeting a number of economic sectors, including banking, realty management, manufacturing, diamond dealers and brokers association, and merchandising. Certain business communities such as the Chinese and Fula Communities were also specifically sought out, to extend contextually relevant taxpayer education. Additionally, the Department also reached out to the Liberia Marketing Association, the Federation of Road Transport Association, the Genuine Road Transport Association, the Association of Agriculture Concession, the Forestry Sector as well as the Mining Sector. These interactions led to increase in the compliance level of the Forestry Sector by 15%.
- 3) **Audit:** The Department has instituted a risk management program for audit, and has developed a risk criteria for selection of audit cases. To date, the Department in collaboration with the IMF/FAD, is

finalizing the sector-specific audit program for the telecommunications and hotels sectors. For FY 2014/2015 the Audit Program contributed about 5% of revenue generation through additional assessment mainly from issue audits, i.e., withholding tax obligations.

- 4) **Collection and enforcement:** During FY 2014/2015, the department's tax debt management program contributed to about 10% of the revenue envelope. Debts were collected notably from the Forestry Sector as well as the banking sector as a result of additional assessment from withholding obligations. To date, the department's debt inventory is US\$ 6.3M; this excludes amounts in cases submitted for legal action (US\$ 27M) as well as debt owed by State-owned Enterprise (US\$ 1.8M).

The advent of LRA's operations in July of 2014 coincided with the deadly Ebola Pandemic that affected the smooth launch of the Department's compliance programs and threatened to erode the collection of taxes. Additionally, other challenges encountered by the Department included:

- 1) The timely provision of logistics and supplies to the various divisions of the Department;
- 2) The uncertainty of staff of their status during the transitional process;
- 3) The constant malfunctioning of the SIGTAS system. This led to poor service delivery to our customers, i.e., the taxpayers;
- 4) The insufficient number of staff allocated in some divisions of the Department.

The Department's quest to improve voluntary compliance resulted in various interventions during FY2014/2015:

- 1) The Department introduced a new GST Return form for the GSM sector. This has led to full disclosure of both call time and data sales on the various platforms of the service providers.
- 2) The Department introduced a new GST Return form for the Hotel Sector. The Form fully highlights sales and services provided by service providers and local manufactures, and brings to the lime light GST incentives for investments and well as exempt GST sales. These features were not previously seen on the erstwhile generic GST Return.
- 3) A new Excise Tax Return form was also introduced. The objective is to ensure full disclosure of ex-factory sales of local manufacturers.
- 4) There were several in-house refresher trainings conducted for auditors, enforcers and compliance analysts. The objective of these trainings is to provide continuous professional capacity development for staff that optimizes the Department's productivity and helps it to stay on par with international best practice vis-a-vis taxation.
- 5) The reorganization of the Department's Audit program which now is focused in economic sectors. The objective is to create specialization and expertise of capacities of the staff that will optimize the output of the department.

The department is considering four transitional programs:

- 1) The Department is actively involved in the protection from tax evasion, avoidance, dodging, treaty shopping, illicit flows of capital, anti-money laundering, inter alia; ensuring that Liberia's tax base increases.
- 2) The Department is actively working with the World Bank Group to ensure the regulation of transfer pricing, the training of its auditors and other relevant staff in how to effectively combat transfer pricing abuses and manipulations, as well as the development of THIN Capitalization Rules which will stop aggressive interest spending by large entities via the deployment of their capital.
- 3) The Department is actively engaged with the OECD Global Forum on Transparency and Exchange of Information for Tax purposes to ensure that Liberia meets the last three triggers of Phase I of the Forum's initiatives. The Department, through the Office of the Commissioner General, is on the verge

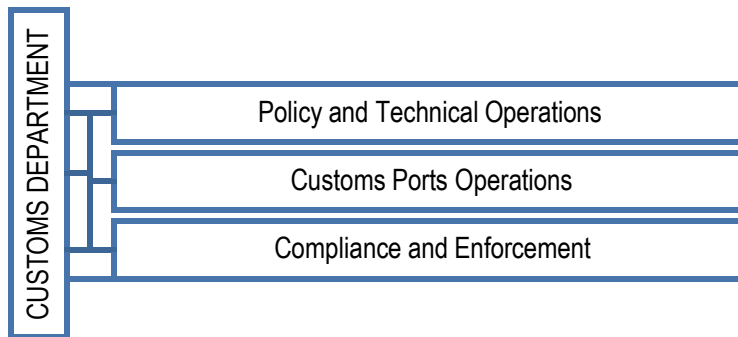
of requesting a supplementary review of its Phase I program. This will ensure that Liberia continues the fight against money laundering, illicit capital flows, transfer pricing, etc.

- 4) The Department is in negotiation with the International Air Transport Association to ensure that Liberia collects its fair amount of tax revenue from the sales of airline tickets from source, i.e., from the clearing house in which all air transport operators accounts are cleared. This initiative is to improve the efficiency of billing and collection of taxes from the sales of tickets that is currently experiencing some revenue leakages as a result of sales of tickets via the internet and agencies outside Liberia.

5. Customs Department

The mandate of the Customs Department is to administer and enforce all Customs laws of the Revenue Code of the Republic of Liberia and other laws relevant to the collection of lawful taxes and facilitation of legitimate trade. The structure of the department is as follows:

Figure 3: Customs Department Organogram



To effectively carry on its mandate in the face of the changing global trade environment, the Customs Department embarked on several reform and modernization activities during the period under view. For the period under consideration (FY2014/2015 July- June), the Department of Customs recorded US\$ 177.8M as total revenue collected against a projection of US\$144.7M thereby resulting into a revenue over performance of US\$33M.

Regulatory Activities: The Department drafted nine (9) Administrative Regulations, including IPR and broker licenses regulations, which were reviewed by customs administration, and submitted to Senior Management and legal Department of the LRA for further review and approval. Furthermore, three (3) SOPs and five (5) MoUs including LPRC, China Union, and APM Terminal were drafted and submitted to senior management and the legal Department for review and comment. The Department, also in collaboration with Domestic Tax and other Government agencies, signed a memorandum of understanding with Bea Mountain. The purposes of these legal instruments are to institute tax measures that enhance lawful revenue collection. Nevertheless, only the overtime administrative regulations was approved and put into effective over the period.

Dispute Settlement: The Department recorded and resolved 49 appeal and dispute cases filed by the business community. Customs also issued a binding decision on tariff classification of goods over the period.

Bonded Goods: During period Jul- Dec, 2014 9,034 assorted products with total CIF values of US\$27.02M were bonded. This includes 8,233 bonded goods brought forward from the previous year and 801 products bonded over the period. Out of the total bonded goods 5,555 assorted goods with corresponding CIF values of US\$11.78M were withdrew from the bonded warehouse. The balance carried forward to the current fiscal year

totaled 3,479 with correspondent CIF values of US\$15.81M. Meanwhile, the total duty paid for the withdrawal of bonded goods for the period amounted to US\$2.34M while exemption on bonded goods withdrawal amounted to US\$ 4.02M.

Transshipment: There were two (2) transshipments over the period with a total bond value of U\$3,737.64 and a bond fees of U\$324.61, all were destined to Ghana.

Compliance & Enforcement Intervention: There were One Hundred and Six (106) Anti-Smuggling and Intelligence interventions. The values of those interventions include U\$264,897.12 and LD\$ 10,650,000. However, there was no case referred to legal for prosecution during the period.

Challenges: The Department continues to encounter constraints in the performance of its responsibilities. These include but not limited to the lack of operational vehicles, inadequate manpower, lack of specialized training and exposure of staff, lack of internet facility for many staff, etc.

6. General Affairs

Four divisions within the LRA report directly to the Commissioner General, and comprise the general affairs of the LRA. They are shown in the organogram below (Figure 4).

Figure 4: General Affairs Organogram



6.1 Professional Ethics Division

The Professional Ethics Division (PED) of the LRA has the mandate to investigate all allegations of employees' misconduct through an unbiased and transparent investigative process. The Division's mission is to safeguard the integrity of the Authority to maintain public trust in the LRA. During FY2014/2015, PED performed the following tasks:

- 1) Initiation of investigations on a total of 54 cases of employee misconduct. Of this total, 51 were concluded and submitted to management for further action while three (3) cases are still pending investigation. Consequently, management actions ranging from suspensions, warnings, clearances and dismissals were meted out against the reported employees.
- 2) The PED also collaborated with other units within the LRA, including Anti-Smuggling & Intelligence Unit (ASIU), in developing legally actionable intelligence-gathering plans and participated in a number of successful anti-smuggling operations with the ASIU. Most of the cases resulted in tax-related criminal prosecutions by LRA's Legal & Board Affairs Department in conjunction with the local County Prosecutors.



Figure 5: The PED and ASIU, backed by law enforcers, nab an alleged smuggler for bringing in 872 undeclared items

6.2 Legal and Board Affairs Department

The Legal and Board Affairs Department is charged with representing the government in conjunction with the Ministry of Justice (MOJ) in all revenue related matters – Civil and Criminal. It is also charged with representing the LRA as a body corporate in all non-revenue related matters, such as those related to labor and contracts for goods and services. Further, the Department has several educational functions, such as the publishing of revenue procedures instructing taxpayers on the preparation of various returns and appeals, among other things. This Department also assists with the drafting of regulations and new statutes, and amending existing statutes. During FY2014/2015, the Legal Department rendered the following services:

- 1) Prosecution of ten criminal cases, six of which were completed with favorable results and the remaining four are still ongoing.
- 2) Three labor cases were filed against the LRA and are still ongoing at the Ministry of Labor.
- 3) Litigation of five civil cases, of which three were completed with favorable results at the Supreme Court of Liberia. In the first three and only appearances before the Supreme Court of Liberia, involving adversaries such as a member of the judiciary, one of the largest multi-national enterprises in Liberia, and one of the largest and most prestigious Liberian law-firms, the LRA legal team was unmatched in its brilliant advocacy. Of the remaining two civil cases, one was won at the Civil Law Court and the ruling is awaiting before the Tax Court for the other.
- 4) The Objections and Protests Panel of the Legal Department received five objections and protests from taxpayers. The Panel heard the objections and was able to decide one and submitted the decision to the Commissioner General (CG) for finalization. The Panel still has two objections and protests hearing ongoing, one awaiting trial and one was withdrawn by the taxpayers after the first sitting.
- 5) Preparation of five regulations, fourteen legal opinions, ten memorandums of understanding, twenty-two contracts, fourteen terms of reference for contractors, over a hundred correspondences, and conducted two workshops.

The Department has influenced collection in domestic tax by examining international transactions intended to avoid taxes and have been successful in the recoupment of over three million dollars – in customs and domestic tax including real estate. This included our assistance in helping the Real Estate Tax Division to collect over US\$200,000 in two days. As the new fiscal year begins, we see our work increase four-fold or more but expect the same excellent results.

6.3 Policy, Statistics and Strategic Planning Division

The Policy , Statistics and Strategic Planning Division (PSSPD) is responsible for coordinating donors' technical and other assistance, advancing LRA's domestic, regional and international partnerships, and coordinating and leading the development of the organizational strategic vision and the concurrent departmental business plans by articulating the Authority's objectives and medium term outcomes. Other areas of the Division's mandate include conducting policy research, improving policy implementation by designing appropriate administrative and other procedures, identifying and correcting any issues within the Liberia Revenue Code (LRC), and conducting institutional capacity gap analysis and recommending pertinent capacity enhancing initiatives. During FY2014/2015, the division's key support to LRA's institutional development lay in the following areas:

- 1) Drafting of the LRA 5-Year Corporate Strategic Plan (CSP) and the concurrent 2015/2016 Business Plan and institutional work plans.
- 2) Design of the tax procedures for the Liberia Government to adopt the Millennium Challenge Compact of US\$256.7M.
- 3) Conducted revenue forecast in coordination with MFDP for FY/2015-2016 and as well as prudent revenue risk profile for the FY2014/2015 budget which adequately informed revenue collection and over-performance.
- 4) Conducted learning missions with institutional counterparts in Zimbabwe and Kenya. Lessons from these countries have contributed towards improvement in defining the overall strategic and operational direction of the Authority.
- 5) Coordinated domestic partnership with donors and development partners including the UNDP, USAID, OECD, AfDB, IFC and others. The Division also initiated international partnerships by requesting the signing of MoUs



Figure 6: DCGTA (LRA) Ms. Deontee King-Sackie and ZIMRA Commissioner General Mr Gershem T Pasi, flanked by team members in Harare, Zimbabwe (May, 2015)

with Kenya Revenue Authority (KRA), Zimbabwe Revenue Authority (ZIMRA), Her Majesty's Revenue and Customs (HMRC). The Division also participated in regional conferences and knowledge-sharing through the African Tax Administration Forum (ATAF) and the Addis Tax Initiative.

- 6) Drafted tax proposals for generation of additional revenue from Customs User Fees (CUF), Surtax on outbound GSM calls, alcoholic beverages, fisheries, etc.
- 7) Drafted the First Quarterly Revenue Outturn.

To strengthen its operational effectiveness, the division's statistics and revenue forecasting capacity still requires capacity improvement, which is a priority for the upcoming fiscal year.

6.4 Communications, Media and Public Affairs Section

The Communications, Media and Public Affairs (CMPA) Section of the Liberia Revenue Authority (LRA) is responsible for disseminating factual, clear and accurate information about the LRA to the public through media engagements. The section also regularly disseminates educational information on tax education/collection and taxpayer responsibilities, to units, divisions and sections within the LRA. During FY2014/2015, the Section continued building strong relations with the Liberian media through timely and professional information dissemination, responded to queries from the media and the public, countered misinformation and disinformation regarding the LRA, and issued press releases on LRA activities. The section's major achievements in FY2014/2015 lay in the following areas:

- 1) Developed an overarching Communications, Media and Outreach strategy.
- 2) Built a strong media partnership including an emergency media response team.

- 3) Drafted and issued upon approval 30 press releases.
- 4) Published and broadcasted 45 public service announcements, alerts and government notices authorized by various LRA units and sections, on at least 30 urban and rural radio stations across the country.
- 5) Expanded coverage on the LRA from three newspapers to at least 16, including all major newspapers.
- 6) Facilitated more than 15 radio talk shows on various issues, of which 12 were in Monrovia and 3 were in Bong and Nimba Counties.



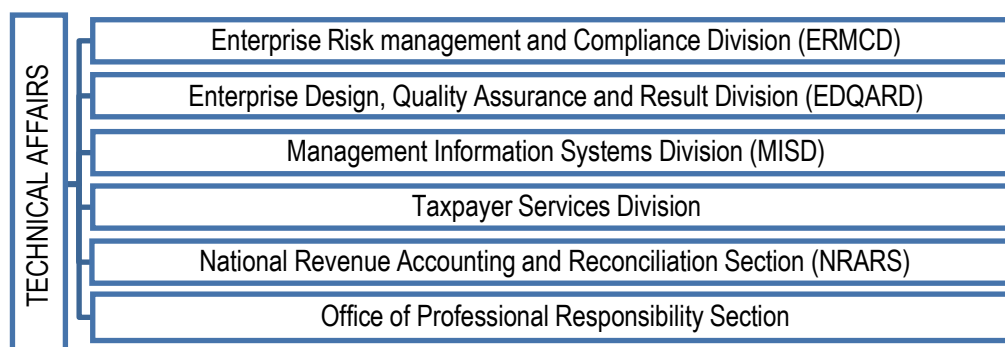
Figure 7: Commissioner General Elfrieda Tamba addresses the press in June 2015

- 7) Established a partnership with the Blind School of Liberia to translate the Liberia Revenue Code into braille as part of its taxpayers' education campaign.
- 8) Strengthened internal communication processes for staff to be able to clearly articulate LRA activities to the public. The Section ensured that each section, unit and division got a mini bulletin for internal information dissemination.
- 9) Facilitated mass media coverage on 10 major events including two LRA press conferences, distribution of vehicles, USAID donation, PED graduation, and three enforcement and seizure exercises, among others.
- 10) Established an effective media monitoring mechanism of print, broadcast and social media, with weekly reports produced and circulated to Senior Management.

7. Technical Affairs

The technical affairs of the LRA are overseen by the Deputy Commissioner General of Technical Affairs (DCGTA). Six divisions comprise LRA's technical affairs, as seen in the organogram below (Figure 8).

Figure 8: Technical Affairs Organogram



7.1 Enterprise Risk Management and Compliance Division

The Enterprise Risk Management and Compliance Division (ERMCD) conducts compliance evaluations of the LRA's operating systems and activities to ensure that business operations are aligned with internal controls, policies and procedures as well as applicable laws and regulations. The Division also works to prevent and/or detect misconduct, fraud, waste, and abuse within the LRA. The ERMCD aims to establish control and oversight to continuously monitor and improve the organization's risk management processes in a changing environment.

During the FY2014/2015, the Division performed the following activities:

- 1) SWOT analysis to identify the strengths (S), weaknesses (W), opportunities (O) and threats (T) of the Division to enable the reengineering of businesses processes.
- 2) Formulation of ERMCD's work plan to guide activities and prioritized the allocation of resources toward high risk areas and
- 3) Commencement of enterprise risk assessment of all stakeholders within the LRA. The process involved identification, assessment, mitigation and continued monitoring of existing and emerging risks that could affect the attainment of the LRA's objectives. All identified risks were placed into LRA's risk registry along with mitigation measures as well as responsible parties for implementation.
- 4) Drafting of LRA's Risk Management Framework to guide the risk management activities with respect to all taxpayers and business enterprises.
- 5) Compliance review for Customs and Tax audit processes covering ASYCUDA Selectivity & rerouting processes (to ensure that importers are targeted based on Risk Management ASYCUDA selectivity criteria). This exercise aimed to ascertain the full adherence to the regulatory framework and required standards of audits.

7.2 Enterprise Design, Quality Assurance and Results Division

During FY2014/2015, the Enterprise Design, Quality Assurance and Results Division (EDQARD) performed the following tasks:

- 1) Review and improvement of the standard operating procedures (SOPs) for the Customs Department, DTD, EDQARD, and Taxpayer Services Division (TPSD).
- 2) Development of two SOPs for Revenue Receipts management at banks and Revenue Receipts management in the LRA business offices.
- 3) Development of job profile for the National Revenue Accounting Reconciliation Section (NRARS).
- 4) An Annual business plan for the whole institution was developed and implemented to achieve the main goals of the LRA.
- 5) As part of the implementation process, field engagement exercises were conducted in the Department of Customs with fifty six business process identified within twenty four Sections and Units.

7.3 Management Information Services (MIS) Division

The Management Information System (MIS) Division typically leads Information Technology (IT) back-office operations, network administration, systems program development and acquisition efforts. MIS Division also provides expertise in choosing and operating technology solutions for the Authority's lines of business such as Customs and Domestic Tax administration, Finance & Human resource management, and other enterprise-wide activities such as security and business continuity planning. During the period under review, the MIS Division performed the following tasks:

- 1) The upkeep and maintenance of the LRA's IT systems and equipment, i.e., ASYCUDA and SIGTAS used to collect and account for National Revenue.
- 2) Design and launch of LRA's website.
- 3) Training for users of the available automated systems of the LRA.

Important priorities remain for the MISD to focus on in ensuing years. They include:

- 1) Institutionalization of fully automated MIS, including a management dashboard and automated reporting for better decision making by senior management.
- 2) Institutionalization of fully automated HRM system



Figure 9: Screenshot of LRA's website on 28 Dec, 2015
(www.lra.gov.lr)

Through extended collaboration with external partners, such as Adam Smith International and USAID, the MISD of the LRA is confident of making significant gains in these areas in the upcoming fiscal years.

7.4 National Revenue Accounting and Reconciliation Section

The National Revenue Accounting and Reporting Section (NRARS) of the LRA is responsible for the provision of proper revenue accounting services, accountability and protection of the National Revenue and revenue instruments in accordance to international accounting standards. With this objective, during FY2014/2015, NRARS successfully reconciled accounts, an exercise that resulted in fines being levied on certain commercial banks for the failure of timely provision of GOL revenues to the Central Bank of Liberia. The Banks have subsequently deposited the fines and levies into the General Revenue accounts at Central Bank of Liberia.

7.5 Taxpayer Services Division

The Taxpayer Services Division (TPSD) has the important responsibilities of providing information regularly to all taxpayers, and that of responding in a timely manner to those seeking specific information from the LRA. Additional responsibilities of the Division include the effective management of the risk of taxpayer non-compliance and increasing the levels of voluntary compliance through taxpayer education. To effectively execute its goals, TPSD operates two sections that support the activities of the Domestic Tax and Customs Departments nationwide. They are:

- 1) Registration, Returns Processing and Bank Services Section
- 2) Inquiries, Complaints and Taxpayer Education Section

The two sections of the TPSD provide a menu of modern services which include quick service registrations, returns processing, tax payments, targeted tax clinics, community registrations, awareness programs and remote customer support via call/chat. These services are can be accessed by taxpayers across the country at various points of service such as: one-stop-shop service centers, stand-alone service windows within government ministries/agencies or satellite service offices in areas with high commercial trade.

During FY2014/2015, to ensure that potential taxpayers have the information they need to voluntarily comply with the Liberia Revenue Code TPSD performed the following tasks:

- 1) Awareness activities both on-site and off-site, as well as collaborating with relevant departments within the LRA for improvement of revenue collection.
- 2) Distribution of Domestic Tax and Customs forms, brochures, posters, flyers to clients, and commissioning educational messages on billboards at strategic locations.
- 3) For the same period, the LRA launched its new website which is managed and populated by this section.



Figure 10: Tax Clinic for Businesses held on September 25, 2015 in the Large Tax Division at the LRA Headquarters

7.6 Office of Professional Responsibility Section

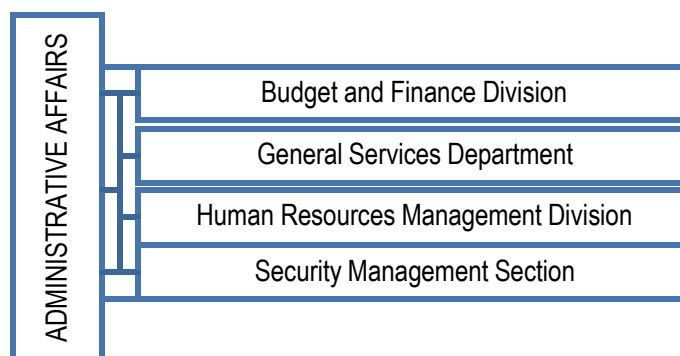
The Office of Professional Responsibility Section (OPRS) has been newly created to deal specifically with issues relative to tax practitioners and customs brokers. The section ensures that LRA's policies relating to external tax practitioners' and customs brokers' operations are upheld. During FY2014/2015, OPRS provided the following services:

- 1) Assistance in resolving the leadership crisis within the National Customs Brokers Association of Liberia through a number of meetings which culminated into the election of a new code of officers.
- 2) Commencement of engagements with the Liberia Institute of Tax Practitioners (LITP) to ensure the review of the draft Act establishing the LITP.
- 3) Proper mechanisms are being put in place to govern the process of licensing customs brokers and tax practitioners next year.
- 4) Drafting of regulatory instruments governing the licensing requirements for customs brokers and tax practitioners.
- 5) Review of external stakeholders' applications for ASYCUDA access, as a result of which 78 entities were recommended for public access and 89 for private access.

8. Administrative Affairs

The Administrative affairs of the LRA are overseen by the Deputy Commissioner General of Administrative Affairs (DCGAA). Four divisions comprise the administrative affairs, as shown in the organogram below (Figure 11):

Figure 11: Administrative Affairs Organogram



8.1 Budget and Finance Division

The objective of the Budget and Finance Division is to create and monitor the overall budget of LRA through strategic budgeting – requiring research on meeting revenue levels based on demand forecasting, cost containment, cash flow management, procurement servicing, tax management planning and accurate record keeping. During the inaugural year under this mandate, the Division proud to inform the public that it was successful in a number of its endeavors, including:

- 1) The overall operationalization of the LRA through comprehensive financial management.
- 2) The transfer of 70% of LRA's staff from the Department of Revenue at the MFDP to the LRA, to whom outstanding salaries as well as motivational pay increases were paid.
- 3) The garnering of extra cash flows to the Government of Liberia Consolidated Account.
- 4) The institution of strong internal controls which closed domestic resource mobilization leakages, resulting in the institution's revenue over-performance despite the Ebola epidemic.
- 5) The substantial completion of partitioning work at the LRA Headquarters.

For the Fiscal Year 2014/15, the Ministry of Finance and Development Planning (MFDP) allotted and disbursed the amount of US\$13.1M and this amount represents 100% of the total LRA budget. Table 2 (below) details how the overall budget was utilized across various expenditure categories in FY2014/2015.

Table 1: LRA Budget Breakdown by Expenditure Categories*

Expenditure Category	Amount (US\$)	% of Total
Employee Overhead Costs	8,632,178	65.85
Use of Goods & Services	3,771,739	28.77
Consumption of Fixed Capital	204,100	1.56
Special Projects	500,000	3.81
TOTAL	13,108,017	100.00

*Detailed in of pages 64 and 65

As a prospectus for the coming year, the Budget and Finance Division hopes to receive increased funding for its priority projects, including the completed partitioning of its offices at the LRA Headquarters, and the upgradation of the ICT infrastructure.

8.2 General Services Department

The General Services Department is charged with the responsibility to provide the requisite logistical support to all departments, divisions, units and sections within the Authority. The General Services Department is comprised of the Transport Management Unit, the Procurement Unit and the Logistics Management Unit. Together, they ensure the smooth logistical functioning of the LRA. Separately, these are the results of their work during the year in review:

8.2.1 Procurement Unit

The Procurement Unit is responsible for the systematic acquiring of all goods and services needed for the LRA to remain sustainable, while adding value by saving time and money. During the period under review, the unit was actively engaged in the efficient distribution of supplies upon approval. The unit endeavored and successfully set up a management and reporting system for all Customs Business and Tax Business Offices and other Administrative units. It also established re-ordering levels through a prepared stock utilization report in order to identify various units' buffer stock levels. The major accomplishments of the Procurement Unit in FY2014/2015 include:

- 1) Completion of the procurement of several workshop activities – including catering services.
- 2) Procurement of the servicing of all LRA vehicles.
- 3) Procurement for the construction of shelves and window blinds for various offices.
- 4) Procurement of NCB Bids for fuel, office stationery, cleaning materials and travel services.
- 5) Preparation of LRA's SOP for the Procurement Section.
- 6) Collaboration with Ministry of Transport to receive 20,700 new license plates in two installments from the vendor Union Strong for the license registration exercise.
- 7) Reception from vendor Dellarue (U.K.) and subsequent distribution of 350,000 sets of revenue Instruments / receipts i.e. 250,000 sets of USD as well as 100,000 sets of LD bearing the logo of the LRA.
- 8) Reception and distribution of ICT equipment and furniture from donor partners

Challenges to the operations of the Unit in FY2014/2015 have included:

- 1) The provision of appropriate office facilities for the staff of the Procurement Section.
- 2) Acquisition of more procurement staff commensurate with the volume of work.
- 3) Finding and qualifying the suppliers, and negotiating with suppliers until product/service delivery

8.2.2 Transport Management Unit

During the year in review the section was successful in a number of mandated ventures, including:

- 1) A total of 52 vehicles were transferred to the Authority from the erstwhile Department of Revenue and were reassigned to sections of the LRA.
- 2) Deployment and consolidation of a transport system to meet the immediate needs of LRA personnel and guests.
- 3) Additional vehicles to meet the transport needs of the Authority were purchased, based on LRA's updated and approved 2014/2015 Procurement Plan.
- 4) Training of drivers on LRA driving policy and regulations was conducted.
- 5) Development of a fleet management policy and maintenance schedule to ensure the security of the assets.
- 6) Identification of immediate and future transport needs.



Figure 12: Modern Vault in LRA HQ

The coming year's agenda for the unit envisions continued progress in ferrying LRA staff with the acquisition of additional vehicles as necessary, the upgrade of the pool of vehicles available at the LRA, and the introduction of transport workshops to educate the Transport Unit staff.

8.2.3 Facilities Management Unit

The Facilities Management unit is charged with the effective management of all LRA owned or leased properties, thus ensuring a clean and conducive environment for staff and customers alike. In FY2014/2015, the section managed various projects with the purpose of modernizing the Authority's HQ and Business Offices. These projects included:

- 1) Partitioning and civil works to modify the LRA HQ.
- 2) Construction of a modern vault to house Revenue instruments.
- 3) Acquisition of furniture for the Freeport of Monrovia, Bo-Waterside, Robertsports and other Business offices.
- 4) Installation of modern sign boards at the Roberts International Airport, LPRC and other Business Offices.
- 5) Installation of LEC CT meter (transformer) at the LRA HQ to ensure constant power supply.

In the upcoming fiscal year, there are plans underway to modernize other Business offices, in accordance with our Corporate Strategic Plan (CSP).

8.3 Human Resource Management Division

The Human Resource Management (HRM) Division is principally responsible for employment and personnel well-being within the LRA. During the first year of operations, the HR Division had the herculean task of transitioning the transferred staff to the Authority in accordance with Section 36 of the LRA's Act and recruiting the capacities needed to fulfill the Authority's mandate. The following services were rendered in FY2014/2015:

- 1) 822 staff were initially transferred to the LRA by the Civil Service Agency to be placed in various departments, divisions, sections and units. To end the HR division efficiently liaised with the Liberia Institute of Public Administration for the vetting of the rollover staff. Staff placement on payroll at their approved pay grade and positions began in May 2015; approximately 82% has been completed.
- 2) Implementation of an aggressive recruitment strategy to attract additional professional services. However, the recruitment exercise was halted due to the EVD outbreak.
- 3) Development and implementation of the approved Human Resource Management Policy (HRMP) and the Professional Ethics and Code of Conduct.
- 4) To sustain a trained, healthy and productive workforce, the HRM Division conducted Training of Trainers (TOT) workshop through a remote consultant that produced 19 trained employees. Following the TOT, 35 local supervisors were trained in 3 separate trainings in June 2015. Overall, 57 staff received capacities through local training programs while 14 received foreign training.
- 5) Development of strategy for capacity retention to motivate hardworking employees and cater to their financial wellbeing.

8.5 Security Management Section

The Security Management Section (SMS) is tasked with ensuring that the assets and staff of the LRA are kept safe with minimum obstructions in the performance of their respective functions while on the premises of the LRA.

The primary functions of the SMS completed during the year under review were:

- 1) The completion of the deployment of the SEGAL Security on all floors of the LRA Headquarters.
- 2) The Implementation of the Access Pass Policy for all customers and employees of the LRA.
- 3) The completion of seven (7) cases under investigation and forwarding of the case conclusions to LRA management.
- 4) The completion of the LRA Security Management Section work plan.
- 5) The completion of the Post Order Standard Operation Procedures (SOP) pending adoption.

9. Internal Audit Department

The Internal Audit Department (IAD) conducted audits and reviews of the operating units and processes of the LRA. During FY2014/2015 the IAD ascertained the extent to which the LRA administered and complied with the Liberia Revenue Code, standard operating procedures, policies and contracts, and evaluated the effectiveness of the governance, risk management and controls throughout the LRA. Audits and reviews were performed in accordance with the approved risk-based operational plan that covered the period from July 1, 2014 to June 30, 2015.

IAD conducted an entity-wide risk assessment of the institution to identify high risk areas and activities for purposes of developing a risk-based plan. Key areas covered in the FY2014/2015 audits and reviews included various divisions and sections of the LRA (Real Estate, Human Resource Management, Enterprise Risk Management & Compliance, Procurement and National Revenue Accounting & Reporting), the Customs Business Offices at Roberts International Airport, the Liberia Petroleum Refinery Company, the Freeport of Monrovia, the Rural Customs and Tax Business offices and the Urban Tax Business Offices.

Based on the audits and reviews IAD identified major control, governance and risk management issues and provided corrective actions. In addition, IAD prepared an action plan matrix of corrective actions, following up with responsible parties and validated the implementation of each corrective action.

Among the corrective actions, the following were highlights of the reporting period:

- Development and maintenance of a comprehensive asset register;
- Segregation of duties and responsibilities in Budget & Finance and creation of the committee for budget and finance;
- Creation of compliance checklist for real property taxation;
- Proper documentation and records of the management system in all operating units;
- Periodic staff evaluation program;
- Development, approval and operationalization of standard operating procedures;
- Development of a policy on the use of ICT equipment and information of the LRA;
- Creation of compliance risk management functions,
- Direct verification of BIVAC's reports with physical shipments.

These corrective actions, among others, have helped improved the effectiveness of governance, risk management and controls throughout the LRA.

10. Revenue Performance

In the period under review the total revenue collection was US\$643.5M, of which domestic revenue collected by the LRA was 68% or US\$ 437.2M, and external resources represented 32% or US\$206.3M of the collection. The collection of Domestic Revenue was higher in 5% compared to the forecasted estimate, this over performance is explained by the higher collection from customs. The EVD epidemic was the primary target of the received funds, and huge gains have accordingly been made in neutralizing the present outbreak. A summary of the revenue collection is shown in Table 3.

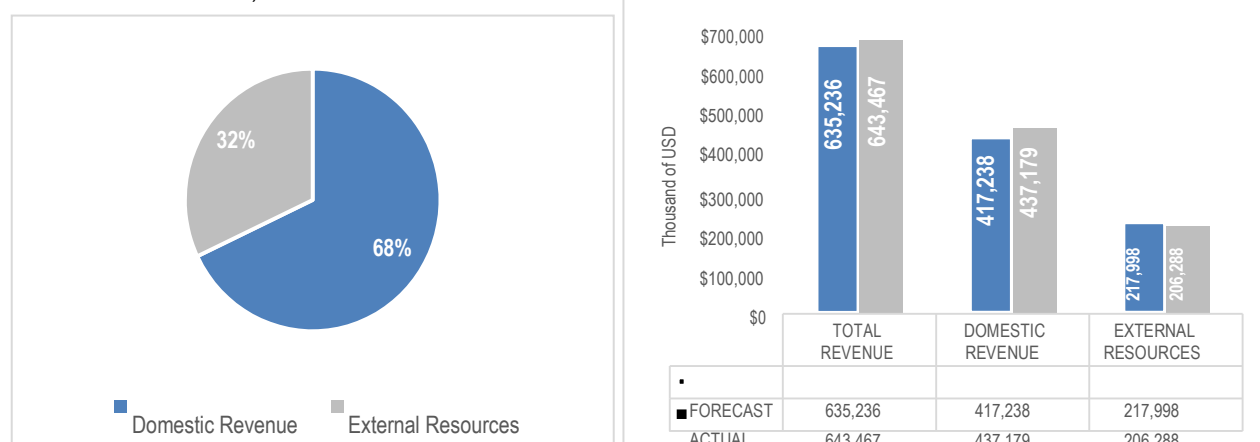
TABLE 3: Revenue Outturn for FY2014/2015

(Thousands of US dollars)

Description	Actual FY13/14	Forecast FY 14/15	% of Forecast	Actual FY14/15	% of Actual	Var. +/-	% Var.
TOTAL REVENUE	522,735	635,236	100%	643,467	100%	8,231	1%
DOMESTIC REVENUE	470,490	417,238	66%	437,179	68%	19,941	5%
<i>Domestic Tax Department</i>	294,092	272,487	43%	259,350	40%	-13,137	-5%
<i>Customs Department</i>	176,398	144,751	23%	177,829	28%	33,078	19%
EXTERNAL RESOURCES	52,246	217,998	34%	206,288	32%	-11,710	-6%
<i>Grants</i>	36,358	109,361	17%	60,140	9%	-49,221	-82%
<i>Borrowings</i>	15,888	108,637	17%	146,148	23%	37,511	26%

Figure 13: Composition of Total Revenue

Thousands of US Dollars



10.1 Domestic Revenue

Domestic Revenue is constituted by tax revenue (87%) and Non-Tax revenue (13%), indicating that tax revenue is the highest contributor. The collection of Domestic Revenue above the forecast is due to Taxes on International Trade. Tax revenue was above the forecasted target by 13% or US\$43M while Non-tax Revenue was below the forecast target of US\$78.1M by US\$23.1M or 30%, mainly on account of the declining prices of natural resources in the World Market, particularly, the price of iron ore. Details can be seen in Table 4 and Figure 14 below.

The high performance of tax categories under 'Domestic Revenue' can be explained by multiple factors, including:

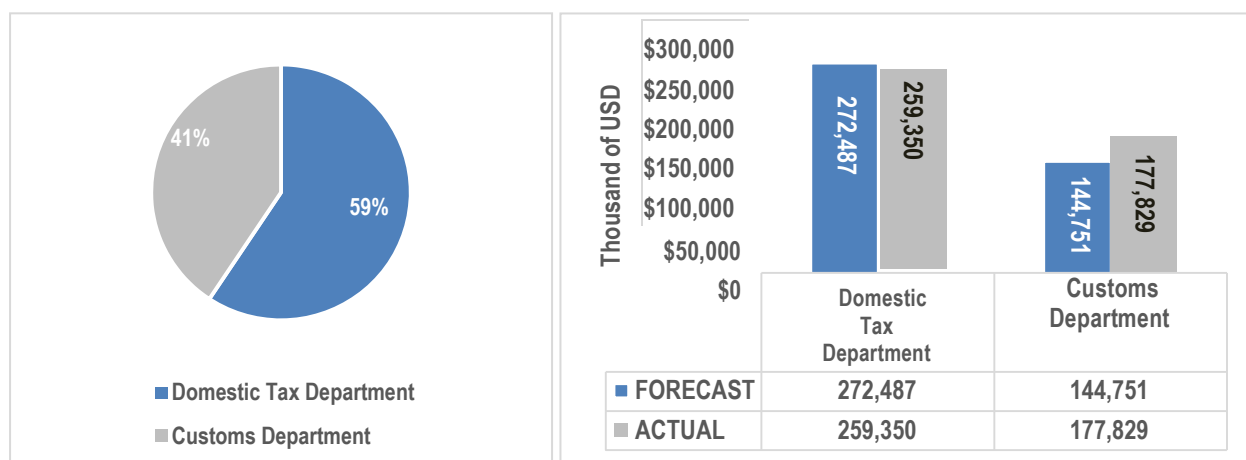
- 1) The constructive engagement between taxpayers and LRA staff.
- 2) Mutually supportive collaborative engagements between revenue generating agencies of the government.
- 3) Comprehensive taxpayers' education drive initiated by the LRA.
- 4) Strategy and enforcement methods and lessons learned with focuses on tax compliance.
- 5) Taxpayer services targeting businesses and individuals were prioritized.

Table 4: Domestic Revenue - Key Contributing Tax Lines
(Thousands of US Dollars)

Description	Forecast FY 14/15	% of Forecast	Actual FY14/15	% of Actual	Var +/-	% Var
DOMESTIC REVENUE	417,238	100%	437,179	100%	19,941	5%
TAX REVENUE	339,170	81%	382,218	87%	43,048	13%
Taxes on Income and Profits	149,075	36%	147,161	34%	(1,914)	-1%
Personal Income Tax (PIT)	107,059	26%	115,338	26%	8,279	8%
Corporate Income Tax (CIT)	38,365	9%	29,473	7%	(8,892)	-23%
Other Income Taxes	3,652	1%	2,351	1%	(1,301)	-36%
Taxes on Property	5,384	1%	4,360	1%	(1,024)	-19%
Taxes on Goods and Services	45,423	11%	50,192	11%	4,768	10%
Taxes on International Trade	126,577	30%	167,754	38%	41,177	33%
Other Taxes	12,711	3%	12,752	3%	41	0%
NON-TAX REVENUE	78,068	19%	54,961	13%	(23,107)	-30%
Property Income	69,208	17%	39,933	9%	(29,276)	-42%
Administrative Fees (Sector Ministries)	7,119	2%	11,389	3%	4,270	60%
Fines, Penalties and Forfeits	1,655	0%	3,472	1%	1,817	110%
Miscellaneous and Unidentified Revenue	86	0%	168	0%	82	96%

Figure 14: Composition of Domestic Revenue by Department

Thousands of US Dollars



10.1.1 Domestic Tax Revenue

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

The DTD is charged with domestic tax administration and has the basic objective to increase and coordinate control over all categories of taxpayers, and to improve taxpayers' compliance, and thereby to increase revenue. The Department has six operational areas: Large Tax Division, Micro, Small and Medium Tax Division, Real Estate Tax Division, Natural Resource Tax Unit, Tax Business Offices Section, and Sector Ministries Section. Together, these operational areas ensure the collection of domestic tax revenue due to the Government.

The Domestic Tax Department collected US\$259.4 million in FY2014/2015, or 59.3% of total Domestic Revenue, with a negative variance of US\$13.1 million compared to the forecast, while the Customs Department contributed US\$177.8 million, or 40.7% of total Domestic Revenue – recording an over performance of over US\$33.1 million. The combined performance of both Departments showed a variance of US\$19.9 million over the budget forecast.

Taxes on Income & Profits

Total actual collections of Taxes on Income and Profits for FY2014/2015 was US\$147.2M, against the forecast of US\$149.1M, resulting in an underperformance of US\$1.9M. This underperformance was due largely to the downturn of business activities in the wake of the Ebola Virus Disease (EVD) epidemic. Moreover, the EVD epidemic had ramifications that affected all sectors of the Liberian economy. For instance, most Liberians and non-Liberian residents were not at work due to the Government's call for only "essential workers" to report to work, resulting in reduced taxable incomes. The slowdown also affected the inflow of "Direct Investments" – where the Liberian economy saw a pronounced departure of investors and a fall in new direct investments.

The PIT performance was 8% or US\$1.9M higher than the forecast, the tax line that performed higher than the expected target was the withholding taxes from residents, also the collection from nonresidents was higher

than the forecast by 30% or US\$3.9M. CIT and Other Income Taxes performed below forecast due to the difficult economic situation in the country.

Table 5: Taxes on Income and Profits

(Thousands of US Dollars)

Description	Forecast FY 14/15	% of Forecast	Actual FY14/15	% of Actual	Var +/-	% Var
TAXES ON INCOME AND PROFITS	149,075	100%	147,161	100%	(1,914)	-1%
PERSONAL INCOME TAX (PIT)	107,059	72%	115,338	78%	8,279	8%
Taxes on Residents	134,379	90%	129,294	88%	(5,085)	-4%
<i>PIT Section 200A (Residents)</i>	388	0%	70	0%	(318)	-82%
<i>Withholding Taxes (Residents)</i>	93,608	63%	98,306	67%	4,698	5%
Taxes on Non-Residents	13,063	9%	16,962	12%	3,899	30%
CORPORATE INCOME TAX (CIT)	38,365	26%	29,473	20%	(8,892)	-23%
OTHER INCOME TAXES	3,652	2%	2,351	2%	(1,301)	-36%
Presumptive Section 200C (Small Tax)	2,019	1%	1,445	1%	(573)	-28%
GSM annual gross margin tax	1,633	1%	905	1%	(728)	-45%

Taxes on Property

Taxes on Property were US\$1.0M below the forecast of US\$5.4M. Although the general circumstances were similar to Taxes on Income and Profits, this underperformance was particularly due to lower revenues from departed businesses; and whereas the re-focusing of efforts in the real estate sector was still premature, the flow of income from this sector was still in process. The projected income from real estate had not yet borne dividends.

Taxes on Goods & Services

At the time of this report, Liberia has not yet acceded to the Common External Tariff (CET) of ECOWAS. Taxes on Goods and Services performed above the forecast of US\$45.4M by US\$4.8M. It is expected that this tax line will yield higher revenues after the transition to the CET, with all other economic conditions remaining the same.

Taxes on International Trade

The best performing line in the tax revenue sub-group was Taxes on International Trade, where the actual revenue collected was US\$167.8M. This was US\$41.2M above the forecast figure of US\$126.6M. The performance in this tax sector was due largely to improved administrative vigilance and streamlined activities in collection. The two lines under Taxes on International trade that resulted in the overall positive performance were:

- 1) Taxes on Imports, where US\$93.3M was collected against an approved Budget forecast of US\$67.2M ; and
- 2) Other Custom Charges were US\$64.1M actually collected against an approved Budget forecast value of US\$52.2M.

Property Income

In the Non-Tax Actual Revenue category, actual collections under “Property Income” fell by US\$29.3M, against the approved forecast of US\$69.2M. Dividends collection was 67% lower than the forecasted amount, being the largest downturn followed by Mineral Mining royalties 57% lower than the amount projected. The decline in commodity prices and the negative economic conditions within the period reported resulted in a downturn on the collection. The collection on Forestry was the only tax line with a positive revenue collection compared to the forecast however it was not enough to overturn the negative result in the collection.

Table 6: Property Income
(Thousands of US Dollars)

Description	Forecast FY 14/15	% of Forecast	Actual FY14/15	% of Actual	Var +/-	% Var
PROPERTY INCOME	69,208	100%	39,933	100%	(29,276)	-42%
Interest Income	107	0%	-	0%	(107)	-100%
Dividends	24,400	35%	7,968	20%	(16,432)	-67%
Forestry	5,569	8%	9,036	23%	3,467	62%
Agriculture	2,150	3%	1,962	5%	(188)	-9%
Mineral Mining	22,903	33%	9,748	24%	(13,156)	-57%
Petroleum Mining	876	1%	127	0%	(749)	-86%
Intangible Non-produced Assets	11,269	16%	9,530	24%	(1,739)	-15%
Rent and rates - other non-produced assets	1,862	3%	1,560	4%	(303)	-16%
Others	71	0%	3	0%	(68)	-96%

Administrative Fees

Revenue from Administrative Fees was US\$11.4M against a forecast of US\$7.1M. This positive result was due to the enforcement of collection and remittances (into the GoL account) of withholdings of fees paid to agencies of the Government.

Table 7: Sector Ministries Revenue (Administrative Fees)
(Thousands of US Dollars)

Description	Forecast FY 14/15	% of Forecast	Actual FY14/15	% of Actual	Var +/-	% Var
Sector Ministries & Agencies' Fees	7,119	100%	11,389	100%	4,270	60%
Agriculture Ministry	339	5%	198	2%	(142)	-42%
Bureau Of Immigration & Naturalization	1,518	21%	2,538	22%	1,020	67%
Center For National Documents And Records	114	2%	242	2%	128	112%
Commerce Ministry	2	0%	200	2%	198	11670%
Education Ministry	0	0%	5	0%	5	1969%
Foreign Affairs Ministry	1,777	25%	1,114	10%	(664)	-37%
Forestry Development Authority	46	1%	48	0%	2	5%
Health And Social Welfare Ministry	23	0%	166	1%	143	615%
Industrial Property Office	12	0%	21	0%	9	80%
Information Ministry	7	0%	39	0%	32	432%
Internal Affairs Ministry	47	1%	75	1%	27	58%
Justice Ministry	49	1%	59	1%	10	22%
Labor Ministry	1,762	25%	4,428	39%	2,666	151%
Lands, Mines And Energy Ministry	87	1%	126	1%	39	45%
Liberia Copyright Office	0	0%	0	0%	(0)	-25%
Liberia National Police	26	0%	27	0%	1	4%
Liberian Business Registry	808	11%	1,405	12%	597	74%
National Fire Service	30	0%	34	0%	3	11%
Other Ministries And Agencies	13	0%	4	0%	(8)	-64%
Post And Telecommunications Ministry	26	0%	53	0%	27	101%
Public Works Ministry	140	2%	403	4%	263	188%
Temple Of Justice	30	0%	22	0%	(9)	-28%
Transport Ministry	259	4%	182	2%	(77)	-30%
Youth And Sports Ministry	2	0%	0	0%	(2)	-99%

Fines, Penalties and Forfeits

Under this tax line the enforcement activities resulted in a positive collection above the forecast by US\$1.8M being the actual collection US\$3.5M.

Revenue from Operational Divisions

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

For the period under review, the two operational divisions which drove the above-target performance were CTS and SMS:

1. Collectorate Tax Section (CTS) registered a positive variance of US\$679K (70%) over its target, and contributed 1% of DTD's actual revenue collections.
2. Sector Ministries Section (SMS) registered a positive variance of US\$6.5M (45%) over its target, and contributed 8% of DTD's actual revenue collections.

Table 8: Sections Contributions

(Thousands of US Dollars)

Section	Forecast FY14/15	% of Forecast	Actual FY14/15	% of Actual	Var +/-	% Var
LTD	190,683	70%	188,933	73%	-1,750	-1%
MSMTD	61,546	23%	43,255	17%	-18,292	-30%
CTS	976	0.4%	1,656	1%	679	70%
RETD	4,836	2%	4,546	2%	-289	-6%
SMS	14,445	5%	20,960	8%	6,515	45%
TOTAL	272,487	100%	259,350	100%	-13,137	-5%
TBOs	2,677		3,220		543	20%

Revenue by Tax Business Offices (TBOs)

Revenues from counties other than Montserrado County are collected by 19 strategically located Tax Business Offices (TBOs). In total, the TBOs collected US\$2.6M, which exceeded their collective target by 20% or US\$543K. The detailed contribution of different Tax Business Offices (TBOs) to DTD's revenue intake in FY2014/2015 is shown in Table 9.

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

1. Harper TBO contributed US\$932K, or 29% of the amount contributed by all TBOs.
2. Buchanan TBO contributed US\$623K, or 19% of the amount contributed by all TBOs.
3. Marshall TBO contributed US\$520K, or 16% of the amount contributed by all TBOs.
4. Gbamga TBO contributed US\$200K, or 6% of the amount contributed by all TBOs.
5. Cape Mount TBO contributed US\$159K, or 5% of the amount contributed by all TBOs.

Table 9: Contribution by Tax Business Offices (TBOs)

(Thousands of US Dollars)

TBO	Actual FY14/15	% of Actual	Forecast FY14/15	% of forecast	Var +/-	% Var
Buchanan/Rivercess	623	19%	401	15%	222	55%
Harper	932	29%	522	20%	409	78%
Zwedru	69	2%	176	7%	-107	-61%
Webbo	22	1%	28	1%	-6	-20%
Greenville/Juarzon	8	0.2%	25	1%	-17	-69%
Tappita	8	0.2%	22	1%	-14	-65%
Grand Kru	10	0.3%	14	1%	-4	-27%
Ganta	131	4%	208	8%	-77	-37%
Sanniquellie	146	5%	181	7%	-36	-20%
Gbarnga	200	6%	242	9%	-42	-17%
Bensonville	72	2%	146	5%	-73	-50%
Marshall	520	16%	285	11%	236	83%
Bomi	66	2%	65	2%	1	1%
Cape Mount	159	5%	92	3%	67	73%
Kakata/Salala	140	4%	206	8%	-67	-32%
Kolahun/Foya	12	0.4%	19	1%	-7	-36%
Bopolu/Gbarma	12	0.4%	12	0.5%	-1	-4%
Voinjama/Zorzor	91	3%	33	1%	57	173%
TOTAL	3,220	100%	2,677	100%	543	20%

10.1.2 Customs Revenue

The Customs Department is responsible for collecting the revenues emanating from the duties levied on international trade. During FY2014/2015, the total volume of customs revenue captured from 17 border ports was US\$177.8M. The Free Port of Monrovia was the outstanding contributor to the trade volume and customs revenues during the period under review with US\$124.3M or 70% of the collection.

Revenue from Customs Business Offices

The Customs Department's revenue collections for FY2014/2015 disaggregated by Customs Business Offices is shown below in Table 10.

1. The Freeport Office continues to be the lead driver as it contributed 70% or US\$124.3M.
2. The LPRC Customs Business Office was the second biggest contributor at 19% or US\$7.8M.
3. Overall, 96% of the Customs Department's revenue was collected at urban ports, and only 3% at rural ports. The underlying reason for this unequal distribution is not only that the majority of the volume of international trade is channeled through urban ports like Freeport, but also that LRA Customs capacity is severely limited in rural areas due to lack of automation, lack of road networks and electricity.

Table 10: Contribution to Customs Revenue by Customs Business Offices (CBOs)
(Thousands of US Dollars)

DESCRIPTION	FY14/15 Forecast	% of Forecast	Actual FY14/15	% of Actual	Var +/-	Var %
TOTAL CUSTOMS	144,751	100%	177,829	100%	33,078	23%
URBAN PORTS	142,575	98%	171,413	96%	28,838	20%
FREEPORT	96,058	66%	124,297	70%	28,239	29%
RIA	2,016	1%	3,583	2%	1,567	78%
JSP	2	0.001%	2	0.001%	0	0%
PARCEL POST	12	0.008%	11	0.006%	-1	-8%
LMM&E	16,779	12%	7,640	4%	-9,139	-54%
LPRC	26,044	18%	33,882	19%	7,838	30%
BIVAC	1,664	1%	1,997	1%	333	20%
RURAL PORTS	2,176	2%	5,070	3%	2,894	133%
LOGUATUO	16	0.01%	157	0.09%	141	881%
GANTA	178	0.12%	472	0.27%	294	165%
BUCHANAN	1,474	1.02%	3,052	1.72%	1578	107%
GREENVILLE	403	0.28%	418	0.24%	15	4%
TOE TOWN	0	0%	103	0.06%	103	100%
HARPER	53	0.04%	233	0.13%	180	340%
YEALLA	19	0.01%	192	0.11%	173	911%
JORWAH	0	0%	69	0.04%	69	100%
BUTUO	0	0%	3	0.002%	3	100%
MENDICORMA	0	0%	44	0.02%	44	100%
BO WATERSIDE	32	0.02%	329	0.19%	297	928%
BACK OFFICE	0	0%	1,346	1%	1,346	100%
PCA	0	0%	1,346	1%	1,346	100%

Duty Free Imports in FY2014/2015

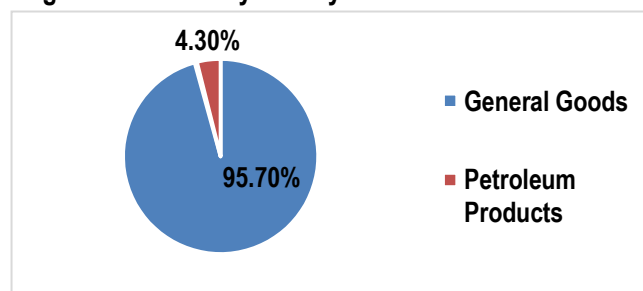
Customs Duty Waivers constitute an important tool in the GoL's public financial management repertoire. These tax incentives are granted to concession companies, educational, medical and other institutions, NGOs, Government MACs, organizations with diplomatic and consular privileges (including UN branches),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

During FY2014/2015, a total of US\$126.8M was recorded as duty waivers to various institutions of which General Goods accounted for US\$121.3M or 95.7%, while Petroleum Products accounted for US\$5.5M or 4.3%, respectively. The total waiver for the year amounts to 72% of total customs revenue and 43% of LRA's domestic tax revenue collection for the year. Table 11 and Figure 15 summarize the waiver by type.

Table 11: Summary of Duty Waived in FY2014/2015
(Thousands of US Dollars)

CATEGORY	WAIVER	% OF WAIVER
TOTAL WAIVERS	126,756	100.0%
General Goods	121,281	95.7%
Petroleum Products	5,475	4.3%

Figure 15: Summary of Duty Waived in FY2014/2015



General Good Duty Waivers in FY2014/2015

96% of duty waivers awarded in the period under review were for general goods (i.e. imports of goods other than petroleum products). When the duty waivers for general goods are disaggregated by recipient, it is seen that 32% of all general good waivers (317.8 US\$M) are awarded for Government-related purposes (to GoL projects, MACs, Legislature and Public Corporations), while 62% (511.1 US\$M) are awarded for Non-governmental purposes, including those waivers awarded under Concession Agreements, as Investment Incentives and to Diplomatic Missions.

Table 12 summarizes the duty waived on general goods by Recipient Category. Table A1 in Appendix A presents the detailed listing by beneficiary for general goods waivers in FY2014/2015.

Table 12: General Goods Waiver by Recipient Category in FY2014/2015*(Thousands of US Dollars)*

NAME	CIF VALUE	DUTY PAID	DUTY WAIVED	% OF WAIVER	% OF CIF VALUE
CONCESSIONS	333,374.08	2,366.32	46,770.26	38.56%	37.79%
GOL (MINISTRIES, AGENCIES & PUBLIC CORPORATION)	177,216.59	13.45	26,713.15	22.03%	20.09%
DIPLOMATIC MISSIONS	96,923.12	0.00	17,144.54	14.14%	10.99%
EXECUTIVE ORDERS	138,873.04	15.13	12,315.19	10.15%	15.74%
INVESTMENT INCENTIVES	78,782.41	1,335.71	10,644.64	8.78%	8.93%
INTERNATIONAL NGO'S	46,300.66	110.48	6,235.55	5.14%	5.25%
MEDICAL INSTITUTIONS	6,309.75	9.05	721.97	0.60%	0.72%
NATIONAL LEGISLATURE	1,686.69	9.31	348.98	0.29%	0.19%
LOCAL NON-GOVERNMENTAL ORGANIZATION	930.62	6.62	145.29	0.12%	0.11%
RELIGIOUS INSTITUTIONS	1,100.62	24.99	130.74	0.11%	0.12%
EDUCATIONAL INSTITUTION	428.00	5.35	68.44	0.06%	0.05%
RETURNEE / STUDENTS	228.29	4.25	42.55	0.04%	0.03%
TOTAL	882,153.89	3,900.65	121,281.31	100.00%	100.00%

From Table 12, it is seen that the majority of general good duty waivers are awarded under Concession Agreements (38%), followed by GoL Ministries and Agencies (20%), Government Projects (16%) and Diplomatic Missions (11%). The amount of duty waived for the individual recipients in these recipient categories is detailed in Table A1 (Appendix A).

Petroleum Good Duty Waiver

Similarly, when the duty waivers for petroleum goods are disaggregated by recipient category, it is seen 46% (US\$2.5M) of all waivers are awarded for Government-related purposes, and that 54% (US\$2.9M) are awarded for non-Governmental purposes.

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

Table13: Petroleum Duty Waiver by Recipient Category*(Thousands of US Dollars)*

CATEGORY	PRODUCT TYPE				DUTY WAIVED	% OF WAIVER
	AGO	PMS	JET FUEL	ATK		
DIPLOMATIC MISSION	6,195,673	109,500	24,000	4,000	2,538.74	46.37%
GOL (MINISTRIES & AGENCIES)	4,538,000	-	8,000	33,000	1,831.60	33.46%
NATIONAL LEGISLATURE	369,000	1,038,000	-	-	614.70	11.23%
INT'L NON-GOVERNMENTAL ORGANIZATION	425,500	500	-	-	170.43	3.11%
CONCESSION	682,500	-	-	-	265.10	4.84%

CATEGORY	PRODUCT TYPE				DUTY WAIVED	% OF WAIVER
	AGO	PMS	JET FUEL	ATK		
MEDICAL INSTITUTION	103,000	-	-	-	41.20	0.75%
INVESTMENT INCENTIVE	32,000	-	-	-	12.80	0.23%
TOTAL	12,345,673	1,148,000	32,000	37,000	5,475	100.00%

In Table 13, it is seen that the majority of petroleum good duty waivers are awarded to Diplomatic Missions (46%), followed by Government of Liberia MACs (33%), and National Legislators (11%). The amount of duty waived for the individual recipients in these recipient categories is detailed in Table A2 in Appendix A.

10.1.3 Trade in FY2014/2015

In FY2014/2015 both the international prices and the domestic economy had an important role to play in the trade balance of Liberia's economy. The trade balance was negative, as the total value of imports was higher than the value of exports by US\$1,59B.

Principal Imports in FY2014/2015

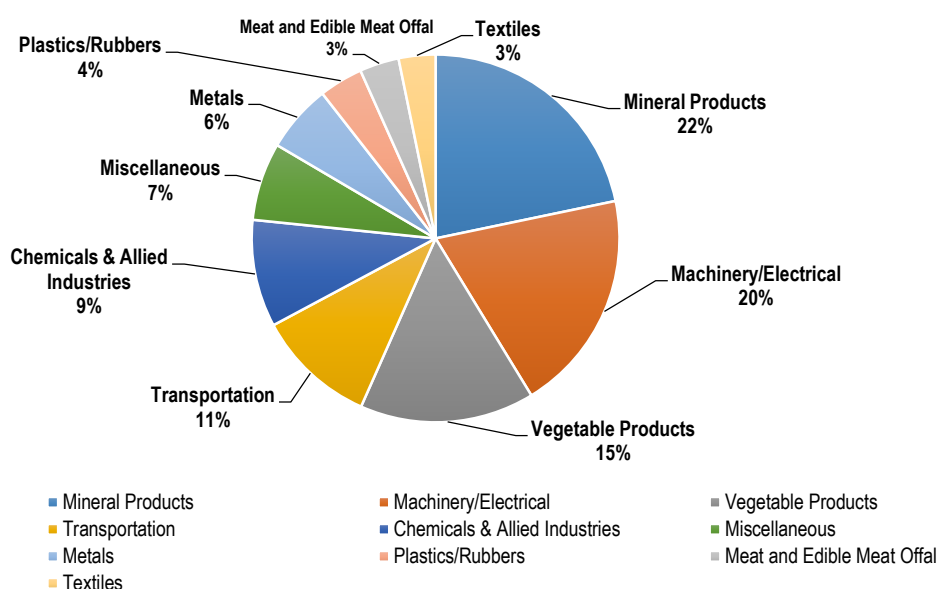
The top ten principal commodity¹ groups imported in the period under review amounted to an import value of US\$1.6B, or 88% of the total import value (US\$1.8B), while the other goods contributed US\$215M or 12% of the total imports. Mineral Products contributed 19% of total imports, followed by Machinery/Electrical equipment with 17% and Vegetable products with 14%. Transport Equipment contributed with 9%. The percentage contributions of the Principal Import Commodity groups are seen on Figure 16.

Imports by Major Trading Partners

Liberia's eight major import-trading partners for FY2014/2015 supplied imports valued at US\$875M which constituted 48% of total imports. As depicted in Table 15, Ivory Coast was the source of the highest value of imports at US\$290.3M or 16% of total imports, followed by China at US\$191.7M (11%), and India at US\$163.8M (9%).

Table 15 summarizes the values imported from major trading partners, as well as the key imports derived from each partner.

Figure 16: Principal Imports Composition



Principal commodity groups refer to selected commodities grouped together to form major groups, for example, 'Machinery and Electrical Equipment' and 'Vehicles and Transport Equipment'. In some cases, when it is challenging to find a relevant grouping, and the commodities' contributions to the total are minimal, the commodities are grouped together under the general category of 'Others'.

Table14: Imports in FY2014/2015
(Thousands of US Dollars)

IMPORT COMMODITY GROUP	CIF	%CIF
Mineral Products	347,759	19%
Machinery/Electrical	312,802	17%
Vegetable Products	245,846	14%
Transportation	168,710	9%
Chemicals & Allied Industries	151,059	8%
Miscellaneous	109,596	6%
Metals	95,611	5%
Plastics/Rubbers	61,728	3%
Meat and Edible Meat Offal	55,417	3%
Textiles	51,747	3%
PRINCIPAL COMMODITY GROUP	1,600,275	88%
Fish and Crustaceans, Mollusks & Invertebrates	24,687	1%
Wood & Wood Products	24,129	1%
Animal or Vegetables Fats & Oil	22,984	1%
Prepared Cereals, Flour Starch or Milk	22,402	1%
Miscellaneous Edible Preparation	21,670	1%
Mineral Water, Beverages, Spirits and Vinegar	19,914	1%
Dairy Product, birds eggs, Natural Honey, edible products of animal origin	14,098	1%
Stone/Glass	13,884	1%
Sugar and Sugar Confectionary	12,661	1%
Footwear/Headgear	11,675	1%
Prepared Meat, Fish, Crustaceans, mollusks or Aquatic Invertebrates	9,262	1%
Prepared Vegetable Fruits, Nuts	6,557	0%
Tobacco and Manufactured tobacco Substitutes	5,135	0%
Raw Hides, Skins, Leather, & Furs	4,684	0%
Cocoa and Cocoa Preparation	820	0%
Products of Animals origin, not elsewhere specific or included	284	0%
Prepared Animal fodder	159	0%
Live Animals	37	0%
Vegetable Products	3	0%
OTHER COMMODITY GROUP	215,046	12%
TOTAL	1,815,312	100%

Table15: Imports by Major Trading Partners
(Thousands of US Dollars)

IMPORTS BY DESTINATION	CIF	%CIF
Ivory Coast	290,275	16%
Mineral Products	290,275	16%
China	191,678	11%
Machinery/Electrical	84,880	5%
Metals	33,568	2%
Transportation	22,328	1%
Chemicals & Allied Industries	17,640	1%
Miscellaneous	15,074	1%
Plastics/Rubbers	11,954	1%
Mineral Products	6,234	0.3%
India	163,800	9%
Vegetable Products	123,388	7%
Metals	16,964	1%
Chemicals & Allied Industries	14,046	1%
Transportation	9,402	1%
United States	139,895	8%
Chemicals & Allied Industries	35,104	2%
Transportation	31,961	2%
Machinery/Electrical	28,736	2%
Miscellaneous	25,961	1%
Vegetable Products	18,133	1%
Germany	59,506	3%
Machinery/Electrical	53,536	3%
Meat and Edible Meat Offal	5,970	0.3%
Belgium	29,389	2%
Miscellaneous	16,902	1%
Transportation	12,487	1%
Main Trade Partners	874,543	48%
Other Trade Partners	940,778	52%
TOTAL	1,815,321	100%

Principal Exports in FY2014/2015

For FY2014/2015, the total value of exports was US\$320.4M, of which re-export of products represented 29% of the FOB exported. The exports produced in Liberia are US\$226.3M or 71% of the FOB exported, Mineral Products (Iron Ore) being the most important commodities exported at 41% (US\$131.9M), followed by Rubber at 19% (US\$61.8M), and Stones/Glass and Cocoa Beans corresponded to 6% and 2% respectively of the production exported in FY2014/2015. Table 16 below summarizes the main categories of products exported during the reporting period.

Figure 17 below graphs the relative percentages of the principal exported products during FY2014/2015.

Exports by Major Trading Partners

Total Exports for FY2014/2015 were valued at FOB US\$320.4M; 70% of exports were destined for the thirteen major export partners. Exports to China ranked highest, valued at US\$83.3M (26%). The United States, Ghana and Sierra Leone followed at 12% (US\$37.7M), 4% (US\$13.3M), and 6% (US\$17.9M) respectively.

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

Figure 17: Principal Exports Composition

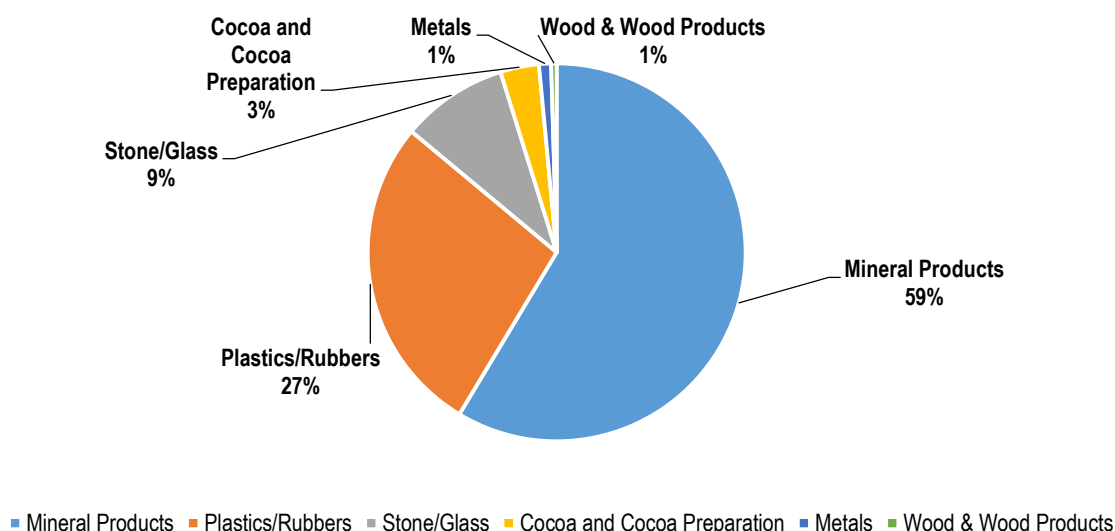


Table16: Exports in FY2014/2015
Thousands of US Dollars)

EXPORT COMMODITY GROUP	FOB	%FOB
Mineral Products	131,976	41%
Plastics/Rubbers	61,775	19%
Stone/Glass	20,596	6%
Cocoa and Cocoa Preparation	7,432	2%
Metals	2,329	1%
Wood & Wood Products	1,050	0%
PRINCIPAL COMMODITY GROUP (COMMERCIAL EXPORT)	225,158	70%
Textiles	558	0%
Animal or Vegetables Fats & Oil	317	0%
Raw Hides, Skinds, Leather, & Furs	104	0%
Vegetable Products	49	0%
Fish and Crustaceans, Molluscs & Invertebrates	42	0%
Mineral Water, Beverages, Spirits and Vinegar	26	0%
Prepared Meat, Fish, Crustaceans, molluscs or Aquatic Invertebrates	13	0%
Miscellaneous Edible Preparation	7	0%
Chemicals & Allied Industries	3	0%
Footwear/Headgear	2	0%
Prepared Vegetable Fruits, Nuts	1	0%
Prepared Animal fodder	0	0%
Suger and Suger Confectionary	0	0%
Prepared Cereals, Flour Stach or Milk	0	0%
OTHER COMMODITY GROUP (COMMERCIAL EXPORT)	1,122	0.4%
TOTAL COMMERCIAL EXPORTS (PERMANENT EXPORT)	226,280	71%
TOTAL NON-COMMERCIAL EXPORT (RE-EXPORT)	94,097	29%
TOTAL EXPORT	320,377	100%

Table 17. Exports by Major Trading Partners
(In Thousands of US Dollars)

COUNTRY OF DESTINATION	FOB	%FOB
China	83,293	26%
Mineral Products	82,956	26%
United States	37,732	12%
Plastics/Rubbers	37,047	12%
Metals	431	0%
Ghana	13,270	4%
Stone/Glass	10,113	3%
Mineral Products	3,152	1%
Sierra Leone	17,954	6%
Plastics/Rubbers	13,306	4%
Cocoa and Cocoa Preparation	4,009	1%
Poland	23,982	7%
Mineral Products	23,982	7%
France	13,311	4%
Mineral Products	13,299	4%
United Arab Emirates	8,248	3%
Plastics/Rubbers	5,242	2%
Metals	1,566	0%
Mineral Products	1,248	0%
Israel	7,285	2%
Stone/Glass	7,285	2%
Malaysia	5,881	2%
Plastics/Rubbers	5,881	2%
Spain	3,936	1%
Mineral Products	3,936	1%
Belgium	3,450	1%
Stone/Glass	2,862	1%
Germany	3,153	1%
Mineral Products	2,870	1%
Netherlands	2,702	1%
Cocoa and Cocoa Preparation	2,677	1%
MAJOR EXPORT PARTNERS	224,199	70%
OTHER PARTNERS	2,081	1%
TOTAL COMMERCIAL EXPORTS	226,280	71%
TOTAL RE-EXPORTS	94,097	29%
TOTAL EXPORTS	320,377	100%

10.2 External Resources

The detailed breakdown of external resources (core and contingent grants, and borrowings) is shown below in Table 18. The primary reasons for the performance below forecast of external resources related to exchange rate losses and the non-update of certain items such as the EU State Building Contract (worth US\$40.3M). The EVD epidemic was the primary target of the received funds, and huge gains have accordingly been made in neutralizing the present outbreak and preventing similar disasters in the future.

Table 18. External Resources
(Thousands of US\$)

Description	FY14/15 Forecast	% of Forecast	Actual FY14/15	% of Actual	Var +/-	Var %
Total External Resource	217,998	100%	206,288	100%	(11,710)	-5%
Grants	109,361	50%	60,140	29%	(49,221)	-45%
From Norway	5,000	2%	-	0%	(5,000)	-100%
From European Union	37,000	17%	37,353	18%	353	1%
EU (State Building Contract)	40,300	18%	-	0%	(40,300)	-100%
From USAID	17,061	8%	13,089	6%	(3,972)	-23%
World Bank-IDA - Grant	10,000	5%	9,698	5%	(302)	-3%
Borrowings	108,637	50%	146,148	71%	37,511	35%
African Development Bank	30,750	14%	28,606	14%	(2,144)	-7%
World Bank-IDA	20,000	9%	18,994	9%	(1,006)	-5%
International Monetary Fund	47,887	22%	93,549	45%	45,662	95%
Central Bank of Liberia	10,000	5%	5,000	2%	(5,000)	-50%

Grants:

1. US\$5M projected grant coming from the Norwegian Government -Forest Preservation Agreement was not paid during in the FY2014/2015 budget. The disbursement was forecasted according to the arrangement plan (US\$5M per fiscal year) and it is expected to be received next fiscal year as with the respective grant agreed.
2. The grant received from the European Union was US\$37M and comprised of US\$10M for General Budget Support and US\$27M for Health Sector Budget Support for the Ebola Virus. Due to exchange rate fluctuations, the actual amount received exceeded the expected estimate.
3. The EU State Building Contract was projected to yield US\$40.3M but it was not received due to administrative constraints and requirements that were not met. This facility was earmarked for Infrastructure projects such Liberia Electricity Corporation's Mount Coffee Dam Project and road building. The disbursement was stipulated to be phased over a period of three years.
4. The Health Assistance support component of the USAID grant was not received in full due to requirements that were not met by the Health Ministry.
5. World Bank-IDA-Grants was frontloaded to FY2014/2015 due to Ebola Crisis. This amount fell short due to exchange rate differentials.

Borrowings:

All of the loans were frontloaded to FY2014/2015 due to the Ebola crisis. An amount of US\$37.5M was received above the projections for the period.

11. Key Challenges

The fiscal year 2014/2015 was characterized by an unprecedented health crisis in Liberia. Despite the EVD pandemic, the LRA registered an excellent performance in domestic revenue administration. Even so, the LRA is continuously confronted with challenges such as:

1. **Liberia's narrow tax base**: The Liberian economy is characterized by a large informal sector with significant hard-to-tax areas. Thus, domestic revenues are heavily reliant on indirect taxes, and there are relatively few registered taxpayers. Initiatives are being taken by the LRA to actively engage new taxpayers and enlarge the tax net; further, with the gradual economic and social development of the nation, the tax base is expected to automatically expand.
2. **Overall low compliance rates**: Across the major contributing tax lines, there are low compliance rates. It is hoped that this challenge can be overcome in upcoming fiscal years through the development and roll-out of an active and engaged taxpayer education strategy as well as a cohesive and differentiated compliance strategy suited to different categories of taxpayers and tax lines. External support has been sought for these crucial exercises, and the LRA is confident that this challenge can be gradually overcome.
3. **Limited staff**: The LRA has insufficient staff deployed in the critical operating units of the authority, particularly in the Real Estate Tax Division, MIS Division, rural Customs and Tax Business Offices (TBOs). It is hoped that new funding sources can be found to address this critical challenge.
4. **Low staff capacity**: With the new automation drives in various departments, there is a lack of technical and human capacity across the LRA. Regular workshops on various venues have been conducted over the year to address this challenge. Further, external support is being sought to establish a training center to provide systematic training as necessary to new and old LRA staff.
5. **Limited use of ASYCUDA, SIGTAS TAS platforms**: There are various functionalities within these platforms that the LRA is yet to take advantage of. In the following fiscal year, through external support, the human and technical capacities of LRA staff are hoped to be improved and these additional features of the automated platforms utilized.
6. **Lack of effective monitoring systems for sector ministries**: There are insufficient mechanisms in place to monitor the non-tax revenue generating ministries and agencies of the Government. Some ministries and agencies are still collecting and spending non-tax revenues generated as part of their statutory obligations.
7. **Lack of interface between ASYCUDA and BIVAC pre-inspection activities**: Information from BIVAC's pre-inspection activities is manually uploaded into ASYCUDA. While being inefficient and time-consuming, this could also lead to error or fraud, which would adversely affect the operations of the Authority.
8. **Lack of an automated customs and tax receivables management systems**: This critical shortcoming, combined with non-systematized collection and enforcement procedures, could potentially affect the collection of tax revenues. The lack of automation severely impacts the processing times of tax collection and reporting of tax data.
9. **Electricity and Network limitations**: The unreliability of the electricity and internet connections continue to be significant challenges to the daily operations of the LRA, both at the headquarters and at rural offices.

10. **Poor Records Management System**: A significant proportion of the records generated in LRA's daily operations as well as records inherited from the former Department of Revenue are stored manually and poorly. While steps are now being taken to systematically archive old records and streamline records management systems, this continues to represent a major risk and challenge to LRA operations.

To mitigate the challenges outlined above, the LRA is seeking funding and technical support from various domestic, regional and international partners so as to improve revenue administration in Liberia. Other quirks in the organizational and governance framework continue to be levelled out to facilitate a smooth transition from the former Department of Revenue at the Ministry of Finance to the Liberia Revenue Authority.

12. Key Achievements

The LRA, in carrying out its mandate, outperformed the approved domestic revenue target of the National Budget by US\$19.9M in its first year of operations. This performance was mainly on account of the enforcement and voluntary compliance mechanisms instituted by the LRA. Other successful aspects of LRA's operations in FY2014/2015 include:

1. **Transition from Department of Revenue (MEDP)**: The Authority moved to its headquarters in ELWA Junction, Paynesville, Monrovia, and transitioned the majority of its staffers and administrative functions too.
2. **Strategic Management Framework**: A Five-Year Corporate Strategic Plan (CSP) was developed, approved and finalized. Corresponding annual business and work plans for FY/2015-2016, for each department and section are currently under development.
3. **Infrastructure Procurement**: Some of the IT infrastructure has been successfully procured and housed in the established headquarters and staff placement mechanism has been pursued.
4. **Development of institutional procedures**: HR Manuals to guide employee's actions, Standard Operation Procedures (SOPs) and other regulatory and administrative procedures have also been developed and circulated.
5. **Performance Management Framework**: Employees' grades and compensation regimes were developed, adopted and approved by the Board of Directors as well as other logistical needs of the customs business offices (CBOs) and Tax Business Offices (TBOs).

The key achievements during the first year of operations also included initiating innovative ways of reforming and modernizing the tax system, investing in human resource reorganization and collaborating with domestic, regional and international stakeholders. These efforts have been extremely beneficial to the LRA in its drive for expanding domestic resource mobilization. However, the challenge remains of procuring adequate funding for LRA's various prerogatives; various partnerships with regional and international stakeholders are being advanced to address this key challenge. We look forward to receiving greater external support and thereby improving Liberia's revenue administration in line with international best practices in FY2015/2016 and beyond.

13. Financial Statement

UNAUDITED / FY2014/2015 (15 MONTHS)

The Liberia Revenue Authority (LRA) herein presents its financial statements for the fifteen (15) months ending on June 30, 2015. The information in this report takes into account three (3) months prior to July 2014, when the LRA became operational because there were transactions executed in the name of the entity at that time. Funding for the reporting period represents Government of Liberia (GoL) transfers for LRA's Implementation, received prior to July 1, 2014, and GoL appropriation for FY 2014/2015 and budget support from APM Terminals. The Liberia Revenue Authority falls within the Public Administration Executive Sector of the Budget. For Fiscal Year 2014/2015, the sector received US\$116,265,654, representing 23.14% of the approved total national budget of US\$502,351,347. The LRA's budget of US\$13,108,017, representing 11.27% of the Public Administration Executive Sector budget and 2.61% of the National Budget.

For the fifteen (15) months ending on June 30, 2015, the LRA received a total of US\$14,263,355 (US\$1,100,000 from the Ministry of Finance & Development Planning (MFDP) as LRA Implementation Support; US\$13,106,502 also from the MFDP, but as authorized allocation for FY2014/2015; and US\$56,853 as Budget support from APM Terminal). The US\$13,106,502 authorized allocation for FY 2014/2015 represents 99.99% of the total LRA Budget of US\$13,108,017 approved by the National Legislature, with exchange rates differences being the reason for less than 100% receipt.

Using the cash basis of accounting, total expenditure for the reporting period is US\$8,717,169. Of this amount, US\$7,651,704 (87.78%) represents amount spent from FY 2014/2015 GoL authorized allocation for FY 2014/2015 and APM Terminal Budget Support combined; while US\$1,065,465 (12.22%) represents expenses from LRA Implementation Support received prior to July 1, 2014.

Additionally, there were liabilities of US\$648,477 and commitments of US\$4,795,989 as at June 30, 2015. These liabilities are the results of deductions made against some payments, but for which there were not remittances to various institutions (NASSCORP and GOL General Revenue Account) as at the end of the period.

Total cash balances at the end of the reporting period were US\$589,866 and L\$413,880,620. This translates to a total USD Cash Equivalent of US\$5,546,186. The total USD cash equivalent is broken up by sources as follow: Balance on account of Implementation Budget (US\$34,535); and Balance on account of FY2014/2015 allocation (US\$5,511,651). (See the Appendix B in Pages 64-65 for the detailed statements)

14. Conclusion

With the mandate to “*administer and enforce revenue laws in accordance to the Liberia Revenue Code (and other related laws under which it is assigned responsibility) for the purpose of assessing, collecting, auditing, and accounting for all national revenues to facilitate legitimate international trade and customs border management-enforcement*”, the LRA has succeeded in its inaugural campaign to meet this mandate with assurances of a brighter future for Liberian revenue administration.

During its first year of existence as a semi-autonomous body, the Authority has performed these tasks successfully, exceeding the revenue forecast for the year. This report highlighted the priorities, programs and administrative regulations embarked upon by the LRA during FY2014/2015. LRA's operations during FY2014/2015 were executed despite logistical and other difficulties involved in transitioning to new premises, and the unexpected scourge of the EVD epidemic. Other significant challenges that will need to be overcome in forthcoming years include advancing Liberia's low levels of taxpayers' education and widening the narrow tax base. Despite such challenges, the revenue outturn was impressive, as it exceeded the forecast by US\$19.9M during FY2014/2015.

The achievements outlined in this report were realized as a direct result of the support from the Government of Liberia, the Board of Directors, the Ministry of Finance and Development Planning, the Liberian business community, development partners and all other relevant stakeholders. Moreover, the professional attitudes of the staff in their various capacities also provided an excellent impetus to the consolidated achievements of the LRA in FY2014/2015.

In the coming Fiscal Year 2015/2016, the LRA strives to continue to serve its clients better through simplified and improved service delivery, taxpayers' educational schemes and personnel training programs. To this end, we call for greater partnership, cooperation and support from all stakeholders, partners, the business community, employees and the Government of Liberia.

APPENDIX A: Duty Free

Table A1: General Goods Waiver: Detailed Listing

(Thousands of US Dollars)

No	RECIPIENT	CIF VALUE	DUTY PAID	DUTY WAIVED	% OF WAIVER	% OF CIF VALUE
	TOTAL	882,153.89	3,900.78	121,281.31	100%	100%
1	CONCESSION	333,374.08	2,366.32	46,770.26	38.56%	37.79%
	ARCELOR MITTAL	224,769.02	1,123.85	32,205.22	68.86%	67.42%
	BEA MOUNTAIN	43,992.86	219.96	5,871.13	12.55%	13.20%
	CHINA UNION	18,536.48	92.68	2,786.09	5.96%	5.56%
	ANADARCO LIBERIA CO.	9,688.25	246.99	1,463.37	3.13%	2.91%
	FIRESTONE LIBERIA	10,364.84	207.45	1,362.72	2.91%	3.11%
	MNG GOLD LIB. INC.	6,905.31	120.38	843.75	1.80%	2.07%
	APM TERM.	4,835.84	95.58	693.35	1.48%	1.45%
	GOLDEN VEROLEUM	5,153.86	99.20	568.28	1.22%	1.55%
	SIME DARBY	3,316.45	66.33	290.43	0.62%	0.99%
	LIBENCO OIL PALM INC.	1,378.98	27.78	144.43	0.31%	0.41%
	CHEVRON LIBERIA	1,059.32	5.30	139.33	0.30%	0.32%
	LIBERIA AGRICULTURAL CO.	865.60	17.31	129.28	0.28%	0.26%
	MONROVIA BREWERIES INC.	360.62	9.00	94.87	0.20%	0.11%
	SALALA RUBBER CO.	1,000.33	11.16	63.74	0.14%	0.30%
	MARYLAND OIL PALM	395.02	7.90	39.74	0.08%	0.12%
	NOVAFONE	218.99	4.38	30.88	0.07%	0.07%
	CAVALA RUBBER CORP	353.96	7.08	29.06	0.06%	0.11%
	LIBERIA FOREST PRODUCT	177.27	3.98	14.34	0.03%	0.05%
	PUTU IRON ORE MINING	1.10	0.01	0.25	0.00%	0.00%
2	GOL (MINISTRIES, AGENCIES, PUBLIC CORPORATIONS)	177,216.59	13.56	26,713.15	22.03%	20.09%
	MINISTRY OF PUBLIC WORKS	74,957.45	8.08	10,347.15	38.73%	42.30%
	LIBERIA ELECTRICITY CORP.	37,732.86		5,746.71	21.51%	21.29%
	NATIONAL TASK FORCE ON EBOLA	18,167.56		3,152.31	11.80%	10.25%
	INCIDENT MANG. SYSTEM	8,452.69		1,890.92	7.08%	4.77%
	MINISTRY OF HEALTH	10,875.42		1,786.49	6.69%	6.14%
	MINISTRY OF EDUCATION	6,023.89		694.33	2.60%	3.40%
	LIBERIA NATIONAL POLICE	868.26		477.06	1.79%	0.49%
	NATIONAL SECURITY AGENCY	2,226.69		404.62	1.51%	1.26%
	NATIONAL MALARIA CONTROL PROG.	1,954.04		265.60	0.99%	1.10%
	MINISTRY OF AGRICULTURE	1,626.86		218.31	0.82%	0.92%
	MINISTRY OF FOREIGN AFFAIRS	1,035.03		189.10	0.71%	0.58%

No	RECIPIENT	CIF VALUE	DUTY PAID	DUTY WAIVED	% OF WAIVER	% OF CIF VALUE
	TOTAL	882,153.89	3,900.78	121,281.31	100%	100%
	MINISTRY OF FINANCE & DEV. PLANNING	1,089.05		172.50	0.65%	0.61%
	MINISTRY OF COMMERCE & INDUSTRY	5,609.70		136.61	0.51%	3.17%
	NATIONAL ELECTIONS COMM.	593.92		92.42	0.35%	0.34%
	TEMPLE OF JUSTICE	439.27		84.31	0.32%	0.25%
	MONROVIA CITY CORP	488.12	0.02	82.57	0.31%	0.28%
	EXECUTIVE PROT. SERV.	299.03		62.44	0.23%	0.17%
	MINISTRY OF JUSTICE	282.56		60.30	0.23%	0.16%
	BUREAU OF IMMIGRATION	300.82		59.10	0.22%	0.17%
	MINISTRY OF TRANSPORT	290.65		57.42	0.21%	0.16%
	MINISTRY OF INTERNAL AFFAIRS	292.30		54.15	0.20%	0.16%
	FORESTRY DEV. AUTHORITY	197.09		47.96	0.18%	0.11%
	LIBERIA ANTI CORRUPTION COMM.	206.81		44.23	0.17%	0.12%
	RURAL RENEWAL ENERGY AGENCY	200.85		41.39	0.15%	0.11%
	MINISTRY OF STATE	223.49		37.11	0.14%	0.13%
	MINISTRY OF LANDS & MINES (WEST AFRICA ARCHITECTURAL)	225.54		36.30	0.14%	0.13%
	BENTOL CITY CORP.	121.13		35.05	0.13%	0.07%
	GENERAL AUDITING COMM.	158.32		32.57	0.12%	0.09%
	LIBERIA WATER & SEWER CORP.	198.37		30.87	0.12%	0.11%
	LIB. POST GRAD. MEDICAL COUNCIL	153.16		30.64	0.11%	0.09%
	LIBERIA REVENUE AUTHORITY	149.44		26.04	0.10%	0.08%
	PUBLIC PROCUREMENT & CONCESSION CORP.	141.84		25.86	0.10%	0.08%
	LIBERIA BANK FOR DEV. & INV.	188.30	3.55	23.61	0.09%	0.11%
	MINISTRY OF POST & TELECOM	83.14		21.42	0.08%	0.05%
	LIPA	115.34		21.03	0.08%	0.07%
	NATIONAL BUREAU OF CONCESSION	55.30		16.02	0.06%	0.03%
	LIBERIA FOOTBALL ASSOC.	49.14		15.06	0.06%	0.03%
	SGS - LIBERIA	62.14		14.32	0.05%	0.04%
	MINISTRY OF YOUTH & SPORTS	42.66		12.47	0.05%	0.02%
	LACE - LIBERIA	78.49		12.21	0.05%	0.04%
	LIBERIA MANUCIPAL WATER PROJECT	90.00		12.10	0.05%	0.05%
	VICE PRESIDENT'S OFFICE	64.26		11.72	0.04%	0.04%
	LIBERIA TELECOMMUNICATION AUTHORITY	80.46	0.88	11.47	0.04%	0.05%
	ENVIRONMENT PROT. AGENCY	74.36		11.01	0.04%	0.04%
	NIMBA DEV. PROJECT	40.87		9.64	0.04%	0.02%
	MINISTRY OF NATIONAL DEFENSE	47.83		8.44	0.03%	0.03%
	GOVERNANCE COMMISSION	45.27		8.26	0.03%	0.03%

No	RECIPIENT	CIF VALUE	DUTY PAID	DUTY WAIVED	% OF WAIVER	% OF CIF VALUE
	TOTAL	882,153.89	3,900.78	121,281.31	100%	100%
	NATIONAL HOUSING AUTHORITY	39.78		7.47	0.03%	0.02%
	REDEMPTION HOSPITAL /MOH	55.88		7.11	0.03%	0.03%
	OFFICE OF SENATE PROTEMPORE	38.58		7.04	0.03%	0.02%
	MINISTRY OF INFORMATION	36.45		6.65	0.02%	0.02%
	FINANCIAL INTEL. UNIT	30.92		5.64	0.02%	0.02%
	LIBERIA TELECOMMUNICATION CORP.	43.86	0.88	5.30	0.02%	0.02%
	NATIONA MILLENNIUM COMPACT PROGRAM	28.58		5.21	0.02%	0.02%
	OFFICE OF SENATE SEC.	28.40		5.18	0.02%	0.02%
	NATIONAL TRANSIT AUTHORITY	32.76		5.10	0.02%	0.02%
	LEGISLATURE (REP)	27.94		4.59	0.02%	0.02%
	LIBERIA MEDICAL & DENTAL COUNCIL	28.15		4.38	0.02%	0.02%
	NATATIONAL COUNCIL OF CHIEFS	16.51		4.15	0.02%	0.01%
	EGIRP	42.24		4.10	0.02%	0.02%
	OFFICE OF VICE PRESIDENT	11.31		2.67	0.01%	0.01%
	CENTER FOR NAT'L DOCUMENTS AND RECORDS	15.49		2.49	0.01%	0.01%
	LIBERIA INST. FOR PROMOTION OF ACADEMIC EXECELENCE	18.35		1.87	0.01%	0.01%
	LIBERIA BROADCASTING SYSTEM	7.23	0.14	1.44	0.01%	0.00%
	LICPA	9.95		1.02	0.00%	0.01%
	LISGIS	4.47		0.53	0.00%	0.00%
3	DIPLOMATIC MISSIONS	96,923.12		17,144.54	14.14%	10.99%
	UNMIL (LIB., MOVCON, S/FOOD)	52,146.98		9,525.53	55.52%	53.80%
	US EMBASSY	13,644.68		2,863.42	16.69%	14.08%
	UNICEF - MONROVIA	9,684.93		1,562.44	9.11%	9.99%
	WORLD FOOD PROGRAM	10,863.92		1,444.15	8.42%	11.21%
	UNDP - LIB.	2,559.66		438.29	2.56%	2.64%
	ICRC	2,198.85		258.60	1.51%	2.27%
	UNCHR-LIB.	1,279.00		232.96	1.36%	1.32%
	WORLD HEALTH ORGANIZATION	958.63		172.20	1.00%	0.99%
	FAO- LIBERIA	676.43		132.75	0.77%	0.70%
	UNOPS	566.36		102.97	0.60%	0.58%
	IOM -LIB	329.97		59.98	0.35%	0.34%
	CHINESE EMBASSY	307.28		58.41	0.34%	0.32%
	SWISS EMBASSY	243.64		45.32	0.26%	0.25%
	GERMAN EMBASSY	153.93		29.74	0.17%	0.16%
	NIGERIAN EMBASSY	144.80		25.87	0.15%	0.15%
	WORLD BANK	108.96		23.83	0.14%	0.11%
	UN WOMEN	131.48		23.73	0.14%	0.14%

No	RECIPIENT	CIF VALUE	DUTY PAID	DUTY WAIVED	% OF WAIVER	% OF CIF VALUE
	TOTAL	882,153.89	3,900.78	121,281.31	100%	100%
	UNFPA	235.83		20.10	0.12%	0.24%
	SIERRA LEONE EMBASSY	55.38		16.02	0.09%	0.06%
	US PEACE CORPS	83.32		15.76	0.09%	0.09%
	INT'L BAKN FOR RECON. & DEV.	43.47		14.97	0.09%	0.04%
	UNIDO	84.21		14.01	0.08%	0.09%
	BRITISH EMBASSY	63.29		12.04	0.07%	0.07%
	EUROPEAN UNION	72.44		11.82	0.07%	0.07%
	FRENCH EMBASSY	35.93		8.47	0.05%	0.04%
	SWISS CORPORATION OFFICE	115.72		7.89	0.05%	0.12%
	ECOWAS COMMISSION	35.00		6.38	0.04%	0.04%
	SOUTH AFRICAN EMBASSY	36.06		6.21	0.04%	0.04%
	PAE	27.60		4.29	0.03%	0.03%
	INT'L FINANCE CORP.	9.11		1.67	0.01%	0.01%
	ROBERT FLIGHT INFO. REGION	5.43		1.28	0.01%	0.01%
	D R CONGO EMBASSY	5.42		0.99	0.01%	0.01%
	UN AIDS - LIB.	3.66		0.86	0.01%	0.00%
	SWEDISH EMBASSY	4.64		0.85	0.00%	0.00%
	GERMAN ARMED FORCES	7.15		0.75	0.00%	0.01%
4	EXECUTIVE ORDERS	138,873.04	15.13	12,315.19	10.15%	15.74%
	SUPPLY WEST AFRICA TRADING INC.	62,310.45		6,933.27	56.30%	44.87%
	UNITED COMMOCITIES INC.	43,351.31		3,071.29	24.94%	31.22%
	K&K TRADING	13,653.68		691.15	5.61%	9.83%
	FIRESTONE LIBERIA	5,831.14		621.19	5.04%	4.20%
	FOUTA CORPORATION	8,546.83		562.59	4.57%	6.15%
	FLUDOR LIBERIA LTD	4,314.00		351.57	2.85%	3.11%
	MANDRA FORESTRY - LIBERIA LTD	432.66	8.65	27.45	0.22%	0.31%
	CALVACADE LOGISTICS	189.88	3.80	20.67	0.17%	0.14%
	NATIONAL TRANSIT AUTHORITY	60.79	0.00	10.58	0.09%	0.04%
	CITY CAR RENTAL LIBERIA	52.50	1.05	8.52	0.07%	0.04%
	INT'L CONSULTANT CAPITAL	51.70	1.03	7.01	0.06%	0.04%
	LWSC	48.15		6.21	0.05%	0.03%
	AKIBA CAPITAL LIBERIA	15.50	0.31	2.52	0.02%	0.01%
	ENTERPRISE HOLDING GROUP	14.45	0.29	1.19	0.01%	0.01%
5	INVESTMENT INCENTIVES	78,782.41	1,335.71	10,644.64	8.78%	8.93%
	DURA PLAST	17,333.90	176.77	2,027.77	19.05%	22.00%
	SETHI BROTHERS	16,032.95	162.19	1,942.80	18.25%	20.35%
	FOUANI BROTHERS	9,248.90	272.47	1,348.70	12.67%	11.74%

No	RECIPIENT	CIF VALUE	DUTY PAID	DUTY WAIVED	% OF WAIVER	% OF CIF VALUE
	TOTAL	882,153.89	3,900.78	121,281.31	100%	100%
	PREMIER MILLING CORP.	5,869.75	127.40	692.60	6.51%	7.45%
	CCGC MINING SERVICES	4,278.11	85.56	556.34	5.23%	5.43%
	TIBA INDUSTRIAL GROUP	2,554.16	54.28	484.08	4.55%	3.24%
	LIPFOCO	3,733.38	68.97	477.10	4.48%	4.74%
	LIBERIA SOAP & DET. CO.	1,714.47	34.29	425.64	4.00%	2.18%
	LCCBC	2,215.47	44.31	399.37	3.75%	2.81%
	MANCO	1,580.65	30.73	312.41	2.93%	2.01%
	NB INDUSTRIAL COMPLEX	1,541.40	30.83	209.12	1.96%	1.96%
	CEMENCO	1,561.13	31.22	206.44	1.94%	1.98%
	MADINA ROCK CRUSHER	1,222.28	24.45	179.00	1.68%	1.55%
	METALUM LIB. LTD	1,486.92	29.74	162.28	1.52%	1.89%
	MANEX	1,273.62	25.47	138.63	1.30%	1.62%
	RAINBOW PAINT IND.	558.35	11.17	120.91	1.14%	0.71%
	MONTERRADO GROUP OF INDUSTRIES	614.18	12.28	105.90	0.99%	0.78%
	MONROVIA BREWERIES INC.	861.21	16.32	104.31	0.98%	1.09%
	S S S PRIVATE LIMITED	505.61	5.48	88.12	0.83%	0.64%
	ZIRCON INDUSTRIAL ENGINEERING	652.66	13.05	85.06	0.80%	0.83%
	INT'L ALUMINIUM FACTORY	560.02	11.20	84.90	0.80%	0.71%
	NATIONAL TOILETORIES	368.97	7.35	77.63	0.73%	0.47%
	SUPREME LIBERIA	629.96	12.60	72.67	0.68%	0.80%
	JUMP PHARMACEUTICALS CORP.	391.09	7.82	58.92	0.55%	0.50%
	ADI CONTRACTORS	328.41	6.57	44.53	0.42%	0.42%
	GOYAL FARM	212.95	4.26	43.35	0.41%	0.27%
	JETTY TRADING	310.43	6.21	33.79	0.32%	0.39%
	WOODWORK CONSTRUCTION & TRADING CO.	274.31	5.49	31.01	0.29%	0.35%
	ROYAL GRAND HOTEL	96.18	1.92	16.21	0.15%	0.12%
	MDMC EXPRESS INC.	138.05	2.76	15.03	0.14%	0.18%
	ACQUARIUS BEVERAGE INC.	62.73	1.25	14.50	0.14%	0.08%
	CORINA HOTTEL	53.27	1.07	14.44	0.14%	0.07%
	FMG WATER INDUSTRY	83.24	1.66	14.16	0.13%	0.11%
	ARROW ALLIANCE GROUP	82.61	1.65	14.16	0.13%	0.10%
	LIBERIA FOAM & PLATE FACTORY	82.62	1.65	8.99	0.08%	0.10%
	MILA GROUP INC.	78.90	1.58	8.59	0.08%	0.10%
	LIBERIA WOODWORK CONSTRUCTION CORP.	50.80	1.02	7.95	0.07%	0.06%
	NATIONAL AIR PRODUCTS	53.80	1.08	6.91	0.06%	0.07%
	HOPE BAKERY	34.37	0.69	3.56	0.03%	0.04%
	WEST AFRICA TELECOM	16.93	0.34	2.30	0.02%	0.02%

No	RECIPIENT	CIF VALUE	DUTY PAID	DUTY WAIVED	% OF WAIVER	% OF CIF VALUE
	TOTAL	882,153.89	3,900.78	121,281.31	100%	100%
	RASA LIBERIA INC.	12.95	0.26	1.82	0.02%	0.02%
	VISION INDUSTRIES INC.	10.54	0.21	1.29	0.01%	0.01%
	EDGAIL INC.	8.25	0.07	1.10	0.01%	0.01%
	FABRAR LIBERIA INC.	1.93	0.04	0.26	0.00%	0.00%
6	INTERNATIONAL NGO'S	46,300.66	110.49	6,235.55	5.14%	5.25%
	MSF / CHAI	12,545.49		1,327.06	21.26%	27.10%
	GLOBAL COMMUNITIES/USAID	5,208.01	0.24	900.25	14.44%	11.25%
	MSF /BELGIUM	5,195.64		555.53	8.91%	11.22%
	AFRICARE	5,045.10	8.69	520.79	8.35%	10.90%
	PAE / USAID	2,957.85		501.49	8.04%	6.39%
	INT'L RESCUE C'TEE	1,802.97	23.36	378.64	6.07%	3.89%
	MARY'S MEALS - LIB.	1,690.67	22.51	189.24	3.03%	3.65%
	INT'L MEDICAL CORP.	1,031.02	2.51	186.50	2.99%	2.23%
	FHI DEVELOPMENT 360	1,029.34		167.00	2.68%	2.22%
	DAI/USAID	496.94	0.60	104.70	1.68%	1.07%
	SAMARITAN'S PURSE	686.57	1.96	99.17	1.59%	1.48%
	SAVE THE CHILDREN	552.38	4.27	81.67	1.31%	1.19%
	FAMILY HEALTH DIVISION / USAID	564.48		78.35	1.26%	1.22%
	CHRISTIAN AID MINISTRIES	483.71	9.67	69.49	1.11%	1.04%
	MEDECINS DU MONDE	541.41		66.55	1.07%	1.17%
	SOS CHILDREN VILLAGE	315.84	0.66	63.86	1.02%	0.68%
	USAID /ACDI/VOCA INT'L	464.15		63.60	1.02%	1.00%
	GERMAN INT'L CORP. (GTZ)	163.99		47.45	0.76%	0.35%
	POPULATION SERVICES INT'L	211.67	0.49	45.78	0.73%	0.46%
	PAE GOV'T SERVICE	270.35		43.76	0.70%	0.58%
	USAID /RTI INT'L	371.68		43.60	0.70%	0.80%
	CHILD FUND - LIB.	169.87	1.29	37.70	0.60%	0.37%
	MERCY CORPS	204.13	3.20	34.87	0.56%	0.44%
	I C R C	117.04		33.59	0.54%	0.25%
	EDUCATION DEVELOPMENT CENTER	211.07		33.47	0.54%	0.46%
	ACTION CONTRE LA FAIM	121.18	0.24	30.96	0.50%	0.26%
	CONCERN WORLD WIDE	159.51	2.57	30.52	0.49%	0.34%
	LIVING WATER INT'L	177.97	3.56	29.36	0.47%	0.38%
	EHELD/RTI/USAID	269.57		27.52	0.44%	0.58%
	CHRISTIAN HEALTH ASSOCIATION	196.91	3.43	26.96	0.43%	0.43%
	BRAC - LIBERIA	191.75	1.05	25.68	0.41%	0.41%
	CNMETU-USAID/PAE	163.06		25.57	0.41%	0.35%

No	RECIPIENT	CIF VALUE	DUTY PAID	DUTY WAIVED	% OF WAIVER	% OF CIF VALUE
	TOTAL	882,153.89	3,900.78	121,281.31	100%	100%
	ADRA - LIB.	386.22		17.42	0.28%	0.83%
	WINDROCK INT'L / USAID	105.33		17.25	0.28%	0.23%
	MAP INT'L LIBERIA	100.49		17.24	0.28%	0.22%
	INT'L RESEARCH & EXCHANGE	85.46		16.99	0.27%	0.18%
	USAID/DAI/FED	149.33		16.07	0.26%	0.32%
	AMERICAN REFUGEE C'TTE (ARC)	89.19		15.68	0.25%	0.19%
	LAND O'LAKES LIBERIA	108.22	2.16	15.43	0.25%	0.23%
	JAPAN INT'L CORPORATION AGENCY (JICA)	73.71		15.16	0.24%	0.16%
	PLAN INTERNATIONAL	74.37	0.12	13.44	0.22%	0.16%
	OXFAM GB	79.30	0.35	12.63	0.20%	0.17%
	TEAM WORK AFRICA	83.15	1.54	12.01	0.19%	0.18%
	LAST MILE HEALTH	120.61	0.69	11.40	0.18%	0.26%
	ZOA - LIBERIA	66.83	1.34	10.19	0.16%	0.14%
	PEACE CORPS - LIB.	64.37		10.01	0.16%	0.14%
	USAID/RTI INT'L/EHELD	94.44		9.64	0.15%	0.20%
	ORPHAN RELIEF & RESCUE	22.34	0.47	8.41	0.13%	0.05%
	TETRA TECH ARD	45.32		8.07	0.13%	0.10%
	USAID/FHI 360 LIBERIA	57.86		7.88	0.13%	0.12%
	MENTOR INITIATIVE	49.69	0.99	6.74	0.11%	0.11%
	IBIS LIBERIA	46.25	0.92	6.51	0.10%	0.10%
	WATER OF LIFE	39.83	0.80	5.34	0.09%	0.09%
	MISSION ALLIANCE	32.60	0.65	5.29	0.08%	0.07%
	USAID LTTP	28.68		5.23	0.08%	0.06%
	WATER HEALTH LIB	44.14	3.69	5.14	0.08%	0.10%
	LUTHERAN DEV. SER.	34.89	0.70	5.11	0.08%	0.08%
	LACE	30.82	0.62	5.00	0.08%	0.07%
	PARTNERS IN HEALTH	30.50		4.75	0.08%	0.07%
	WE CARE FOUNDATION	26.28	0.34	4.65	0.07%	0.06%
	EVERY HOME FOR CHRIST	44.69	0.88	4.42	0.07%	0.10%
	IBI INT'L /USAID JAM PROJ.	25.22		4.40	0.07%	0.05%
	AGENCY FOR HOLISTIC EVANG.	16.32	0.33	4.40	0.07%	0.04%
	USAID/IRES	17.63		4.34	0.07%	0.04%
	CARTER CENTER	12.98		4.26	0.07%	0.03%
	ADAM SMITH INT'L/SIDA	25.98	0.52	4.22	0.07%	0.06%
	DEVELOPMENT EDUCATION NETWORK LIBERIA	36.41		4.17	0.07%	0.08%
	BUILDING MARKETS	25.15	0.42	4.17	0.07%	0.05%
	USAID/TETR	12.45	0.25	4.02	0.06%	0.03%

No	RECIPIENT	CIF VALUE	DUTY PAID	DUTY WAIVED	% OF WAIVER	% OF CIF VALUE
	TOTAL	882,153.89	3,900.78	121,281.31	100%	100%
	AFRICAN HUMANITARIAN ACTION	32.60		3.94	0.06%	0.07%
	MORE THAN ME	23.48		3.65	0.06%	0.05%
	USAID /LIBERIA M&E PROGRAM	19.93		3.63	0.06%	0.04%
	ALFAUT LIBERIA	41.27	0.83	3.39	0.05%	0.09%
	USAID PROGRAM	20.71		2.77	0.04%	0.04%
	RTI/USAID	11.82		2.41	0.04%	0.03%
	CAMP DRESSER MIKET INT'L	12.22		2.14	0.03%	0.03%
	IBIS W/AFRICA	13.57		2.11	0.03%	0.03%
	P S I - LIBERIA	24.48	0.49	2.01	0.03%	0.05%
	USAID/ LIBERIA MUNICIPAL WATER PROJECT	13.33	0.27	1.81	0.03%	0.03%
	HEALTH WOMEN, HEALTH LIBERIA	9.77	0.20	1.30	0.02%	0.02%
	JOHN SNOW INC. /USAID	7.08		1.29	0.02%	0.02%
	C D M INTERNATIONAL INC.	11.83		1.21	0.02%	0.03%
	OSIWA MONROVIA	14.28	0.29	1.17	0.02%	0.03%
	USAID/GEM/ANTHONY WENDELL	6.22		1.13	0.02%	0.01%
	HAMILTON A. GREEN FOUND.	17.34	0.35	1.08	0.02%	0.04%
	OPPORTUNITY IND. CENTER INT'L	5.27		0.79	0.01%	0.01%
	JSI RESEARCH & TRAINING	4.31		0.67	0.01%	0.01%
	TETRA TECH (LMWP)	4.97		0.51	0.01%	0.01%
	SIGHT SAVERS LIB.	3.91		0.40	0.01%	0.01%
	USAID/JOHN SNOW INT'L	3.06		0.31	0.01%	0.01%
	JOHN HOPKINS CENTER /USAID	0.86		0.11	0.00%	0.00%
7	MEDICAL INSTITUTIONS	6,309.75	9.05	721.97	0.60%	0.72%
	NATIONAL DRUG SERVICE	3,179.98	0.93	324.25	44.91%	50.40%
	ELWA HOSPITAL	1,798.31	3.78	240.36	33.29%	28.50%
	GERLIB CLINIC	678.60	0.15	74.57	10.33%	10.75%
	ST. JOSEPH CAT. HOSPITAL	419.11	2.96	50.07	6.94%	6.64%
	PHEBE HOSPITAL	78.63		12.12	1.68%	1.25%
	JACKSON F. DOE HOSPITAL	43.85		8.00	1.11%	0.69%
	SOS CLINIC	27.84	0.56	2.47	0.34%	0.44%
	LIBERIA MEDICAL & DENTAL COUNCIL	12.50		2.28	0.32%	0.20%
	HEALTHLINE MEDICAL CLINIC	12.87	0.26	1.77	0.24%	0.20%
	SCHEKINA INC. / LIBERIA MEDICINES & HEALTH PRODUCTS REGULATORY AUTHORITY	14.91		1.52	0.21%	0.24%
	GANTA UMC /LAC/ HOSPITAL /MOH	13.04	0.26	1.44	0.20%	0.21%
	GANTA LEPROSY & TB REHAB.	13.03		1.33	0.18%	0.21%
	GENERAL GOV'T HOSPITAL BOMI CO.	6.63		0.68	0.09%	0.11%

No	RECIPIENT	CIF VALUE	DUTY PAID	DUTY WAIVED	% OF WAIVER	% OF CIF VALUE
	TOTAL	882,153.89	3,900.78	121,281.31	100%	100%
	SDA COOPER HOSPITAL	4.39	0.03	0.62	0.09%	0.07%
	KINGDOM CARE MEDICAL CENTER	6.07	0.12	0.50	0.07%	0.10%
8	NATIONAL LEGISLATURE	1,686.69	9.31	348.98	0.29%	0.19%
	HON. BALLAH G. ZAYZAY	80.55	0.40	25.45	7.29%	4.78%
	HON. DANIEL NATHAN	75.40	0.38	21.44	6.14%	4.47%
	HON. GEORGE M. WEAH	68.02	0.34	19.34	5.54%	4.03%
	HON. HAJA FATA SIRYON	82.24	0.41	18.85	5.40%	4.88%
	HON. JEREMIAH KOUNG KPAN	84.10	0.42	14.87	4.26%	4.99%
	HON. J. EMMANUEL NUOQUAY	70.98	0.35	12.05	3.45%	4.21%
	HON. SEKOU KANNEH	40.11	0.20	11.40	3.27%	2.38%
	HON. STEPHEN S. KAFI, JR.	55.30	0.28	11.22	3.22%	3.28%
	HON. GEORGE S. MULBAH	59.89	0.30	10.78	3.09%	3.55%
	HON. ADOLF A. LAWRENCE	47.03	0.24	10.21	2.93%	2.79%
	HON. PRINCE O. S. TOKPAH	56.80	0.78	10.08	2.89%	3.37%
	HON. ZOE E. PENNUE	54.68	0.27	9.70	2.78%	3.24%
	HON. SAMUEL G. KOGAH	29.99	0.15	8.53	2.44%	1.78%
	HON. MAMBU M. SONII	42.39	0.21	7.73	2.22%	2.51%
	HON. ISAAC W. NYENABO, II	39.76	0.20	7.05	2.02%	2.36%
	HON. THOMAS S. GRUPEE	39.49	0.20	7.00	2.01%	2.34%
	HON. JEFFERSON S. KARMO	39.09	0.20	6.93	1.99%	2.32%
	HON. FOFI SAHR BAIMBA, SR.	44.50	0.22	6.69	1.92%	2.64%
	HON. MOSES Y. KOLLIE	35.00	0.18	6.21	1.78%	2.08%
	HON. ACARIUS M. GRAY	18.84	0.09	5.47	1.57%	1.12%
	HON. DALLAS GUEH	28.40	0.14	5.04	1.44%	1.68%
	HON. EDWARD W. KARFIAH	28.40	0.14	5.04	1.44%	1.68%
	HON. HENRY W. YALLAH	28.40	0.14	5.04	1.44%	1.68%
	HON. JONATHAN BANNEY	28.40	0.14	5.04	1.44%	1.68%
	HON. JOSEPH N. NAGBE	28.40	0.14	5.04	1.44%	1.68%
	HON. MATTHEW M. JAYE	28.40	0.14	5.04	1.44%	1.68%
	HON. GERALDINE DOE SHERIFF	23.78	0.12	5.01	1.44%	1.41%
	HON. J. GABRIEL NYENKAN	23.84	0.12	4.92	1.41%	1.41%
	HON. JEH BYRON BROWN	27.72	0.14	4.91	1.41%	1.64%
	HON. JEWEL H. TAYLOR	23.95	0.12	4.45	1.28%	1.42%
	HON. EDWARD DAGOSEH	24.99	0.12	4.44	1.27%	1.48%
	HON. GERTRUDE TENE LAMIN	22.15	0.11	4.32	1.24%	1.31%
	HON. WILLIAM TWEHWAY	19.27	0.10	4.18	1.20%	1.14%
	HON. EUGENE FALLAH KPARKA	20.05	0.10	3.75	1.07%	1.19%

No	RECIPIENT	CIF VALUE	DUTY PAID	DUTY WAIVED	% OF WAIVER	% OF CIF VALUE
	TOTAL	882,153.89	3,900.78	121,281.31	100%	100%
	HON. AARON B. VINCENT	13.38	0.07	3.56	1.02%	0.79%
	HON. NUMENE T. H. BARTEKWA, SR.	20.32	0.10	3.49	1.00%	1.21%
	HON. PRINCE K. MOYE	17.64	0.09	3.13	0.90%	1.05%
	HON. JAMES P. BINEY	19.24	0.10	3.00	0.86%	1.14%
	HON. MORIAS T. WAYLEE	14.15	0.07	2.82	0.81%	0.84%
	HON. PRINCE Y. JOHNSON	9.99	0.05	2.78	0.80%	0.59%
	HON. JOYCE MUSU FREEMAN SUMO	14.69	0.07	2.68	0.77%	0.87%
	HON. HENRY B. FAHNBULLEH	14.95	0.07	2.65	0.76%	0.89%
	HON. CHRISTIAN CHEA, SR.	9.58	0.05	2.64	0.76%	0.57%
	HON. LAHAI G. LANSANAH	14.55	0.45	2.53	0.73%	0.86%
	HON. THOMAS P. FALLAH	12.46	0.06	2.42	0.69%	0.74%
	HON. ARMAH ZULU JALLAH	8.51	0.04	2.07	0.59%	0.50%
	HON. CHARLES K. BARDLY	11.24	0.06	2.05	0.59%	0.67%
	HON. DR. BHOFAL CHAMBERS	7.88	0.04	1.75	0.50%	0.47%
	HON. FREDERICK D. CHERUE	5.69	0.03	1.62	0.46%	0.34%
	HON. ABRAHAM V. CORNEH, II	8.77	0.04	1.56	0.45%	0.52%
	HON. TOGBAH J. MULBAH	11.45	0.06	1.49	0.43%	0.68%
	HON. LESTER M. PAYE	8.39	0.04	1.49	0.43%	0.50%
	HON. GEORGE T. TENGBEH	6.57	0.03	1.44	0.41%	0.39%
	HON. J.S.B. THEODORE MOMO, JR.	7.05	0.04	1.25	0.36%	0.42%
	HON. GABRIEL NYENKAN FOFI SAHR BAIMBA, SR.	7.31	0.04	1.17	0.34%	0.43%
	HON. ADAM BILL CORNEH	2.66	0.01	1.00	0.29%	0.16%
	HON. SAMUEL G. Z. WALEH	5.48	0.03	0.97	0.28%	0.32%
	HON. EMMANUEL J. NUQUAY	5.06	0.03	0.90	0.26%	0.30%
	HON. LARRY P. YOUNQUOI	3.20	0.02	0.57	0.16%	0.19%
	HON. GARRISON YEALUE	4.20	0.02	0.40	0.11%	0.25%
	HON. G. WESSEH BLAMOH	1.97	0.01	0.35	0.10%	0.12%
9	LOCAL NGOs	930.62	6.62	145.29	0.12%	0.11%
	LIBERIA RED CROSS SOCIETY	501.61	2.02	85.03	58.52%	53.90%
	FIRST RESPONDER EMER.	245.14	1.07	33.19	22.84%	26.34%
	CHAL	53.97	0.64	7.97	5.49%	5.80%
	CARITAS / MOTHER PATERN COL.	32.24	0.64	5.23	3.60%	3.46%
	AFRICAN FELLOWSHIP CHRISTIAN INT'L	19.25		4.08	2.81%	2.07%
	FOUNDATION FOR WOMEN IN LIBERIA	18.71	0.37	3.24	2.23%	2.01%
	HOPE FOR WOMEN INT'L	18.87	0.38	2.45	1.69%	2.03%
	COMMUNITY HELP INSIGHT LIB.	16.88	0.27	1.95	1.34%	1.81%
	W. R. TOLBERT FOUNDATION	9.77		1.58	1.09%	1.05%

No	RECIPIENT	CIF VALUE	DUTY PAID	DUTY WAIVED	% OF WAIVER	% OF CIF VALUE
	TOTAL	882,153.89	3,900.78	121,281.31	100%	100%
	REAP	4.59		0.46	0.32%	0.49%
	SIRLEAF ORPHANAGGE FOUNDATION LIB.	9.59	1.22	0.11	0.07%	1.03%
10	RELIGIOUS INSTITUTIONS	1,100.62	24.99	130.74	0.11%	0.12%
	CATHOLIC ARCHDIOCESE OF MON.	178.78	0.58	19.38	14.82%	16.24%
	UNITED METHODIST /LAC/MOH	88.27	1.11	15.29	11.69%	8.02%
	CHRISTIAN CONGREGATION OF JW'S	224.64	4.08	13.96	10.68%	20.41%
	LIBERIA BAPTIST CONVENTION	97.99	1.96	13.00	9.94%	8.90%
	GREAT COMMISSION VICTORY MIN.	85.48	1.63	9.53	7.29%	7.77%
	EPISCOPAL CHURCH OF LIBERIA	45.17	0.60	6.90	5.28%	4.10%
	BIBLE SOCIETY IN LIBERIA	81.28	1.63	6.07	4.64%	7.38%
	LIVING WORD COMM. CHURCH	27.80	0.26	5.07	3.88%	2.53%
	CATHOLIC ARCHDIOCESE OF GBARNGA	26.73	0.53	4.34	3.32%	2.43%
	CENTRAL CHURCH OF CHRIST	27.86	0.56	4.26	3.26%	2.53%
	THE LORD'S PRAYER MINISTRY	13.28	0.27	3.35	2.56%	1.21%
	WORLD HARVEST CHRISTIAN MINISTRY / MOH	22.14		2.75	2.10%	2.01%
	PRISON FELLOWSHIP	7.68	0.15	2.59	1.98%	0.70%
	ST. SIMON BAPTIST CHURCH	8.07		2.44	1.87%	0.73%
	ABUNDANT LIFE IN CHRIST OUTREACH MISSION	7.28		2.11	1.61%	0.66%
	EVERY HOME FOR CHRIST	10.61	0.21	1.94	1.48%	0.96%
	CHRISTIAL HAEALTH ASSOCIATION	17.71		1.81	1.38%	1.61%
	GREAT COMMISSION VICTORY CH.	16.57	9.42	1.73	1.33%	1.51%
	LIVING WATER CHURCH	15.30	0.31	1.67	1.28%	1.39%
	ASSOCIATION OF INDEPENDENT CHURCHES OF AFRICA	20.19	0.40	1.65	1.26%	1.83%
	BETTER LIFE CHURCH	7.78	0.16	1.45	1.11%	0.71%
	FRONT LINE CHRISTIAN ACADEMY /CHURCH	7.66	0.15	1.33	1.02%	0.70%
	EVANGELICAL LUTHERAN CHURCH	7.56	0.15	1.30	1.00%	0.69%
	REDEEMERS RELEIF AGENCY INT'L	0.76		1.24	0.95%	0.07%
	VICTORY MIN. INT'L INC.	10.63		1.09	0.84%	0.97%
	AME ZION CHURCH	3.83	0.08	0.83	0.63%	0.35%
	LUTHERAN CHURCH IN LIBERIA	10.00	0.20	0.81	0.62%	0.91%
	SEVEN DAY ADVENTIST	8.54	0.14	0.73	0.56%	0.78%
	UNITED PENTECOSTAL CH. OF LIB.	5.83	0.12	0.61	0.46%	0.53%
	CHRIST CENTER OF PRAISE	4.35	0.09	0.59	0.45%	0.40%
	GREAT COMMISSION MOVEMENT OF LIBERIA	5.46	0.11	0.48	0.37%	0.50%
	CHURCH AID INC.	5.40	0.11	0.44	0.34%	0.49%
11	EDUCATIONAL INSTITUTIONS	428.00	5.35	68.44	0.06%	0.05%

No	RECIPIENT	CIF VALUE	DUTY PAID	DUTY WAIVED	% OF WAIVER	% OF CIF VALUE
	TOTAL	882,153.89	3,900.78	121,281.31	100%	100%
	UNIVERSITY OF LIBERIA MED. COLLEGE	172.45		31.27	45.68%	40.29%
	BONG TECHNICAL COLLEGE	58.38	1.46	9.08	13.27%	13.64%
	WILLIAM V S TUBMAN UNIVERSITY	44.47		8.36	12.21%	10.39%
	LOTT CAREY BAPTIST MISSION	40.71	0.81	6.73	9.83%	9.51%
	MONROVIA CONSOLIDATED SCH. SYS.	14.24		2.71	3.96%	3.33%
	WEST AFRICAN EXAMINATION COUNCIL	8.48		2.48	3.62%	1.98%
	LIBERIA POST GRADUATE MED. COL.	12.12		2.20	3.22%	2.83%
	CHANGE AGENT NETWORK	20.22	2.63	2.19	3.20%	4.72%
	STELLA MARIS POLYT.	41.25		1.98	2.90%	9.64%
	WORLD SANCTIFIED INT'L SCHOOL	5.85	0.12	0.60	0.88%	1.37%
	ISAAC A DAVID, SR. MEMORIAL SCH.	6.70	0.26	0.42	0.62%	1.57%
	LEAGUE OF ISLAMIC SCH. AND PROPAGATORS	3.12	0.06	0.42	0.62%	0.73%
12	RETURNEE STUDENTS	228.29	4.25	42.55	0.04%	0.03%
	JARJAR M. KAMARA / MoFA	56.26		10.92	25.65%	24.64%
	L. OLANDOR - BOYCE	19.46	0.39	3.15	7.41%	8.52%
	AUDRIAN S. FORBES	11.89	1.04	2.79	6.55%	5.21%
	DR. JOHN F. TAMBA	17.28	0.35	2.66	6.26%	7.57%
	MICHEAL BAYSAH /GOVERNANCE COMM.	14.40	0.29	2.34	5.49%	6.31%
	MOHAMMED KONNEH / MOE	9.91	0.20	1.89	4.45%	4.34%
	WIL BAKO FREEMAN	9.01	0.18	1.87	4.39%	3.95%
	CLLR. AARON B. KPARKILLEN	13.08	0.26	1.85	4.36%	5.73%
	CHARLES T. H. DENNIS, JR.	7.36	0.15	1.58	3.70%	3.22%
	DR. WILFRED BOAYUE	9.33	0.19	1.51	3.56%	4.09%
	MOLLEY O. KAIZOLU	5.97	0.12	0.97	2.28%	2.61%
	BEDEE N. KANNEH /VINNIE	2.58	0.05	0.72	1.69%	1.13%
	JASPER TAMBA CHOUWO	2.37	0.05	0.70	1.65%	1.04%
	MARTIN SANDIKE	2.93	0.06	0.68	1.61%	1.28%
	LENIN TOWANA	2.85	0.06	0.65	1.52%	1.25%
	GABRIEL W. TARLEH	2.87	0.06	0.64	1.50%	1.26%
	JOHN KAWIE ZORGAR, JR.	2.80	0.06	0.62	1.45%	1.23%
	ROBERT SOLE PAYWALA	2.44	0.05	0.55	1.29%	1.07%
	MORRIS V. KARVAH	2.51	0.05	0.54	1.28%	1.10%
	PRINCE P. NELSON	2.12	0.04	0.54	1.28%	0.93%
	ALBERT K. JAJA	2.45	0.05	0.54	1.27%	1.07%
	EMMANUEL W. WILLIAMS	2.46	0.05	0.52	1.23%	1.08%
	ZARWU K. ZAYZAY	1.85	0.04	0.47	1.11%	0.81%
	CHARLETY D. WESSEH	2.46	0.05	0.46	1.08%	1.08%

No	RECIPIENT	CIF VALUE	DUTY PAID	DUTY WAIVED	% OF WAIVER	% OF CIF VALUE
	TOTAL	882,153.89	3,900.78	121,281.31	100%	100%
	ABIMELECH PAYE GBATU	2.17	0.04	0.44	1.05%	0.95%
	BENEDICT Y. HARLEYSON	2.69	0.05	0.44	1.03%	1.18%
	JOHN K. JALLAH	2.79	0.06	0.44	1.02%	1.22%
	HARRIET PEAL KEAMU	2.32	0.05	0.43	1.01%	1.02%
	FRANCIS WALLACE	2.63	0.05	0.39	0.92%	1.15%
	ROLAND DADDY KALLON	1.35	0.03	0.35	0.82%	0.59%
	STEVEN DA WONKAY	5.24	0.10	0.34	0.80%	2.30%
	ALVIN TAMBA	1.53	0.03	0.31	0.74%	0.67%
	CHARLOTTE PEARSON W	0.93	0.02	0.23	0.54%	0.41%

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

NO.	CATEGORIES	AGO	PMS	JET FUEL	ATK	DUTY WAIVED	% OF DUTY WAIVED
1	DIPLOMATIC MISSION	6,195,673	109,500	24,000	4,000	2,539	46.37%
	UNMIL	4,559,323	40,000	24000	4,000	1,852.93	72.99%
	U S EMBASSY	1,016,250	12,000			411.9	16.22%
	SUPREME FOOD	366,000				146.4	5.77%
	CHINESE EMBASSY	104,000				41.6	1.64%
	NIGERIAN EMBASSY	41,500	17,000			24.25	0.96%
	S. LEONE EMB.	16,000	30,500			20.13	0.79%
	LEBANESE EMBASSY	19,500	6,000			10.5	0.41%
	ERUOPEAN UNION	24,000				9.6	0.38%
	EGYPTIAN EMBASSY	15,000	4,000			7.8	0.31%
	PAE	12,000				4.8	0.19%
	UNICEF	10,000				4	0.16%
	UNHCR	5,100				2.04	0.08%
	QATAR EMBASSY	3,000				1.2	0.05%
	FRENCH EMBASSY	2,000				0.8	0.03%
	SWISS EMB./SIDA	2,000				0.8	0.03%
2	GOVERNMENT MINISTRIES & AGENCIES	3,267,500				1,307.0	23.87%
	L E C	2,900,500				1,160.2	88.70%
	LWSC	367,000				146.8	11.23%
3	GOVERNMENT RELATED PROJECTS	2,476,500		8,000	33,000	524.6	9.58%
	CICO180	687,000				274.8	52.38%
	CHICO	519,000		8,000	33,000	224	42.70%
	CHINA HENAN	57,000				22.8	4.00%
	DIA NIPPON	5,000				2	0.38%
	SHANXI CONST.	2,500				1	0.19%
4	NATIONAL LEGISLATURE	369,000	1,038,000			615	11.23%
	HOUSE OF REP.	209,000	868,000			474.2	77.14%
	HOUSE OF SENATE	160,000	170,000			140.5	22.86%
5	CONCESSION	682,500				265	4.84%
	L A C	568,500				227.4	85.78%
	SALALA	50,000				20	7.54%
	CHEVRON	24,500				9.8	3.70%
	SIME DARBY	39,500				7.9	2.98%
6	INVESTMENT INCENTIVE	32,000				13	0.23%
	DURA PLAST	27,000				10.8	84.38%
	SETHI BROTHERS	5,000				2	15.63%
7	MEDICAL INSTITUTIONS	103,000				41	0.75%
	ST. JOSEPH CAT. HOSPITAL	68,000				27.2	66.02%
	PHEBE HOSPITAL	30,000				12	29.13%
	JACKSON F. DOE HOSPITAL	4,000.00				1.6	3.88%
	SDA HOSPITAL	1,000.00				0.4	0.97%
8	INTERNATIONAL NGOs	425,500	500			170.43	3.11%
	PAE /USAID	180,000				72	42.25%
	PAE GOV'T SERV.	95,500				38.2	22.41%
	PAE / EBOLA RES.	92,500				37	21.71%
	ICRC	29,000				11.6	6.81%
	RBHS/USAID	16,500	500			6.83	4.00%
	PEACE CORPS	6,000				2.4	1.41%
	SMITH AGENCY / SIDA	4,000				1.6	0.94%
	SWISS AGENCY	2,000				0.8	0.47%
TOTAL		12,345,673	1,148,000	32,000	37,000	5,475	100%

APPENDIX B: Financial Statements

Table B: FINANCIAL STATEMENTS

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL FOR THE FIFTEEN (15) MONTHS ENDED JUNE 30, 2015

	A	B= A x 84	C	D= C x 84	E	F= E x 84	G=C-A	H= G x 84	I
Description / ACCOUNT TITLE	* Actual Amounts (US\$)	* Actual Amounts (L\$)	Final Budget (US\$)	Final Budget (L\$)	Original Budget (US\$)	Original Budget (L\$)	Difference: Final Budget & Actual (US\$)	Difference: Final Budget & Actual (L\$)	Var. %
INFLOWS									
Authorized Allocation (Subsidy from GOL)	13,106,502	1,100,946,187	13,106,502	1,100,946,187	13,108,017	1,101,073,428	-	-	-
Other Receipts (APM Terminal)	56,853	4,775,652	56,853	4,775,652	-	-	-	-	-
Total receipt	13,163,355	1,105,721,839	13,163,355	1,105,721,839	13,108,017	1,101,073,428	-	-	-
OUTFLOWS									
Compensation of Employees									
Basic Salary	5,997,199	503,764,677	8,252,790	693,234,352	8,252,790	693,234,352	2,255,591	189,469,675	27.33
Overtime	25,382	2,132,106	25,382	2,132,106	2,500	210,000	-	-	-
Residential Rental and Lease Allowance	2,900	243,600	24,920	2,093,267	24,920	2,093,267	22,020	1,849,667	88.36
Employer'S Contributions: NASSCORP	6,873	577,313	23,273	1,954,946	23,273	1,954,946	16,400	1,377,633	70.47
Incapacity, Death Benefits and Funeral Expenses	1,756	147,542	1,756						
LRA Provident Fund	-	-	250,465	21,039,089	250,465	21,039,089	250,465	21,039,089	100.00
Total Compensation of Employees	6,034,110	506,865,237	8,578,586	720,453,759	8,553,948	718,531,653	2,544,477	213,736,064	29.66
Consumption of Fixed Capital									
Transport Equipment	61,250	5,145,000		48,131,888	758,693	63,730,171	511,749	42,986,888	-
Miscellaneous Office Equipment	33,130	2,782,917	559,270	46,978,659	559,270	46,978,659	526,140	44,195,742	94.08
Furniture & Fixtures	17,185	1,443,501	76,632	6,437,077	76,632	6,437,077	59,447	4,993,576	77.58
ICT Infrastructure	39,280	3,299,560	117,984	9,910,648	117,984	9,910,648	78,703	6,611,087	66.71
Total Consumption of Fixed Capital	150,845	12,670,978	1,326,884	111,458,272	1,512,578	127,056,555	1,176,039	98,787,294	88.63
Use of Goods and Services									
Foreign Means Of Travel	49,860	4,188,255	54,976	4,617,979	81,776	6,869,179	5,116	429,724	9.31
Foreign Daily Subsistence Allowance	86,487	7,264,947	93,469	7,851,435	91,469	7,683,435	6,982	586,488	7.47
Foreign Incidental Allowance	5,350	449,400	7,000	588,000	3,200	268,800	1,650	138,600	23.57
Domestic Means Of Travel	6,785	569,967	26,506	2,226,513	26,506	2,226,513	19,721	1,656,546	-
Domestic Daily Subsistence Allowance	36,188	3,039,754	43,567	3,659,636	23,567	1,979,636	7,380	619,881	16.94
Domestic Travel -Incidental Allowance	2,885	242,340	2,885	242,340	160	13,440	-	-	-
Electricity	3,611	303,305	50,267	4,222,397	50,267	4,222,397	46,656	3,919,092	92.82
Water And Sewage	2,241	188,219	7,430	624,093	7,430	624,093	5,189	435,874	69.84
Telecommunication, Internet, Postgae & Courier	53,726	4,513,014	69,547	5,841,987	269,547	22,641,987	15,821	1,328,973	22.75
Residential Property Rental	14,725	1,236,900	37,308	3,133,904	37,308	3,133,904	22,583	1,897,004	60.53
Office Buildings Rental & Leases	45,528	3,824,310	59,800	5,023,200	59,800	5,023,200	14,273	1,198,890	-
Fuel & Lubricants (Utility) -Vehicles	73,597	6,182,114	240,469	20,199,390	240,469	20,199,390	166,872	14,017,276	69.39
Use of Goods and Services C/F	380,982	32,002,525	693,225	58,230,874	891,500	74,885,974	312,242	26,228,349	45.04

**STATEMENT OF COMPARISON OF BUDGET AND ACTUAL
FOR THE FIFTEEN (15) MONTHS ENDED JUNE 30, 2015**

	A	B= A x 84	C	D= C x 84	E	F= E x 84	G=C-A	H= G x 84	I
Description / ACCOUNT TITLE	Actual Amounts (US\$)	Actual Amounts (L\$)	Final Budget (US\$)	Final Budget (L\$)	Original Budget (US\$)	Original Budget (L\$)	Difference: Final Budget & Actual (US\$)	Difference: Final Budget & Actual (US\$)	% Var. (US\$)
INFLOWS									
Use of Goods and Services B/F	380,982	32,002,349	693,225	58,230,874	891,500	74,885,974	312,242	26,228,349	45.04
Fuel & Lubricants (Utility) - Bikes	-	-	1,623	136,335	46,623	3,916,335	1,623	136,335	100.00
Fuel & Lubricants (Generators)	44,134	3,707,273	119,459	10,034,559	162,606	13,658,907	75,325	6,327,286	63.05
Repairs & Maint. Civil	21,051	1,768,266	105,460	8,858,649	105,460	8,858,649	84,409	7,090,383	80.04
Repair & Maint. Vehicles	6,423	539,518	48,715	4,092,026	48,715	4,092,026	42,292	3,552,509	86.82
Repairs & Maint. Motor Cycles	3,581	300,814	4,976	417,954	4,976	417,954	1,395	117,140	28.03
Repairs & Maint. Generators	15,212	1,277,768	15,507	1,302,600	55,507	4,662,600	296	24,832	1.91
Repairs & Maint. Of Equipment	94,918	7,973,104	94,918	7,973,104	3,129	262,844	-	-	-
Cleaning Materials & Services	20,887	1,754,500	52,873	4,441,334	52,873	4,441,334	31,986	2,686,834	-
Stationeries & Office Supplies	61,465	5,163,051	65,302	5,485,367	50,302	4,225,367	3,837	322,316	5.88
Printing & Publication Services	77,988	6,550,950	121,412	10,198,635	136,412	11,458,635	43,425	3,647,685	35.77
Newspapers, Books & Specialized Publications	-	-	84,047	7,059,914	84,047	7,059,914	84,047	7,059,914	-
Employees ID Cards	3,552	298,368	27,001	2,268,084	27,001	2,268,084	23,449	1,969,716	86.84
Other Specialized Materials & Services/Veh. Registration	10,239	860,101	14,097	1,184,177	29,097	2,444,177	3,858	324,076	-
Media relations, Intelligence and Promotions	64,946		64,946						
Professional Services	48,663	4,087,653	207,932	17,466,329	207,932	17,466,329	159,270	13,378,675.80	-
Board Fees and Management	21,600	1,814,400	36,000	3,024,000	36,000	3,024,000	14,400	1,209,600	-
Local Training	230	19,354	4,724	396,781	4,724	396,781	4,493	377,427	-
Foreign Training	34,680	2,913,155	43,680	3,669,155	28,680	2,409,155	9,000	756,000	20.60
Tax Education	1,980	166,295	27,994	2,351,529	27,994	2,351,529	26,015	2,185,233.96	92.93
Entertainment, Representations & Gifts	9,219	774,395	14,250	1,196,979	14,250	1,196,979	5,031	422,583.84	35.30
Operational Expenses	446,842	37,534,714	485,186	40,755,585	100,186	8,415,585	38,344	3,220,871.64	7.90
Int'L Organization Fees & Dues	65,035	5,462,925	67,675	5,684,685	67,675	5,684,685	2,640	221,760.00	3.90
Bank Charges and other Bank Related Costs	2,596	218,053	2,596	218,053	-	-			
Revenue Enforcement	11,656	979,107	17,455	1,466,180	17,455	1,466,180	5,798	487,072.32	33.22
Other Compensation/Whistleblower	3,113	261,465	4,702	394,980	4,702	394,980	1,589	133,514.64	-
Personnel Insurance	14,178	1,190,923	70,250	5,901,014	70,250	5,901,014	56,073	4,710,090.84	79.82
Insurance For Vehicles	1,582	132,860	60,296	5,064,839	60,296	5,064,839	58,714	4,931,978.52	97.38
Other Off. Mat. & Consumables/Notary Seals & Forms	-	-	2,460	206,640	2,460	206,640	2,460	206,640	-
Uniforms & Specialized Clothing	-	-	200,640	16,853,760	200,640	16,853,760	200,640	16,853,760	100.00
Special Project									
Real Estates Block Mapping and Database Project	-	-	500,000	42,000,000	500,000	42,000,000	500,000	42,000,000	100.00
Total Use of Goods and Services	1,466,750	117,751,418	3,259,399	268,334,119	3,041,491	255,485,254	1,792,650	150,582,582	55.00
GRAND TOTAL	7,651,704	637,287,633	13,164,870	1,100,246,158	13,108,017	1,101,073,471	5,513,166	463,106,067	41.88

Publication Information

This report has been prepared by the Policy, Statistics and Strategic Planning Division of the Liberia Revenue Authority.

For more information, please visit:

**Liberia Revenue Authority
ELWA Junction
Paynesville, Liberia**

Or visit our website at:

www.lra.gov.lr