



Cabinet Office

# REPUBLIC OF LIBERIA

## Ministry of State for Presidential Affairs

Executive Mansion  
Monrovia, Liberia

### Annual Performance Appraisals: Institutional Self-Assessment Form

#### Instructions

- This form should be completed by the institution and should be supported with verifiable evidence.
- Attach relevant supporting documents where applicable.
- Use the comments section to provide context or explanations.

#### Section A: General Information

<b>Name of Institution</b>	
<b>Reporting Period</b>	<b>From 2024 To 2025</b>
<b>Date of Submission</b>	

#### Reporting Officer(s)

Name (s)	Position	Email	Phone Number
Kpanah V. Sao	Corporate Planning & Development Manager	ksao@lta.gov.lr	+231886501363
Augustus P. Randall	Comptroller	arandall@lta.gov.lr	+231886535326
T. Frannel Powell	Act. Procurement & Logistics Manager	fpowell@lta.gov.lr	+231886/777-564210

#### Section B: Performance Targets and Achievements

##### 1.1 Development and Completeness of Service Delivery Charters

##### 1.1.1 Has the institution developed its service delivery charter?



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Performance Target	Status	Evidence Available <sup>1</sup>	Comments
1. Full version of SDC developed and published	<input checked="" type="checkbox"/> Achieved <input type="checkbox"/> Partially Achieved <input type="checkbox"/> Not Achieved		
2. Abridged version developed and published	<input checked="" type="checkbox"/> Achieved <input type="checkbox"/> Partially Achieved <input type="checkbox"/> Not Achieved		

1.1.2 Does the charter include all required elements? (Tick from the checklist below)

### SDC SECTION CHECKLIST

SDC SECTION	YES	NO	Evidence Available	Comments
<b>1. Preliminary Pages</b>				
— Title Page	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
— Table of Contents	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
— List of Acronyms	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
— Foreword	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
— Acknowledgement	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>2. Introduction Section</b>				
— Background	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
— Rationale	<input checked="" type="checkbox"/>	<input type="checkbox"/>		

<sup>1</sup> **Evidence Available:** Please submit links to websites, Documents (on google drive or other online hosting), Photos, emails, etc to provide evidence of performance. Paste link in the Evidence column

Available on the LTA's Facebook Page  
[https://www.facebook.com/TelecommunicationsAuthorityLIBERIA?rdid=7fUiKiqZEpe1g8GR&share\\_url=https%3A%2F%2Fwww.facebook.com%2Fshare%2F1AfpHeUddJ%2F](https://www.facebook.com/TelecommunicationsAuthorityLIBERIA?rdid=7fUiKiqZEpe1g8GR&share_url=https%3A%2F%2Fwww.facebook.com%2Fshare%2F1AfpHeUddJ%2F)

PMCS Chatroom



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— Objectives	<input checked="" type="checkbox"/>	<input type="checkbox"/>
— Scope of Application	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>3. Institutional Overview</b>		
— Who We Are	<input checked="" type="checkbox"/>	<input type="checkbox"/>
— Vision	<input checked="" type="checkbox"/>	<input type="checkbox"/>
— Mission	<input checked="" type="checkbox"/>	<input type="checkbox"/>
— Values	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>4. Customer Information</b>		
— Customer Categories	<input checked="" type="checkbox"/>	<input type="checkbox"/>
— Service Guarantee	<input checked="" type="checkbox"/>	<input type="checkbox"/>
— Service Standards	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>5. Service Details</b>		
— Location & Contact Information	<input checked="" type="checkbox"/>	<input type="checkbox"/>
— Overview of Services	<input checked="" type="checkbox"/>	<input type="checkbox"/>
— List of Services by Department	<input checked="" type="checkbox"/>	<input type="checkbox"/>
— Service Codes	<input checked="" type="checkbox"/>	<input type="checkbox"/>
— Service Descriptions	<input checked="" type="checkbox"/>	<input type="checkbox"/>
— Eligibility Conditions	<input checked="" type="checkbox"/>	<input type="checkbox"/>
— Cost of Service	<input checked="" type="checkbox"/>	<input type="checkbox"/>
— Requirements	<input checked="" type="checkbox"/>	<input type="checkbox"/>
— Timeline	<input checked="" type="checkbox"/>	<input type="checkbox"/>
— Responsible Department	<input checked="" type="checkbox"/>	<input type="checkbox"/>
— Staff in Charge	<input checked="" type="checkbox"/>	<input type="checkbox"/>
— Supervisor	<input checked="" type="checkbox"/>	<input type="checkbox"/>
— Feedback Channels	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>6. Customer Interface</b>		
— Feedback Mechanism	<input checked="" type="checkbox"/>	<input type="checkbox"/>



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— Complaints Process	<input checked="" type="checkbox"/>	<input type="checkbox"/>
— Complaint Handling Steps	<input checked="" type="checkbox"/>	<input type="checkbox"/>
— Escalation Process	<input checked="" type="checkbox"/>	<input type="checkbox"/>
— Confidentiality Provisions	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>7. Rights &amp; Obligations</b>		
— Service User Rights	<input checked="" type="checkbox"/>	<input type="checkbox"/>
— Service User Obligations	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>8. Supporting Information</b>		
— Annexes	<input type="checkbox"/>	<input type="checkbox"/>
— Sample Forms	<input checked="" type="checkbox"/>	<input type="checkbox"/>

### 1.1.3 Stakeholder Engagement and Citizen Feedback

#### List of stakeholders involved in development and/or validation

(Please Tick from the checklist below)

#### STAKEHOLDER INVOLVEMENT CHECKLIST

STAKEHOLDER	Y S	N O	Evidence Available	COMMENT
<b>INTERNAL STAKEHOLDERS</b>				
— Minister/Head of Institution	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<b>Chairman</b>
— Deputy Ministers/Deputy Head of Institution	<input type="checkbox"/>	<input type="checkbox"/>	N/A	N/A
— Commissioners/Department Heads	<input checked="" type="checkbox"/>	<input type="checkbox"/>		<b>Commissioners</b>
— Front-line Service Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
— Technical Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
— Administrative Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
— Human Resources Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>		



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— Planning Staff	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
<b>EXTERNAL STAKEHOLDERS</b>				
— Service Users/Citizens	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
— Civil Society Organizations	<input type="checkbox"/>	<input checked="" type="checkbox"/>	N/A	
— Private Sector Partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	N/A	
— Development Partners	<input checked="" type="checkbox"/>	<input type="checkbox"/>	N/A	
— Community Representatives	<input type="checkbox"/>	<input checked="" type="checkbox"/>	N/A	



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### 1.2 Publication and Accessibility of SDC

#### 1.2.1 Publication of SDC

What are the publication channels for your SDC? (Please Tick from the checklist below)

Version	Publication Channels	YES	NO	Evidence Available	COMMENT
<b>Full Version of SDCs</b>	Submission to the official PMCS email for central archiving and verification.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Email.	<a href="mailto:liberiapmcs@gmail.com">liberiapmcs@gmail.com</a>
	Circulation via email to relevant stakeholders and partners.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Email	<a href="mailto:ali.fakih@mtn.com">ali.fakih@mtn.com</a>
	Publication on institutional websites and social media platforms for public accessibility.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	LTA's Facebook Page	The website is under construction
	Printing and distribution of hard copies for in-person engagement and reference.	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Other locations (Please specify)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		LTA Facebook Page LTA Chatroom PMCS Chatroom
<b>Abridged Version of SDCs</b>	Posting of banners, large stickers, or boards at building entrances and strategic offices.	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Continuous display on multimedia screens in waiting areas.	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Installation of billboards highlighting listed services and the rights and obligations of public clients.	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Other locations (Please specify)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		LTA Facebook Page LTA Chatroom PMCS Chatroom



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### 1.2.2 Accessibility of SDC

Are the SDCs easily accessible from the publication channels? (Please Tick from the checklist below and give comments to support)

Version	Publication Channels	YES	NO	Evidence Available	Comments on accessibility of SDCs
<b>Full Version of SDCs</b>	Submission to the official PMCS email for central archiving and verification.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Email.	<a href="mailto:liberiapmcs@gmail.com">liberiapmcs@gmail.com</a>
	Circulation via email to relevant stakeholders and partners.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Email	<a href="mailto:ali.fakih@mtn.com">ali.fakih@mtn.com</a>
	Publication on institutional websites and social media platforms for public accessibility.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	LTA's Facebook Page	The website is under construction
	Printing and distribution of hard copies for in-person engagement and reference.	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Other locations (Please specify)	<input type="checkbox"/>	<input type="checkbox"/>		LTA Facebook Page LTA Chatroom PMCS Chatroom
<b>Abridged Version of SDCs</b>	Posting of banners, large stickers, or boards at building entrances and strategic offices.	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Continuous display on multimedia screens in waiting areas.	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Installation of billboards highlighting listed services and the rights and obligations of public clients.	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
	Other locations (Please specify)	<input checked="" type="checkbox"/>	<input type="checkbox"/>		LTA Facebook Page LTA Chatroom



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					PMCS Chatroom
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### 1.3 Internal Systems Strengthening

#### 1.3.1 Please choose which Internal systems you identified for strengthening below

Internal System	YES	NO	Comment
Financial Management System	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Procurement System	<input type="checkbox"/>	<input type="checkbox"/>	
Human Resource System	<input type="checkbox"/>	<input type="checkbox"/>	
Customer Service System	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Information Management System	<input type="checkbox"/>	<input type="checkbox"/>	
Payment System	<input type="checkbox"/>	<input type="checkbox"/>	
Technical Services Delivery	<input type="checkbox"/>	<input type="checkbox"/>	
Communications System	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
External Relations System	<input type="checkbox"/>	<input type="checkbox"/>	
Transportation System	<input type="checkbox"/>	<input type="checkbox"/>	
Inventory Management System	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Records Management System	<input type="checkbox"/>	<input type="checkbox"/>	
Project Management System	<input type="checkbox"/>	<input type="checkbox"/>	
Security System	<input type="checkbox"/>	<input type="checkbox"/>	
Maintenance System	<input type="checkbox"/>	<input type="checkbox"/>	
Others (Please specify)	<input type="checkbox"/>	<input type="checkbox"/>	
Others (Please specify)	<input type="checkbox"/>	<input type="checkbox"/>	



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### 1.3.2 What strengthening activities did you undertake (e.g., developing policies, Standard Operating Procedures [SOPs], equipment procurement, Training and capacity building, etc)?

List each system strengthened from the list above and indicate activities and outcomes achieved (Add more rows if needed).

System Strengthened	Activities Undertaken <i>(e.g., policies developed, trainings, SOPs, equipment, etc)</i>	Outcomes <i>(provide detailed information, including numbers and statistics)</i>	Evidence Available <i>(e.g., Policy document, attendance sheets, procurement docs, etc)</i>
<b>Customer Service System</b>	CPR regulation  <u>Equipment</u> PBX box Mouse Key board UPS 24-Port Switch  Training	CPR regulation developed, approved, and launched.  The system was developed to address consumer complaints	<a href="..\Documents\Consumer Complaint Management Summary Report.docx">..\Documents\Consumer Complaint Management Summary Report.docx</a>
<b>1. Communications System</b>	Official Emailing System (Zoho Workplace)	All employees	<a href="https://www.zohomailo.com">https://www.zohomailo.com</a>
<b>2. Inventory Management System</b>	Fixed Assets Registry	Up to date Fixed Assets Registry	<a href="..\Documents\FAR-LTA.xlsx">..\Documents\FAR-LTA.xlsx</a>



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### 1.4 Performance Reporting & Compliance Monitoring

#### 1.4.1 Did your institution comply with performance reporting and risk management as required?

Criteria	Yes	No	Evidence Available	Comment
1. Is there an internal monitoring and evaluation system to track progress?	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
2. Were the reports submitted on time as stipulated in the contract with the President?	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
3. Did the institution implement a comprehensive Risk Management Plan to address challenges to achieving the agreed targets?	<input checked="" type="checkbox"/>	<input type="checkbox"/>		
4. If there were challenges, did you inform the Cabinet Office?	<input checked="" type="checkbox"/>	<input type="checkbox"/>		

### Section C: Challenges and Recommendations

#### 1.5 What general challenges did you face during this Condensed Performance Management Cycle (October 2024 – February 2025)?

Challenges Encountered	Proposed Solutions
1. Lack of Internal Support	Management ensures support for the PMCS focal team
2. Change in Leadership	N/A
3. Delay in budget approval	Management ensures the timely approval of the budget



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### 1.6 What are your general or specific suggestions for improving the PMCS for the 2025 performance cycle?

The LTA PMCS team recommends that a compliance officer be assigned to each entity within the circle to support and ensure compliance during the preparation of the annual appraisal.

### Approval and Signatures

Approvals	Title	Signature	Date
<b>Reviewed by S. Bliidi Elliott(Director of Strategy)</b>			
<b>Approved by (Head of Institution)</b>	Clarence K. Massaquoi		

**End of Self-Assessment Form**