



REPUBLIC OF LIBERIA

INSTITUTIONAL PERFORMANCE MANAGEMENT AND COMPLIANCE SYSTEM (PMCS)

Annual Performance Appraisals: Institutional Self-Assessment Form (2025)

Instructions

- This form should be completed by the institution and should be supported with verifiable evidence.
- Attach relevant supporting links /documents by pasting or embedding into the provided space.
- Use the comments section to provide detailed context or explanations.
- Submit completed and authorized forms to liberiapmcs@gmail.com

SECTION A: GENERAL INFORMATION

Name of Institution	Liberia Telecommunications Authority			
Sector:	<i>Infrastructure.</i>			
Reporting Period	April 1 – December 31, 2025			
Date of Submission:	Dec 30 th 2025			
Prepared By:	Name	Position	Email	Phone #s
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SECTION B: TARGET-BY-TARGET PROGRESS REPORTING

Use this section to track progress against each 2025 SMART target. Report ALL activities undertaken during April–December. Ensure that evidence is attached or referenced clearly.

Target Area 1: Strategic Plan Development, Launch, & Implementation aligned with AAID

2025 SMART Target Set:

Write out CLEARLY your Targets set on Strategic Plan	<i>By August 2025, developed in Q3 to Q4 validated and launched a 5-year Strategic Plan aligned with AAID Pillars, obtained Board approval, and begin implementation with monitoring tools in place by Q4.</i>
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Current Status of Target: Not Started Ongoing Behind Schedule Completed

Activities/ Milestones Planned	Activities Ongoing/Completed	100% Implementation	Evidence Available
Strategic plan drafted and share with departments for inputs . Q1	Strategic plan developed and validated	Strategic plan launched.	Physical copy available of Strategic plan available.
1. Strategic Plan Validated thru feedback, comments			Emails
2. Strategy Plan Launched Dec 19th /25	Formal event held at Bella Casa Hotel	100%	Liberia Telecommunications Authority Facebook page
3.			

Key Challenges	Actions Taken to Address challenges	Action Plan
1. Delay in comprehensive review	Escalated to Board of Commissioners for their intervention	Board involvement to avoid all delays.
2.		

Target Area 2: SDC Implementation

Write out CLEARLY your Targets set on SDC Implementation	Implement service standards
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Current Status of Target: Not Started Ongoing Behind Schedule Completed

Activities/ Milestones Planned	Activities Ongoing/Completed	% Implementation	Evidence Available
1. <i>Client suggestion & Complaint Box introduced</i>	<i>Improve Consumer Help desk and feedback mechanism- reduce feedback time to maximum 72hrs.</i>	Conducted Client satisfaction survey to get feedback of LTA services.	Physical evidence available
2.			
3.			
4.			
5.			

Key Challenges	Actions Taken to Address challenges	Action Plan
1.		
2.		
3.		

Target 3: Resource Mobilization

Write out CLEARLY your Targets set on Resource Mobilization	<i>Issue 5 Licenses to Value Added Service Aggregators or Content providers & raise minimum 10K by Q4 2025 and complete all billing rules.</i>
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Current Status of Target: Not Started Ongoing Behind Schedule Completed

Activities/ Milestones Planned	Activities Ongoing/Completed	% Implementation	Evidence Available
1. Issued Licenses to 5 aggregators and complete billing rules for monitoring.	Over 6 Licenses issued against a target of 5. Engagement held with licensees, billing rules presented.	Billing rules completed and adopted for monitoring., 100%	Available(physical)

Activities/ Milestones Planned	Activities Ongoing/Completed	% Implementation	Evidence Available
2.			
3.			
4.			
5.			

Key Challenges	Actions Taken to Address challenges	Action Plan
1.		
2.		
3.		

Target 4: Systems Efficiency Improvement

Write out CLEARLY your Targets set on Systems Efficiency Improvement	Improve systems efficiency by reducing resource leakages by significant percentage by Q4 2025 through comprehensive systems audits, implementation of audit recommendations, strengthened controls, and full compliance with financial management regulations.
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Current Status of Target: Not Started Ongoing Behind Schedule Completed

Activities/ Milestones Planned	Activities Ongoing/Completed	% Implementation	Evidence Available
1. Audit-driven procurement and asset management reforms will reduce resource leakages by significant while staff skill gaps are addressed through continuous capacity building to strengthen efficiency, accountability, and performance across LTA.	Regular audits and compliance reviews ensure transparency in procurement and asset management, while ongoing staff training and professional development strengthen capacity, accountability, and overall institutional efficiency across LTA.	Internal audits and compliance reviews are ongoing, and initial procurement and asset management reforms have been introduced.	Hard copy of audits available

Key Challenges	Actions Taken to Address challenges	Action Plan
1.		
2.		
3.		

Target 5: Institutional Capacity Building

2025 SMART Target Set: 100 %

Write out CLEARLY your Targets set on Institutional Capacity Building.	Enhance institutional performance by identifying skill gaps, training for at least 70% of staff in priority areas, and establish monitoring mechanisms to ensure knowledge application and measurable improvement by Q4 2025.
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Current Status of Target: Not Started Ongoing Behind Schedule Completed

Activities/ Milestones Planned	Activities Ongoing/Completed	% Implementation	Evidence Available
1. Assess/identify institutional skill gaps	Preliminary skill gaps have been identified, a capacity development plan approved, and HR is implementing targeted training based on ongoing gap analysis and staff needs.	65% Gaps identify	Hard copy available
2. Training capacity building programs			
3.			
4.			
5.			

Key Challenges	Actions Taken to Address challenges	Action Plan
1.		
2.		
3.		

SECTION C: Managerial Indicator Matrix

Purpose:

This matrix tracks key internal management practices that drive effective implementation of institutional targets. It ensures accountability for internal leadership discipline, operational responsiveness, and compliance.

Managerial Performance Indicators – 2025

#	Performance Criteria	Unit of Measurement	Weight (%)	Current Status (as at June 2025)	Target for 2025	Performance Task Owner
1	Weekly Senior Management Meetings Held	Number of meetings held from April - December (out of 39 weeks)	20%	50%	30 Meetings	Head of Institution
2	Development and Compliance with Annual Work Plan (AWP)	% of 2025 AWP Activities implemented	20%	95%	80% compliance	Strategy
3	Resolution of Public Complaints	97% of complaints resolved from February to December, 2025	20%	97%	≥85% of complaints resolved within timeframe	Government & Consumer Affairs (GCA)
4	Response Rate to Audit Queries and Implementation of Recommendations	% of audit recommendations responded to and implemented	20%	63%	≥70% response and implementation rate	Internal Audit
5	Compliance with Procurement Procedures	% of procurement actions compliant with PPCC standards	20%	80%	≥95% compliance	Procurement Officer / Admin Department
		Total Weight	100%			

SECTION D: PERFORMANCE MONITORING & COMPLIANCE

Criteria	Yes	No	Evidence Available	Comment
1. Is there an internal monitoring and evaluation system to track progress?	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
2. Were the reports submitted on time as stipulated in the contract with the President?	<input checked="" type="checkbox"/>	<input 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 E: CHALLENGES AND SUPPORT NEEDS

1. What general challenges did you face during this Performance management Cycle?

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

- 2.
3. What are your general or specific suggestions for improving the PMCS for the 2026 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.

SECTION F: RISK MANAGEMENT STATUS

*In this section, report on key risks identified in your Risk Matrix that **crystallized** (i.e., actually affected implementation) during the review period (April–December 2025). For each, state how the institution responded and whether the action was effective. Be specific and support with verifiable documentation where possible.*

Risk Description <i>Be specific (e.g., "Funding shortfall for Q2 activities," not just "Financial issues").</i>	When It Crystallized <i>Indicate month.</i>	Impact on Activities <i>List what was delayed, reduced in scope, or compromised</i>	Actions Taken to Mitigate <i>What exactly was done to mitigate the impact?</i>	Effectiveness of Response <i>Based on results — select one and explain if needed.</i>	Evidence of Action <i>Reference supporting documents, approvals, reports, etc</i>
N/A					

SECTION G: SELF-ASSESSMENT SCORE (Optional)

Institutions may use this section to calculate their provisional self-score for the review period (April– December 2025). Use **only verifiable evidence** and ensure calculations align with the Evaluation Framework. **Note: Not all sections are scoreable.**

INSTITUTIONAL SELF-SCORING TABLE

Target Area	Weight (pts)	How to Calculate (Revised Framework)	Example Calculation	Your Score (pts)
1. Strategic Plan Development & Implementation	50	<p>Sum of three sub-components:</p> <p>1A. Development Process (5 pts): 1 point per completed step (Situation Analysis, Draft, Validation, Launch, Implementation).</p> <p>1B. AAID Alignment (25 pts): (Aligned AAID interventions ÷ Total AAID interventions) × 25.</p> <p>1C. Activities Implemented (20 pts): (Completed mandate-aligned activities ÷ Planned mandate-aligned activities) × 20.</p>	<p>1A: 5 of 5 steps completed = 5 pts</p> <p>1B: 8 of 8 AAID interventions aligned → $(8 \div 8) \times 25 = \mathbf{25 \text{ pts}}$</p> <p>1C: 10 of 15 mandate activities completed → $(10 \div 15) \times 20 = \mathbf{13.33 \text{ pts}}$</p> <p>Total = 36.08 pts</p>	50
2. Service Delivery Charter (SDC) Implementation	15	<p>Per service score: (Timeliness 55% + Cost 10% + Availability 20%).</p> <p>Final score: Average of all service scores × 15.</p> <p>Missing data = 10% for that component.</p>	<p>Service A = 80%</p> <p>Service B = 70%</p> <p>Service C = 90%</p> <p>Average = $(0.80 + 0.70 + 0.90) / 3 = \mathbf{0.80}$</p> <p>0.80 × 15 = 12.0 pts</p>	12
3. Resource Mobilization	10	<p>Two options, then average:</p> <p>Option A – Partnerships: (Milestones completed ÷ 4) × 10 (Milestones: Proposal, Engagement, MoU, Funds Committed).</p> <p>Option B – Revenue: (Actual revenue ÷ Target revenue) × 10.</p> <p>Final Score: Average of Option A & B.</p>	<p>Option A: 3 of 4 milestones → $(3 \div 4) \times 10 = \mathbf{7.5 \text{ pts}}$</p> <p>Option B: \$200k of \$250k → $(200 \div 250) \times 10 = \mathbf{8.0 \text{ pts}}$</p> <p>Average = 7.75 pts</p>	10
4. Systems Efficiency Improvement	5	<p>(Completed system reform activities ÷ Planned activities) × 5.</p> <p>Partial credit allowed based on evidence.</p>	<p>3 of 4 reforms completed → $(3 \div 4) \times 5 = \mathbf{3.75 \text{ pts}}$</p>	4
5. Institutional Capacity Building	10	<p>Three fixed sub-components:</p> <ul style="list-style-type: none"> Capacity Needs Assessment (CNA/TNA) = 3.33 pts (if documented) Approved Training Plan = 3.33 pts Training Implementation = (Trainings completed ÷ Planned) × 3.34 	<p>CNA available = 3.33 pts</p> <p>Training plan approved = 3.33 pts</p> <p>2 of 3 trainings → $(2 \div 3) \times 3.34 = \mathbf{2.23 \text{ pts}}$</p> <p>Total = 8.89 pts</p>	8

Target Area	Weight (pts)	How to Calculate (Revised Framework)	Example Calculation	Your Score (pts)
6. Managerial Indicator Matrix (MIM)	10	For each indicator: MIN((Current ÷ Target) × 0.2, 0.2). Sum all five indicators × 10.	Sum of five capped results = 0.780.78 × 10 = 7.8 pts	
TOTAL SCORE	100		—	<u>8.4</u> / 100

 **Notes:**

- For **non-scoreable sections** (e.g., challenges, risk management narrative, Section D), no direct score is assigned, but content supports evidence validation.
- Institutions are **strongly encouraged** to attach calculation breakdowns, MIM scores, and all supporting documents in annex.
- Final validated scores will be issued by the **PMCS TWG and Cabinet Office**, using both self-assessment and independent verification inputs.

SECTION H: APPROVAL AND SIGNATURES

Approvals	Title	Signature	Date
Reviewed by (<i>Director Of Strategy</i>) <i>S.Blidi Eillott.</i>			
Approved by Chairman Clarence K. Massaquoi.			

End of Self-Assessment Form