

# NATIONAL TRANSIT AUTHORITY 2<sup>ND</sup> QUARTER REPORT



Submitted by  
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NATIONAL TRANSIT AUTHORITY (NTA)

FY 2025 2<sup>ND</sup> QUARTER REPORT AND STATEMENT OF  
CASH RECEIPTS AND PAYMENTS

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**June 30, 2025**

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## **Abstract**

This report for the second quarter from the National Transit Authority (NTA) evaluates the organization's performance from April 1 to June 30, 2025. It underscores the achievements in the administration, operations/technical, and finance sectors. The primary objective of this report is to update the Legislative and Executive branches, the NTA Board of Directors, the general public, and all stakeholders about the various milestones accomplished during the quarter, along with the use of resources derived from transit operations and government funding. Furthermore, it complies with national regulations and best practices by presenting quarterly reports to the Board of Directors and the Office of the President of the Republic of Liberia for high-level decision-making and policy direction.

To compile this report, the Office of the Managing Director gathered quarterly updates from each department. The organizational structure divides the eight (8) departments into two Sections: Administration and Operations. Administration includes six (6) departments, one of which is the Finance Department, while Operations comprises two departments—Operations and Technical. Information from every department has been consolidated into this document and organized into three sections. Section I focuses on administration, Section II on Operations and Technical, and Section III provides details regarding the activities of the Finance Department. The report indicates that management made significant progress in the second quarter of FY 2025. During this period, management generated total revenue of US\$1,143,245.42; incurred expenses of US\$1,117,250.23, resulting in a positive net gain of US\$8,978.00; and recorded a balance forward of US\$25,995.19.

From an administrative perspective, management achieved several deliverables, including the launch of the organization's Five (5) Year Strategic Plan, initiation of construction for a new NTA administrative building, development of a new mini bus terminal project, progress on the anticipated 60 units of vehicles, and awarding contracts to multiple entities.

Likewise, Management recorded accomplishments within the Operations and Technical Sections. These achievements include completing the repairs, maintenance, and operationalization of 14 transit buses across 11 routes nationwide. Ultimately, this report is essential as it demonstrates the NTA's contribution to national development and improvements to the quality of life for citizens while promoting the economic growth of the country. With increased support and enhanced management, the NTA aims to continue assisting the Liberian government in executing the national development plan.

## Introduction

The National Transit Authority (NTA) is a public entity tasked with delivering efficient, effective, and systematic transportation services both domestically and internationally. As part of its responsibilities, the Managing Director presents financial and operational reports to the Board of Directors regarding management activities on a quarterly and annual basis. The purpose of this quarterly report is to update the Board of Directors on the accomplishments achieved by the management team from January 1 to March 31, 2025, as well as the challenges faced during that period. Management also submits this report to fulfill its statutory obligations established by the Act that created the organization.

Presently, the NTA comprises eight (8) departments, each headed by a manager whose input is included in this report. The departments are: the Department of Risk and Compliance, the Department of Finance, the Department of Corporate Affairs and Strategic Planning, the Department of Human Resources Management, the Department of Operations, the Department of Technical Services, and the Department of Administration. The report also outlines the achievements, challenges encountered, and lessons learned from the Offices of the Managing Director, the Deputy Managing Director for Administration, and the Deputy Managing Director for Operations.

During the first quarter of FY 2024, Management generated a total revenue of US\$1,143,245.42 from two sources: a GOL subsidy of US\$909,371.23 as subsidy for salary, goods and services and PSIP from the Government of Liberia through the Ministry of Finance and Development Planning (MFDP, and NTA's internal transit revenue and charter service of US\$233,874.19. On the expenditure side, NTA allocated US\$1,117,250.23. This amount comprises US\$899,371.23 from the Government of Liberia as a subsidy for salary, goods and services, and PSIP, while US\$217,879.00 from NTA regular transit revenue for the 2nd Quarter of FY 2025, translating to 80.49%, and 19.51% respectively.

From an administrative standpoint, management accomplished several deliverables, including the launch of the entity's Five (5) Year Strategic Plan, commencement of the construction of NTA new administrative building, construction of a new mini bus terminal project, progress report of the expected 60 units of vehicles, awards of contracts to several entities, etc.

In line with its mandate, Management recorded a total ridership of **138,273, which comprises 169,410 for** regular ridership and 5,205 for our free ridership. This statistic does not include the 185 charters implemented in the 2<sup>nd</sup> Quarter of FY 2025. We performed repairs and maintenance on 11 older buses and additionally serviced three (3) new buses during the quarter.

Importantly, the Management received its Annual Performance Appraisal report for fiscal year 2025 from the Office of the Director General of the Cabinet. The NTA obtained a high score of 93.34 percent, which was dubbed "**EXCELLENT**". The Report indicates that the NTA excellently delivers on its performance targets for FY 2024.

As previously mentioned in various reports by this management, the NTA that we encountered on March 1, 2024, was in complete disarray. This management aims to elevate the NTA from its former challenges, and to achieve this, all employees and staff need to exert their utmost efforts to effect change. Consequently, all our activities need to be executed swiftly and in the most transparent, accountable, effective, and efficient way.

## **Methodology**

This section describes the methods used to collect, analyze, and present data and performance indicators for the second quarter report. The objective is to enhance transparency, accountability, accuracy, and consistency, highlighting NTA's operational effectiveness, financial management, and sustainability initiatives throughout the fiscal year.

Data was gathered from all departments to provide a thorough overview of the company's accomplishments and obstacles during the quarter in question. The operations division offered insights into fleet performance, on-time deliveries, maintenance schedules, and driver efficiency. All financial information, encompassing revenue, costs, profits, and investments, was sourced from NTA's Finance Section and validated by the organization's Risk and Compliance Section. Additionally, the Corporate Affairs and Strategic Planning Section supplied reports related to contracts, charter services, and ICT installations. Reports concerning personnel aspects, including payroll activities, training, and recruitment, as well as key disciplinary measures aimed at reducing inefficiencies and waste while enhancing governmental transparency, were also incorporated. In summary, this second-quarter report presents a comprehensive overview of all organizational departments and sections.

Moreover, to ensure the reliability of departmental reports, the Technical Assistant in the Office of the Managing Director (MD) is responsible for verifying the authenticity of the milestones or deliverables reported by the departments. The Risk and Compliance Section ensures that all actions, milestones, and deliverables adhere to government policies and regulations. The Internal Audit function assigned to the organization reviews and approves all payment transactions before any vendor payments are executed. Transactions deemed unacceptable must align with government policies and regulations before receiving authorization for payment processing.

It is essential to note that this quarterly report is derived from the monthly submissions made by each department within the organization.

In conclusion, the approach outlined in this report ensures that the company's performance is conveyed with clarity, consistency, and credibility. By employing a combination of quantitative analysis, financial evaluations, and customer feedback, the National Transit Authority aims to provide stakeholders with a clear and accurate account of its operations for the year.

## Section I.

### **Achievements of Administration and Management**

During the quarter under consideration, the Office of the Managing Director directly completed and delivered several milestones. Some of the major milestones undertaken and completed during the quarter include the following:

- 1. NTA's Five-Year Strategic Plan Completed and Launched:** The National Transit Authority (NTA) completed and launched its 5-Year Strategic Plan on June 13, 2025. Hon. Benedict Y. Harleyson, the Chairman of the Board of Directors of the NTA, was the chief launcher of the NTA's Strategic Plan. The total expenditure for this 5-year plan is set at US\$39,548,340.00 (Thirty-Nine million Five Hundred Forty-Eight Thousand Three Hundred Forty United States Dollars). The Plan is built around four goals, namely: 1) Improving and Expanding Mobility, 2) Fostering Economic Vitality, 3) Improving Quality of Life, and 4) Strengthening Existing Infrastructure & Corporate Governance.

**Under its strategic goal of improving and expanding mobility,** the NTA intends to acquire 300 units of vehicle over the next 5 years at a total cost of US\$23,715,000; purchase assorted spare parts to repair old and new transit vehicles at US\$1,562,605; purchase assorted tools, safety gears, and equipment for the workshop at US\$200,000; purchase 4,907 units of tires at the cost of US\$1,962,800; and 100KVA generator at US\$26,000.

**Also, under its strategic goal of fostering economic vitality, the NTA is cognizant of the fact that** transportation is key in facilitating the movement of goods and people, which boosts trade, creates jobs, and attracts investment, ultimately driving economic growth. Efficient transportation networks connect regions, improve accessibility, and reduce costs for businesses and individuals. Under this goal, the NTA intends to purchase 35 acres of land at US\$85,000; to construct four (4) climate-smart terminals at US\$2,800,000; to purchase 25 cargo trucks at US\$3,125,000; and to pay salary arrears to employees at US\$279,504.

**Furthermore, the NTA strategic goal of improving the quality of life for people in Liberia through** transportation seeks to significantly improve accessibility, enabling economic opportunities, promoting health and well-being, and fostering social connections. Reliable and accessible transportation systems allow individuals to access employment, education, healthcare, and social activities, ultimately leading to greater independence and improved overall living conditions. Under this goal, the NTA intends to conduct local and international training for 100 employees at US\$160,000; to purchase 21 units of 18-seater minibuses at US\$588,000; to purchase tires for the minibuses at US\$89,250; and to purchase spare parts for minibuses at US\$150,000.

**Importantly, the NTA envisages** strengthening its infrastructure and corporate governance over the next 5 years. For the NTA, robust corporate governance is essential to maintain public trust, ensure accountability, and achieve sustainable development in the transportation sector. Management intends to achieve this by constructing, furnishing, and equipping its Administrative Headquarters at US\$596,607.58, mini offices, bus stop signs and shelters, restructuring its organogram and staff, as well as expanding and modernizing our garage. The total cost of achieving this goal is valued at **US\$4,313,674.00**

2. **Projects for the procurement of 60 units of transit buses and cargo trucks in the advanced stage:** The government of Liberia allocated the amount of US\$700,000 to the NTA in the FY 2025 national budget to purchase vehicles and spare parts. The amount of US\$500,000 is allocated for 5 mass transit buses at US\$85,000 per unit and US\$200,000 worth of assorted spare parts to repair 10 old TATA buses that the previous administration damaged. However, the NTA charted a business model with ABK Group of Companies to supply the NTA a total of thirty (30) units of 62-seater buses, twenty (20) units of 24-seater buses, five (5) cargo trucks, and five utility vehicles at a total cost of US\$3,535,000. The objective of this project is to expand and modernize public transportation nationwide, thus improving the safe, affordable, and efficient transport of goods, people, and animals. According to the terms of the project, the National Transit Authority is required to make an initial payment of US\$1,000,000 for the 60 vehicles, with the remaining amount to be payable in three (3) equal installments in the years 2025, 2026, and 2027 through subsidies from the national budget and internally generated transit revenue.

The procurement process for the 60 units of vehicles was completed in the early part of the second quarter. Management awaits the delivery of the 35 units of mass transit buses before the end of July. The remaining 20 units of buses and 5 units of cargo trucks will be delivered before the end of September 2025.

1. **Performance Management and Compliance System's (PMCS) FY 2024 Report Received and Reviewed:** In quarter two (2) of FY 2025, the Management of the National Transit Authority received its Annual Performance Appraisal report for fiscal year 2025 from the Office of the Director General of the Cabinet. The NTA obtained a high score of 93.34 percent, which was dubbed **“EXCELLENT”**. The Report indicates that the NTA excellently delivers on its performance targets for FY 2024. Specifically, it pointed to the fact that NTA developed and circulated the full and abridged version of its Service Delivery Charter and significantly strengthened its internal systems across HR, Finance, Procurement, and Communication. Amongst several other achievement of the entity, Management ensures that the HR Department installed FirePro-maker to track employees records, produced Idenfication Cards for its staff, liaising with the Independent Information Commission to provide training on the Information Act (FOIA) for its staff, and provided scholarships for 13 students in various disciplines at MVTC. Additionally, Management ensures that the Procurement Department develops the entity's procurement plan in December 2024 and approves February 2025 to guide NTA procurement activities, develops a work plan, sets up a Bid evaluation Panel, and purchases equipment to enhance the productivity of the workforce. Finally, management ensures that the Finance Section sets up a filing system in the Finance Division, initiates the process of acquiring QuickBooks to help NTA track the payment system and guide daily transactions, and creates accounts for vendors. The aforementioned achievements are among the few deliverables that were independently verified by the staff of the Cabinet Secretariat before the report.

The report also highlights a few gaps, which were reviewed by Management and have now been corrected. Some of the gaps include assigning an ICT focal person for the publication of the Service Delivery Charter, increased engagement with the Cabinet Secretariat, and switching to institutional email. All of the gaps are now being fully implemented by Management.

**2. Phase two (2) of the Project to Construct Mini-bus Terminal Adjacent Coca Cola Factory Completed:**

Phase two (2) of the project to construct a mini-bus terminal of the National Transit Authority (NTA) near our current parking stations for our inter-county (outstation) operations seeks to deliver, amongst other things, a mini terminal with a parking space for at most four buses at a time, several offices, lavatory facilities, cafeteria and mini warehouse to preserve commuters cargoes at US\$29,500. The Project was awarded to M2 Construction Company, a local construction group. The final output of phase two (2) is to complete the foundation and walls of the structure up to lintel level. Management intends to move to the final phase of the project, which seeks to complete the roofing and furnishing works of the building. The total cost of phase two is US\$29,500.

Management envisions the construction of four bus terminals along the Praia Dakar Monrovia Abidjan Highway. However, due to current funding limitations, management sees the construction of this mini-bus terminal as a pilot project for a more modern bus terminal. This mini-bus terminal is vital for the efficient and safe movement of people across the country. It will serve as a crucial point for the start and end of our outstation bus routes, providing spaces for passengers to board and alight, as well as for our buses to turn, reverse, and wait.

**3. Contracts for Life and Non-Life Insurance Awarded and Implementation Commenced:**

During the reporting period, the NTA's Management concluded the Life and Non-Life Insurance contracts by selecting two insurance companies. This contract award, which complies with the Public Procurement and Concession Law (PPCC), involved a Life Insurance agreement valued at US\$65,124.00 with the Insurance Company of Africa (ICA).

The Life Insurance policy offers extensive medical coverage for over 379 GOL and in-house employees. This agreement demonstrates management's strong dedication to the health, safety, and welfare of its employees. The life insurance program became operational in the second quarter, specifically in June, ensuring immediate access to health services. Since the inception of the insurance, over 150 employees and their dependents now have access to medical services within ICA's network of clinics, hospitals, and pharmacies. Eligible dependents of employees are also included, fostering a comprehensive approach to family wellness. The NTA initiated internal awareness sessions to inform staff about coverage specifics, procedures, and how to handle claims. Foundation for Future Programs: This achievement paves the way for additional employee-centered initiatives, such as wellness programs and preventive care incentives.

**4. Strengthening of Internal Systems and Institutional Capacity Building Continued:**

Throughout the reporting period, the Management organized three distinct internal training sessions aimed at boosting and advancing employee skills, knowledge, and overall professional development.

From June 9 to June 13, 2025, Management facilitated five (5) consecutive days of training for the archive team. The goal of this training was to equip Archive Staff with familiarity in FileMaker Pro, a contemporary software that enables users to arrange information into databases and monitor inventory. Participants engaged with 30 percent theory and 70 percent practical instruction in digital record creation, file tagging, and data management. Key topics included metadata organization, search and reporting tools, as well as data integrity protocols. The training concluded with a thorough review and a practical assessment led by the users.

The National Transit Authority hosted a two-day training on June 19–20, 2025, to inform senior staff about the updated HR Manual. This initiative was designed to improve internal governance and ensure uniformity in the implementation of HR policies. Mrs. Chupee W. G. Howe acted as the external facilitator, conducting sessions on labor law, ethics, and transparent disciplinary procedures. HR Manager Mrs. Klubo K. Varmah led the internal facilitation, guiding discussions on recruitment, performance standards, staff welfare, and grievance processes. The workshop reinforced accountability, clarity, and effective leadership throughout the organization.

From June 18–20 and June 23–26, 2025, a cashier training concentrated on transaction recording, receipt processing, and financial reporting using FileMaker Pro. The program combined theoretical knowledge with practical exercises, focusing on daily operations and reporting responsibilities. Participants learned to record payments, modify records, generate reports, and manage user access and audit logs. The training concluded with a preparation session for bank reconciliation and a hands-on evaluation of the entire transaction process.

**5. Enhancing the Safety of Assets and Personnel by Assigning Security Risks to a Security Firm:** In April, during the second quarter of 2025, the National Transit Authority (NTA) underwent a considerable restructuring. This initiative involved the dissolution of the internal security department to improve overall institutional supervision and protection. The NTA decided to hire a professional external security firm to strengthen security protocols, modernize procedures, and enhance internal control systems across its facilities. Engaging a specialized firm was viewed as a strategic choice to better protect NTA assets, employees, and operational resources. The firm is anticipated to introduce more advanced tools and strategies for risk management.

As part of this transition, 14 security personnel who were previously part of the department were reassigned, with one employee facing layoff, two employees being offered early retirement through CSA, and one retiring with a pension this year. The organization focused on retaining its employees by moving them to other divisions. Before the reassignment, the skills of each individual were thoroughly assessed. The NTA aimed to identify areas where these employees could add value and continue to develop professionally. This restructuring is part of a wider effort to improve institutional effectiveness and security. The performance of both the newly engaged firm and the staff who were reassigned will be evaluated to determine the effectiveness of the changes.

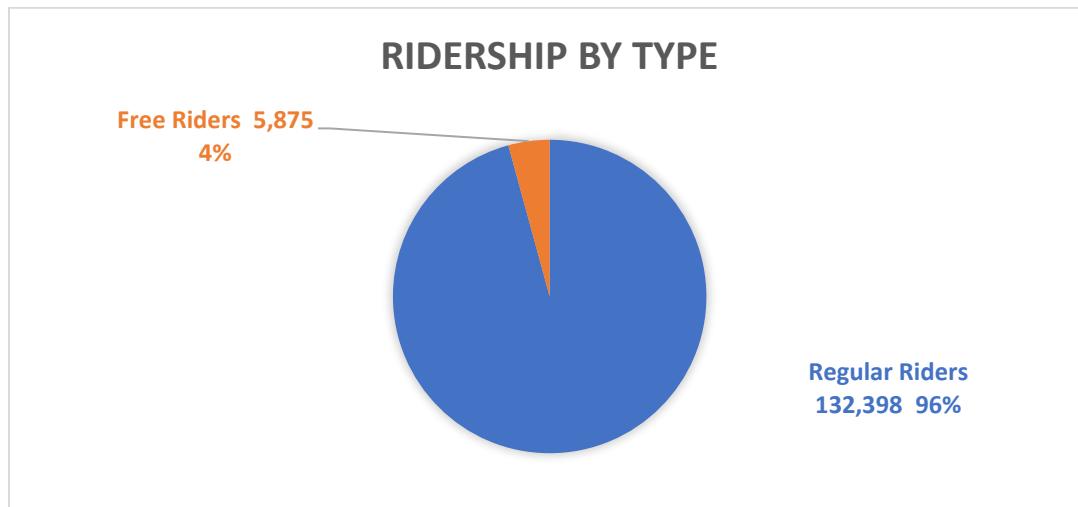
By the end of the quarter, the NTA had successfully transitioned its security operations, retained jobs, and streamlined its workforce. This reallocation demonstrates a dedication to employee development and enhanced organizational protection.

6. **The TVET internship Program at the NTA commenced:** This internship presents a valuable chance for students and aspiring professionals to acquire practical experience in public service, transportation management, and administrative operations. During this reporting period, Management received a request from the Gateway Vocational School to allow two of their plumbing students the opportunity to enhance their skills through hands-on practice in the NTA's General Services Department. These two interns were accepted and are receiving training in their respective fields. Additionally, Management offers a small stipend to assist with their transportation costs.
7. **Overview of the Department of Corporate Affairs and Strategic Planning:** The Department of Corporate Affairs and Strategic Planning at the NTA primarily concentrates on both external and internal factors that play a role in the organization's long-term success and sustainability. This section carries out various functions, including representing the NTA in both internal and external legal issues, managing relationships and partnerships with stakeholders, negotiating and creating both short-term and long-term MOUs and contracts, formulating and executing strategic plans for both the short-term and long-term, analyzing market trends, and pinpointing growth opportunities. The major achievements of management in the 1<sup>st</sup> quarter of FY 2025 through this department are enumerated as follows:
8. **Regular transit Ridership Statistic for quarter one recorded and submitted:** During the second (2<sup>nd</sup>) quarter of FY 2025, management noted that a total of One Hundred Thirty-Eight Thousand Two Hundred Seventy-Three (**138,273**) commuters used our buses on 14 routes across the country. The ridership breakdown for this period was as follows: April (**67,205**), May (**67,264**), and June (**63,190**). The ridership statistics for the second quarter of FY 2025 are categorized into two groups: regular or paid riders and free riders.
9. **Regular Ridership:** Regular or paid riders are defined as commuters over 6 years and students in uniforms who pay standard transit fares throughout the country. Management

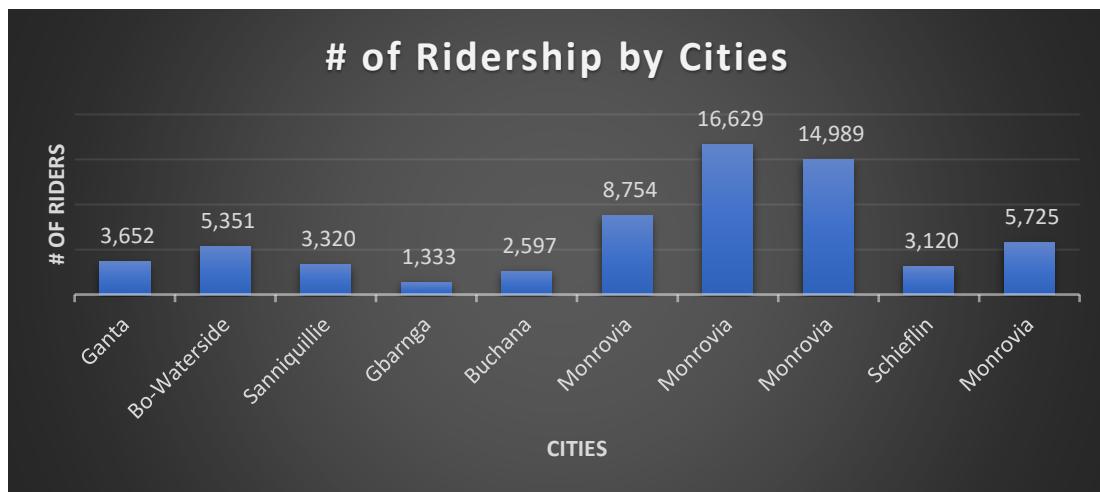
documented a total of **196,410** regular or paid riders while operating 14 repaired buses in the first quarter.

**Free Ridership:** Management recorded **5,205** commuters who received complimentary transportation for their contributions to the nation. This group is considered free riders as they are exempt from paying fares on NTA buses in Monrovia. The categories eligible for free ridership include children under five years old, uniformed officers, and physically challenged passengers in Monrovia.

10. The graph below illustrates the ridership statistics for regular and free riders based on the various categories mentioned above. The pie chart provides a clear representation of the NTA's ridership for the reporting period. The graph indicates that 196,410 riders paid transit fares mandated by the NTA across different routes nationwide, while 5,205 riders were provided free transportation in Monrovia due to their service and contributions to the nation. During this quarter, regular riders comprised 97% of the total, whereas free riders made up 3%.



*Figure 1: The pie chart illustrates the number of commuters riding NTA buses under the two types of ridership provided by the NTA, namely regular riders (196,410) and free riders (5,205). The chart shows that 97 percent of the total ridership consists of regular or paid riders, while 3 percent are free or unpaid riders.*



11. **Ridership Statistics for Charter Services:** In the 2nd quarter of FY 2025, the management documented a total of 185 charters in the quarter, which were implemented in Montserrado, Grand Bassa, Nimba, Maryland, Margibi, Bong, and Bomi Counties.
12. **Internet Service Provider (ISP) Evaluation:** During the reporting period, the ICT Section worked closely with the Procurement Department in evaluating proposals from three Internet Service Providers. The evaluation process has now been completed. Final recommendations have been made for the selection of ISPs that will provide stable and efficient internet connectivity across NTA's offices. This is a vital step in improving digital communication and operational performance.
13. **CCTV Camera Survey and Quotation Submission:** A complete survey of CCTV camera needs was carried out at various NTA locations. The objective was to assess coverage gaps, identify strategic installation points, and determine equipment and installation requirements. Several quotations from different vendors were collected and officially submitted to the Procurement Department for review and procurement action.
14. **Media Arrangements for the Groundbreaking of the Administrative Building:** A major event for the month was the groundbreaking ceremony of the NTA's new administrative building. The Communications Section focused on early planning and effective media coordination to ensure comprehensive coverage of the event. Given the expected presence of high-profile dignitaries, including the Speaker, careful selection of media outlets was crucial for maintaining both order and security.

Collaborating closely with the event committee, the Communications team worked diligently to oversee the physical setup, ensuring a smooth and orderly flow of the program. This detailed planning was essential for delivering a successful and well-organized event.

15. **Customer Communication Strategy:** In May, the Communications Section developed several key initiatives aimed at enhancing customer communication and transparency:

- **Brochures for Fares and Routes:** A user-friendly brochure detailing all NTA fares and routes was created. Designed to be visually appealing and easy to understand, the brochure provides customers with clear and concise information about available services. It was published on both the NTA website and its official Facebook page to reach a broad audience.
- **Public Service Announcements (PSAs):** The section produced a jingle to inform the public about new routes, schedule changes, and special services. This initiative aimed to maintain transparency with customers and ensure that they are well-informed about any updates or changes.
- **Managing Director's Special Interview:** The Communications Section arranged a special interview with the Managing Director, which was conducted by Penresea International, a leading global media agency. The interview was published in the local daily *Hot Paper News* and shared on NTA's official social media channels and website. A full report of this interview is scheduled for publication in *Forbes Africa* in January 2026, further elevating the visibility of the NTA.

16. **A Comprehensive Video Chronicle of the Administrative Building Project:** As part of its communications strategy, the NTA's Communications Section initiated the production of a comprehensive video documentary documenting the entire process of constructing the new administrative building. This project will serve as a detailed visual record, capturing every phase, from the initial site clearing to the groundbreaking ceremony, and culminating in the building's final dedication.

The documentary is designed to provide stakeholders with a transparent view of the development process. Recognizing the need for professional quality, the Communications Section partnered with a skilled videographer to ensure the project meets the highest standards in production. This collaboration ensures a polished, well-edited final product. Upon completion, several copies of the documentary will be distributed to board members and key stakeholders. The original footage, along with the final documentary, will be securely archived by the Records and Archives Department, preserving this milestone for future reference and institutional memory.

17. **Department of Risk & Compliance (Overview):** The Risk and Compliance Department at the National Transit Authority (NTA) is responsible for assessing how effective the internal control system is and determining how efficiently financial and other resources are utilized.

18. **GAC Audit Tracker Received and Evaluated by Management:** The Risk and Compliance Department is responsible for ensuring that the NTA follows the recommendations made by both internal and external auditors. The GAC completed an audit and issued 73 recommendations, with 38 still pending implementation. During the review period, the Risk and Compliance Department examined the outstanding recommendations, collected relevant documents (including withholding tax remittances,

NTA board resolutions, and minutes from NTA board meetings) in accordance with these recommendations, and submitted them. As of June 20, 2025, the NTA's score for the GAC Audit Recommendations increased from 1 percent to 39 percent. Although this improvement might seem small, it reflects a significant advancement in compliance with the GAC's audit recommendations. When we took over leadership at the NTA, there were very few policy documents available. The limited policy documents that existed were outdated or ineffective, having become irrelevant due to changes in various national regulations and policies. Since then, management has reviewed the recommendations and engaged with both the Risk and Compliance Department and the Internal Audit Section at the NTA to ensure full adherence to the remaining suggestions made by the GAC.

**19. New Pre and Post Bus Tracker Introduced:** To maintain compliance standards, Management, through the Risk and Compliance Department, implemented a log for both pre- and post-route inspections of NTA buses. This log records essential details about the buses, such as the mileage before departing and the mileage upon return from the route.

In June, Management utilized this tracking log to pinpoint instances of late departures ranging from 8:00 am to 11:30 am and to investigate the reasons for these delays. The causes of the late departures included the delayed arrival of bus crew staff, dirty buses, and mechanical issues. All of the identified issues have been reviewed, and internal systems have now been developed to curtail reoccurrence. The tracker also assists management in collecting additional data to monitor unauthorized charters or those that lack proper quotations.

Management plans to continue using these independent data sources to oversee our transit fleets, thereby ensuring that our monthly and quarterly transit and charter revenue meet the established thresholds. Significantly, these tracking systems are part of an internal initiative developed by Management to guarantee that our services are both effective and dependable, fostering trust among our commuters.

**20. The Comprehensive Outstation Manifest continues to be strictly enforced:** Emphasizing safety protocols in designated parking areas is essential for the entity's overall risk management strategy. During the review period, Management, with support from the Risk and Compliance Department, has consistently upheld a thorough load manifest. This manifest includes passenger names, tag numbers, waybill numbers, load types, load quantities, and destinations, enabling Management to effectively oversee loads while cross-referencing records to pinpoint any security concerns.

Throughout the review period, this compliance measure has remained fully functional. Notably, the Manifest assists Management in identifying certain buses that arrived late and in substandard condition. For example, it helps decision-makers track buses that did not complete the required trips on the Bo-Waterside route, leading Management to investigate the reasons for the delayed arrivals at the parking area and to address those issues. Additionally, red-light parking has frequently been blocked by commercial buses, complicating the movement of our buses within the parking area.

Importantly, the load manifest provides Management with a comprehensive view of mechanical problems, such as fuel leaks in operational buses that require immediate attention. All these tracking systems have been internal measures implemented by Management to ensure efficient and dependable transportation for travelers in Liberia.

21. **Meticulous Tracking of Warehouse and Garage Supplies:** In the quarter being assessed, the Risk and Compliance Department oversaw the tracking of all incoming and outgoing materials using a well-organized system designed to accurately account for each movement. This initiative aimed to reduce errors and enhance the overall efficiency of the Warehouse Department.

During this reporting period, the warehouse received items such as stationery, construction materials, safety gear, rain gear, lubricants, and spare parts. Simultaneously, the warehouse provided safety and rain gear to the entity's field staff. Additionally, construction materials were distributed to contractors for the bathroom construction project. Various offices also received materials like stationery, cartridges, and tickets, which were delivered to the intended users. All items supplied were authorized by senior management, and the goods received by the warehouse came with all necessary compliance documentation (LPOs, credit invoices, goods receipt notes). The warehouse achieved significant progress in fulfilling compliance requirements related to the receipt and distribution of goods.

#### **Department of Procurement, Logistics and Warehousing (Overview):**

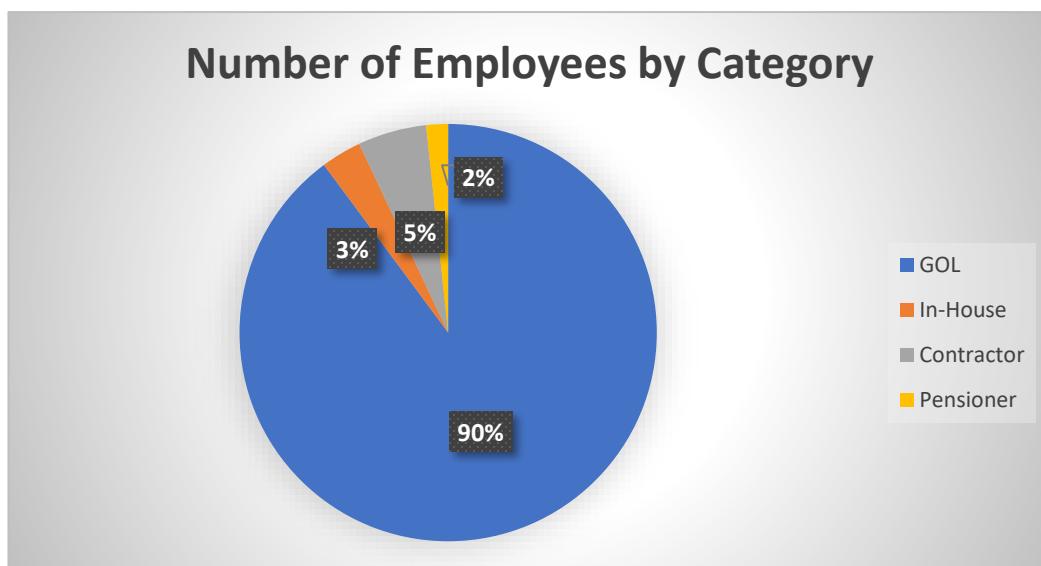
22. **Several Procurement contract packages awarded:** During the reporting period, Management, through the Procurement Section, awarded contracts to several Liberian and Lebanese businesses consistent with the method of procurement. For example, a contract for petroleum products for US\$826,698.18 was awarded to Family Line Energies based on the most responsive bidders' method of procurement. Other contract packages, such as contracts for revenue tickets for US\$29,583.00, local spare parts for US\$163,724.50, and lubricant in the amount of US\$60,775.00 were awarded to Tape Design, a Liberian owned business; Master Trading Centre, a Lebanese owned business; and Globe X Corp., also a Lebanese owned business respectively.

Additionally, the Procurement Section also awarded three contracts to successful bid winners in line with the public procurement laws of Liberia. The contract for the procurement of a security firm valued at US\$31,200 was awarded to Stanker Security Guard Service through a National Competitive Bidding (NCB) procurement method. Other contracts awarded during the period under review include Life Medical Insurance valued at US\$65,124 and single sourcing of transformers from the Liberia Electricity Corporation, a government-owned public corporation valued at US\$26,821.70.

23. **Fuel Consumption Level and Cost in the 2nd Quarter of FY 2025:** The balance brought forward from the 1<sup>st</sup> quarter to the 2<sup>nd</sup> Quarter of FY 2025 was 2,675 gallons. During the

period under review, Management received a total of 16,500 gallons of fuel. Thus, the total gallons of fuel received during the quarter was 19,175 gallons. Of the quantity mentioned, Management dispersed a total of 18,026 gallons. The product was used to fuel our mass transit buses, our utility pickup, and our generator into operations during April, May, and June of FY 2025. At the end of the quarter, the balance of fuel in the tank amounts to 1,149 gallons.

24. **Department of Human Resources Management (Overview):** The Human Resources (HR) Department within a National Transit Authority (NTA) is essential for maintaining the efficient operation, safety, and effectiveness of the transit system. HR is more than just a function focused on recruitment and termination; it serves as a strategic element that influences the overall effectiveness of the transit system. By ensuring that the appropriate individuals are selected, adequately trained, and provided with a supportive and secure work environment, HR plays a direct role in the seamless operation and success of the transportation system.
25. **Personnel Data:** The personnel data from the National Transit Authority reveals that there are 405 individuals either employed or contracted across the nation. Out of this total, 364 individuals are employed by the Government of Liberia (GOL), representing 90% of the overall workforce. The total amount paid in salary through budgetary support from GOL amounts to **US\$360,683.86**. Furthermore, 18 staff members receive compensation through internally generated revenue, constituting 5% of the total workforce. Among those compensated internally are 13 in-house employees, 22 contractors, and 5 financial consultants. The NTA also has 7 pensioners who receive payments directly from the National Transit Authority. This group is not included in the organization's total workforce, yet they do receive pensions and related benefits.



The chart presented above illustrates the distribution of employees at the National Transit Authority based on their employment category. Specifically, it details the percentage of individuals on the GOL payroll (90%), those who are contractors (5%), in-house staff (3%), and pensioners (2%). It's important to note that the pensioners referenced in this category are former employees who receive a pension from the previous MTA.

26. **Personnel Actions for the quarter:** In furtherance of the information mentioned herein, Management through the Human Resources Department effected several personnel actions in the quarter. In the period under review, Management dismissed one (1) employee of the entity for fraud of transit revenue. Also, Management suspended 5 employees for various reasons, including unexcused absence, neglect of duty, and dishonesty. Additionally, Management issued a warning to six (6) employees for various reasons, including neglect of duty, impolite treatment to a customer, and failure to carry out legitimate orders.

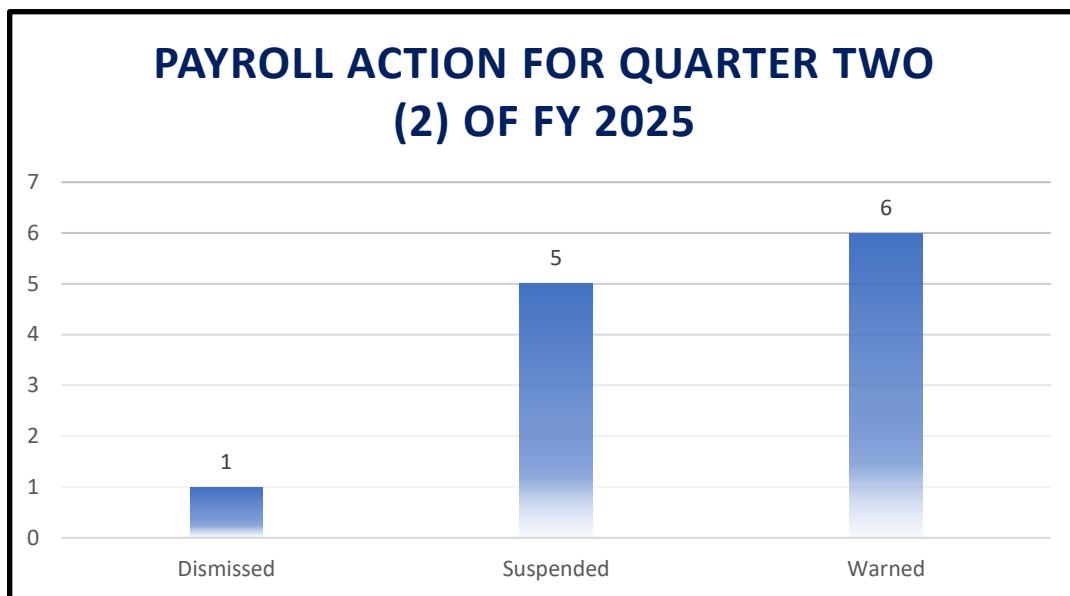


Figure 1: This graph presents personnel actions effected by management in collaboration with the Civil Service Agency (CSA) of Liberia in quarter two (2) of FY 2025. Management dismissed 1 employee for fraud of transit revenue, suspended 5 employees for misconduct, failure to carry legitimate orders, dishonesty, and neglect of duty, and issued six (6) warning letters to 16 employees for various reasons.

#### Summary of Milestones for Administration and Management

- NTA Five-Year Strategic Plan Developed and Launched
- Construction of NTA's Administrative Head Office Commenced
- Procurement processes for 55 units of transit buses and 5 units of cargo trucks have been completed, and delivery is expected between July and September 2025

- PMCS's Annual Performance Appraisal Report of NTA for FY 2024 received and reviewed; Scores 93.34 percent; Management is addressing the issues accounting for the remaining 6.66 percent.
- Phase two (2) of the mini-bus terminal adjacent Coca Cola Factory completed; terminal construction at roof level.
- Awarded contracts to Stanker Security Guide Service to enhance the safety of NTA's assets and personnel.
- Ridership and charter statistics for the quarter are computed and are available.
- NTA compliance with the GAC's audit recommendation increased from 1 percent to 39 percent; more documents submitted.
- Awarded contracts for fuel or diesel, life or medical insurance, revenue tickets, local spare parts, and lubricants
- Effectuated several personnel actions in line with the Civil Service Agency (CSA) such as dismissal, suspension, and warning.

## Section II.

**27. Operations and Technical Departments (overview):** The Operations and Technical Department of the NTA oversees the daily management and execution of transit bus services. This includes, among other tasks, tracking vehicle movements, modifying schedules based on current conditions, handling disruptions on transit buses, assigning drivers, managing service interruptions, as well as ensuring vehicle repairs and maintenance.

The department also supervises vehicle inspections, repairs, and preventive maintenance to guarantee operational reliability and collaborates with other departments to provide safe and efficient passenger service throughout the entire network. In a nutshell, the overarching objective of the operations department is to enhance the efficiency and reliability of our public transportation services by making real-time decisions to facilitate smooth passenger flow and reduce disruptions across the network.

In the quarter under consideration, the management, via the Operations and Technical Department, achieved numerous milestones and deliverables as listed below:

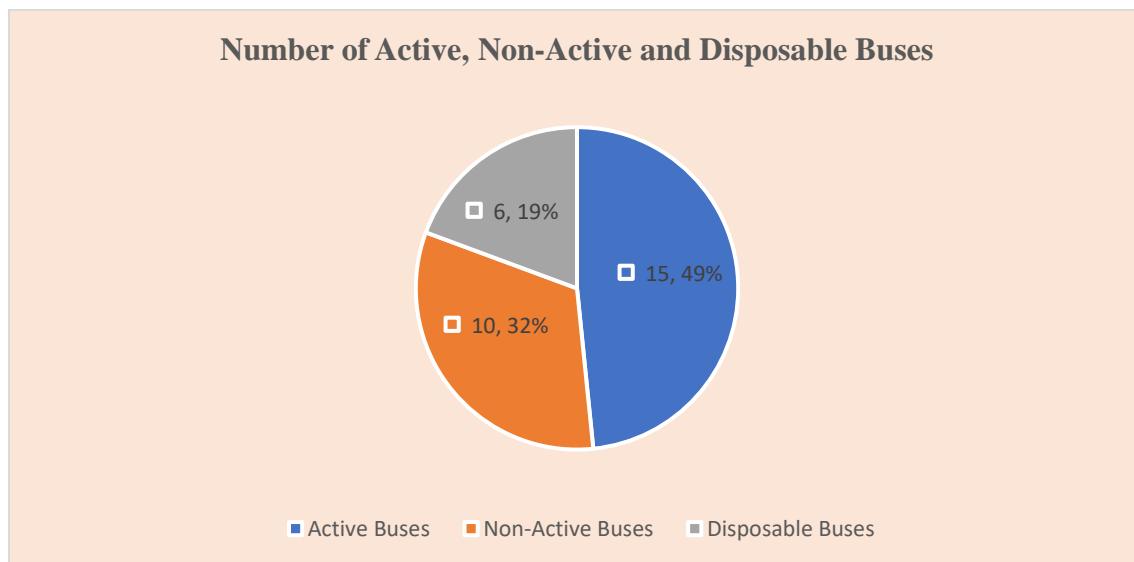
**28. Repairs and Maintenance of Buses:** During the period under review, Management purchased one turbocharger and two fuel injector pumps to replace the faulty ones on bus 51133. The turbocharger and fuel injector pumps have since been placed in the aforementioned bus. The repair work of this bus, which is nearing completion, will increase our old fleet of buses by one (1) in the third quarter of three (3). The mechanics have completed the body work and all mechanical components of bus 51135 and full services of eleven old buses. The table below shows the list of buses in active operations at the NTA

No	# of Active Buses	No	# of Active Buses
1	<b>Bus 51132</b>	9	<b>Bus 51158</b>
2	<b>Bus 51141</b>	10	<b>Bus 51160</b>
3	<b>Bus 51143</b>	11	<b>Bus 51161</b>
4	<b>Bus 51149</b>	12	<b>Bus 51169</b>
5	<b>Bus 51150</b>	13	<b>Bus 51170</b>
6	<b>Bus 51151</b>	14	<b>Bus 51171</b> <sup>1</sup>
7	<b>Bus 51153</b>	15	
8	<b>Bus 51156</b>		

**29.** Between January and March 2025, the Operations and Technical Departments continued the repair and maintenance exercise of several buses. Management completed the repairs

<sup>1</sup> 51169, 51170 and 51171 are new buses obtained in 2025.

and maintenance of 15 out of a total of 26 repairable buses. These buses are now in active operation. Three (3) buses are identified by the Garage as non-repairable and recommended for scrapping. Management continues to purchase locally available spare parts from internally generated transit revenue and subsidies from the GoL budget to ensure continuity in transportation services across the county. Currently, Management operates a total of bus 11 routes across the country. Montserrado accounts for 5 of the bus routes (Redlight to Broad Street via Gardnersville (102), Redlight to Broad Street via Sinkor (101), Duala to Broad Street (104), and Po-River to Broad Street (202). The remaining six (6) other routes are operated in other counties including Nimba, Cape Mount, Grand Bassa, Bong and Margibi. Management intends to increase the routes in Monrovia and other parts of the country before the end of the 3<sup>rd</sup> quarter of FY 2025.



*Figure 2: This graph illustrates the number of buses in active and non-active operations. In 2024, Management recorded a total of 23 non-active and 6 disposable TATA buses on the compound of the NTA. These buses were donated by the Government of India to the people of Liberia. Out of this number, management repaired 23 inactive buses and continued to operate 13 of these. We are also operating an additional 3 new buses purchased by the NTA from the FY 2024 national budget.*

30. **Rebuilding Public Confidence in the NTA:** The National Transit Authority has successfully regained public confidence after suffering from a tarnished reputation over the past six (6) years under the previous administration. This is demonstrated by the significant increase in charter operations executed by the NTA during the reporting period. The demand for charters has surged remarkably for the 14 active buses. During the reviewed quarter, Management arranged a total of 185 charters nationwide. The table below provides a summary of our charters for the first quarter (1).

No.	Counties	April, 2025	May, 2025	June, 2025
1	Montserrado	29	43	35
2	Grand Bassa	4	6	
3	Nimba	4	1	
4	Maryland			1
5	Margibi	9		14
6	Lofa			
7	Grand Geddeh			
8	Bong	3	3	13
9	Bomi	3		
<b>Total</b>		<b>52</b>	<b>70</b>	<b>63</b>

31. **Bus Stop Signs Installed in the City of Kakata:** The Management of the National Transit Authority (NTA) has finished installing five (5) bus stop signs in Kakata City. These bus stop signs were produced by the NTA and delivered to the City of Kakata. Moreover, the NTA management, in partnership with the Mayor of Kakata City, has designated a waiting area for passengers boarding NTA transit buses. The NTA provided a total of LRD59,000 to the Mayor of Kakata City to help him gather residents to clean and tidy up the area. The site has been cleaned, enclosed with a fence, and a bathroom has been installed for passengers and the bus crew.

32. **The incidence of breakdowns among old buses has significantly decreased:** Thanks to a strict bus management strategy implemented by the NTA Garage, the frequency of buses experiencing breakdowns during operational hours has notably diminished. At present, the NTA has 14 buses in active service, and this number is expected to rise with ongoing repair efforts. The average number of breakdowns per quarter is approximately 0.643. This indicates that on average, a single bus breakdown occurs once every 1.5 months and the number of breakdowns per month totals nine (9). This analysis suggests that breakdowns are relatively frequent, but considering the age of the buses experiencing frequent breakdowns and the causes and costs of the breakdown, plus the buses are the only options to management for now, it is acceptable. Management will continue to operate these buses until it obtains new buses either through purchase on loan, GOL subsidies or donations.

#### Summary of Activities for Technical and Operations Achievements for the Quarter:

- Completed all mechanical and body work issued on 51135, awaiting electrical repair, and it is expected to be operational before the end of quarter three (3) of FY 2025.
- Maintained a total of 14 buses in operation
- Completed full B-Service of all active buses
- Installed bus stop signs in Kakata City

- Reduced the incidence of breakdowns of old buses
- Completed several servicing works such as change of damaged dragline, tie-road, airlines, calibration of 6 nozzles, repairs of the clutch booster, brake booster, dual brake valve, brake chamber, tires, replacement of turbochargers, injector pumps, etc.

#### Summary of Challenges of the Operations and Technical Departments

- Management is constrained by adequate buses to service the needs of commuters and its staff, especially employees whose workloads require early and late mobility to and from work destinations. It is expected that with the arrival of new buses, NTA staff will have dedicated buses to transport them to and from work.
- Inadequate state-of-the-art workstations and equipment, such as computers and printers for technical staff, result in poor documentation and reporting. Management has managed to create a desk within the operations department for use by technical staff, but the lack of an administrative building is the sole cause of this challenge.

### Section III:

33. **Finance Department (Overview):** In total, NTA has secured a sum of US\$1,143,245.42. This total is made up of US\$909,371.23 received from the Government of Liberia as a subsidy for salaries, goods and services, and the PSIP, while US\$233,874.19 comes from NTA's regular transit revenue for the 2nd Quarter, spanning April to June 2025 of FY 2025, accounting for 79.54% and 20.46% respectively.
34. **Authorized Appropriation/Allocations:** Authorized Allocation refers to the subsidy provided by the Government of Liberia to the National Transit Authority (NTA). These authorized allocations are acknowledged when received and fall under the administration of the National Transit Authority (NTA). In the 2nd Quarter of FY 2025, NTA received US\$909,371.23 from the Government of Liberia via the Ministry of Finance and Development Planning (MFDP) as support for salaries, goods and services, and the PSIP.
35. **Other Receipts:** Other Receipts are likewise recognized upon receipt of cash and are under the governance of the National Transit Authority (NTA). These receipts reflect the income generated by NTA from its standard public transport operations, charter services, and various other revenue sources. For the period from April to June 2025, NTA generated a total of US\$233,874.19 from its regular transit service, charter services, and other operations.
36. **Expenditure – Operational Fund:** Overall, the NTA incurred a total expenditure of US\$1,117,250.23. This expenditure consists of US\$899,371.23 from the Government of Liberia as a subsidy for salaries, goods and services, and the PSIP, while US\$217,879.00 came from NTA's regular transit revenue for the 2nd Quarter of FY 2025, reflecting percentages of 80.49% and 19.51% respectively.

Note: During the 2nd quarter from April to June 30, 2025, the Government of Liberia, via the Ministry of Finance and Development Planning (MFDP), allocated a total of USD 909,371.23 as a subsidy for salaries, goods and services, and the PSIP project. From the total amount of USD 909,371.23, USD 899,371.23 was used for salaries, goods and services, and the PSIP project. The remaining balance of USD 10,000.00 for the PSIP project, which was subsequently transferred from GOL through the CBL into NTA's account, will be utilized this month of July 2025 for the same purpose.

37. **Employee benefits US\$:** The overall expenditures for salaries, pensioners' salaries, Board fees, and contractors' fees total US\$391,519.95. This payment is sourced from both GOL and the National Transit Authority. The portion contributed by GOL towards this expenditure amounted to US\$359,556.23, which makes up 91.83% of the total expenditures, while NTA contributed US\$31,963.72, or 8.17% of the overall expenditures. All of these funds were received and utilized through the NTA system.
38. **Goods and Services:** For the 2nd Quarter, spanning April to June 2025 of FY 2025, the complete expenditure on goods and services reached US\$210,525.83. The share attributable to GOL in this total is US\$49,815.00, accounting for 23.67%, while NTA's contribution is US\$160,710.83, which translates to 76.33%. Key expenditure items in this

category for the 2nd Quarter of FY 2025 include: I) Fuel & lubricants for Transit Buses US\$70,193.36 ii) Travel Expenses US\$9,511.35, iii) Gasoline US\$10,430.85 iv) Repair & Maintenance/Transit Buses US\$16,154.73; vehicle spare parts US\$9,671.09 and other line items totaling US\$94,564.45.

39. **Total expenditures** on goods and services amount to US\$210,525.83.

40. For the second quarter, spanning April to June 2025 of FY 2025, GOL's portion of this total is US\$49,815.00, which represents 23.67%, while NTA's share is US\$160,710.83, accounting for 76.33%. Significant spending items in this category for the second quarter of FY 2025 include: I) Fuel and lubricants for Transit Buses at US\$70,193.36, ii) Travel Expenses at US\$9,511.35, iii) Gasoline at US\$10,430.85, iv) Repair and Maintenance of Transit Buses at US\$16,154.73; vehicle spare parts at US\$9,671.09, and a collection of other expenses totaling US\$94,564.45.

In the second quarter, from April to June 2025 of FY 2025, NTA made the following capital purchases:

- Three (3) 9000 BTU split unit air conditioners.
- One (1) 12000 BTU air conditioner.
- One (1) Heavy Duty Cannon Printer.
- One (1) Pressure Washing Machine.
- One (1) Executive Cup Standing Board Shelf.
- Two (2) Touch Screen Intel Core i5 8GB SSD units.
- Two (2) Car Washing Machines.
- Two (2) sets of seating workstations.
- Two (2) Touch Screen Laptops.
- **During** the second quarter, NTA finished constructing a six-room toilet Facility at its site and continued building a Mini Bus Terminal at the Coca-Cola Factory in Paynesville.
- **Furthermore**, during the review period from April to June 2025 of FY 2025, GOL, represented by the Ministry of Finance and Development Planning (MFDP), fronted the cost for Sixty (60) Vehicles on behalf of NTA. This total amount of US\$514,652.15 includes US\$490,000.00 from GOL, which constitutes 95.20%, and US\$24,652.15 contributed by NTA, equal to 4.8%.

- **Note:** For the second quarter of April-June 30th, 2025, the Government of Liberia, through the Ministry of Finance and Development Planning (MFDP), assigned a total subsidy of USD 500,000.00 for the PSIP project. Out of this allocated amount of USD 500,000.00, USD 490,000.00 was utilized for the PSIP project. The remaining balance of USD 10,000.00 for the PSIP project, which was subsequently transferred from GOL via the CBL into NTA's account, is slated for expenditure this month, July 2025, for the same initiative.

41. **As for Outstanding Commitments:** NTA's total outstanding liability after the second quarter, April-June 2025, stands at US\$1,282,799.91.
42. **Cash Balances:** The cash carried forward at the beginning of the second quarter, April to June 2025, is US\$29,830.15; whereas the cash at the bank by the end of the second quarter of FY 2025 is US\$58,404.36.
43. **Contingent Liabilities and Commitments:** As of the conclusion of the financial quarter (April-June 2025), contingent liabilities amount to US\$0 million, which encompasses a range of litigation matters, as detailed in Statement No. X – Statement of Contingent Liabilities as of 30th June 2025. There were no commitments of a long-term nature.

STATEMENT OF CASH RECEIPTS AND PAYMENTS (ALL PUBLIC FUNDS)			
FOR THE FINANCIAL QUARTER ENDED 30TH JUNE 2025 (FY2025)			
RECEIPTS BY TYPE AND PAYMENTS CLASSIFICATION BY NATURE			
FUND/ACCOUNTS DESCRIPTION	NOTES	FY2025	FY2024
		RECEIPTS/ PAYMENTS	RECEIPTS/ PAYMENTS
		US \$'000	US \$'000
<b>RECEIPTS</b>			
Authorized Allocation/Appropriation	4	909,371.23	479,428.61
Other Receipts	5	233,874.19	105,509.03
Donations, Grants and Other Aid	6		
<b>Total Receipts - Operational Fund</b>		1,143,245.42	584,937.64
<b>PAYMENTS</b>			
<b>Operations:</b>			

Wages, Salaries and Employee Benefits	7	392,072.25	488,275.63
Supplies and Consumables	8	210,525.83	83,768.68
<b>TRANSFERS:</b>	<b>9</b>		
Grants			
Other transfer payments/Psip			
<b>CAPITAL EXPENDITURES:</b>	<b>10</b>		-
Purchase/Construction of Property, plant and Equipment		514,652.15	18,713.08
Purchase of Financial Instruments			
<b>LOAN &amp; INTEREST REPAYMENTS:</b>		-	-
Loan Repayments			
Interest Payments			
<b>Total Payments - Operational Fund</b>		<b>1,117,250.23</b>	<b>590,757.39</b>
<b>Increase/Decrease in Cash</b>		<b>25,995.19</b>	<b>(5,819.75)</b>
Cash at the beginning of the quarter		29,830.15	11,254.91
Net change in cash (receipts and Beginning cash)		55,825.34	5,435.16
Foreign currency translation difference		2,579.02	178.84
<b>Cash at the End of the quarter</b>	<b>2</b>	<b>58,404.36</b>	<b>5,614.01</b>

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNT				
FOR THE FINANCIAL QUARTER ENDED 30TH JUNE 2025				
- RECEIPTS BY TYPE AND PAYMENTS CLASSIFICATION BY NATURE				
ACCOUNT TITLE/DESCRIPTION	Actual Amounts	Final Budget 2025	Final Budget 2025	Difference: Final

				Budget and Actual
		US \$'000	US \$'000	US \$'000
<b>CASH INFLOWS</b>				
Authorized Allocation/Appropriation	909,371.23	<b>2,514,093.00</b>		1,604,721.77
Other receipts	233,874.19	3,015,412.00		2,781,537.81
Donations, Grants, and Other Aid				-
<b>Total Cash Receipts</b>	<b>1,143,245.42</b>	<b>5,529,505.00</b>	-	<b>4,386,259.58</b>
<b>CASH OUTFLOWS</b>				
Wages, Salaries and Other Employee Benefits	<b>392,072.25</b>	1,603,563.00		<b>1,211,490.75</b>
Goods and Services Consumed	<b>210,525.83</b>	2,632,710.00		<b>2,422,184.17</b>
Capital Expenditure	<b>514,652.15</b>	1,293,232.00		<b>778,579.85</b>
Transfers to other Government Units				-
Total Cash Payments	<b>1,117,250.23</b>	5,529,505.00		<b>4,412,254.77</b>
<b>NET CASH FLOW - OPERATIONAL FUND</b>	<b>25,995.19</b>	-		25,995.19

STATEMENT OF CASH POSITION (ALL PUBLIC FUNDS)					
AS AT 30TH JUNE 2025					
Description		Notes	AS AT 30TH JUNE 2025	AS AT 30TH JUNE 2024	Change in Cash Balances
Cash/Bank Account Details	Currency Held In	15	US \$'000	US \$'000	US \$'000

<b><u>OPERATIONAL FUND</u></b>	-				
<b>Petty Cash or Imprest</b>			-	-	-
Petty Cash A/c 1 (USD)					
Petty Cash A/c 2 (LRD)			92.30	9.66	82.64
<b>Total held in petty cash:</b>			92.30	9.66	82.64
<b>Bank Accounts</b>			-	-	-
Ecobank Ops LRD A/C ---6102795471			4,103.62	2,471.05	1,632.57
Ecobank Payroll LRD A/C ---6101350661			26,588.77	108.02	26,480.75
LBDI OPS/LRD A/C- - 001USD21322290001			13,293.77	2,639.01	10,654.76
LBDI OPS/LRD A/C- - 001LRD21322290002			14,325.90	386.27	13,939.63
<b>Total held in Bank Accounts:</b>			58,312.06	5,604.35	52,707.71
<b>Total Cash and Bank Balances at the end of the period (Operational Fund):</b>			58,404.36	5,614.01	52,790.35

<b>NOTE 4 - COMPARATIVE ANALYSIS OF ESTIMATED AND ACTUAL AUTHORISED ALLOCATIONS RECEIVED FOR THE FINANCIAL QUARTER ENDED 30TH JUNE 2025</b>					
	Actual	Final Budget	Original Budget	Difference: Final Budget and Actual	Percentage Variance
	FY 2025	FY 2025	FY 2025	FY 2025	FY 2025
	US \$'000	US \$'000	US \$'000	US \$'000	
Employee Compensation	359,556.23	1,459,263.00		1,099,706.77	0.75

Goods and Services	49,815.00	354,830.00		305,015.00	0.86
Capital Expenditure	500,000.00	700,000.00		200,000.00	0.29
Transfers to other Government Units				-	

**NOTE 5 - COMPARATIVE ANALYSIS OF ESTIMATED AND ACTUAL OTHER RECEIPTS FOR THE FINANCIAL QUARTER ENDED 30TH JUNE 2025**

	Actual	Final Budget	Original Budget	Difference: Final Budget and Actual	Percentage Variance
	FY 2025	FY 2025	FY 2025	FY 2025	FY 2025
	US \$'000	US \$'000	US \$'000	US \$'000	
Transit Revenue	151,746.34	747,205.00	747,205.00	595,458.66	0.80
New Buses/Revenue	21,281.54				-
New Buses/Charter	18,268.32				-
Charter Revenue	42,029.19	89,115.00	89,115.00	47,085.81	0.53
Other Income	548.80	18,638.00	18,638.00	18,089.20	0.97
Dividends					-
Rent					-
Other Property Income					-
Administrative Fees and Licenses					-
Fines, Penalties and Forfeits					-
Miscellaneous receipts	-				-
<b>TOTAL OTHER RECEIPTS</b>	<b>233,874.19</b>	<b>854,958.00</b>	<b>854,958.00</b>	<b>660,633.67</b>	<b>0.77</b>

### Summary of Milestones of the Finance Department

- Second Quarter Financial and Budget Performance Report Completed
- Payment for wages, salary, board fees, and employee benefits disbursed
- Payment for several capital items such as air conditioners for the administrative and other officers, workstations for the finance and audit section, chairs, laptops, construction of a mini bus terminal at the Coca-Cola Factory in Paynesville, and 6-room toilet facilities on the compound completed and/ or initiated.

## Summary

This document presents a summary of the various milestones achieved by Management between April 1 and June 30, 2025, while also listing the deliverables that have been successfully completed. The report is organized into three sections. Section I focuses on the accomplishments directly executed by the Department of Administration and Management, which is overseen by the Deputy Managing Director for Administration, who reports to the Managing Director. Section II provides details of the achievements from the Department of Operations, which includes operations and technical services, and is supervised by the Deputy Managing Director for Operations, who likewise reports directly to the Managing Director. Lastly, the report highlights the payments collected and disbursed by the Finance Department, along with other milestones from that department.

The Department of Administration and Management is made up of 8 Departments, each of which contributed to the success of this section. For example, this Department successfully completed and launched NTA's Strategic Plan, initiated the construction of its Administrative Head Office, finalized the procurement process for 60 vehicles, and boosted its ridership throughout the country when compared to the first quarter of FY 2025.

Furthermore, the Department of Administration and Management has continued to enhance its internal systems by providing training to staff across various sections of the organization. Recently, management organized training sessions for Archive and Warehouse personnel. Additionally, Management conducted a two-day training designed to update senior staff on the revised HR Manual, aimed at improving internal governance and ensuring consistency in the application of HR policies.

The Department of Operations is comprised of 2 Sections: Operations and Technical Departments. This section is responsible for conducting repairs and maintenance, dispatching buses, assigning drivers, and planning routes, among other responsibilities. During this reporting period, this Section accomplished the replacement, repair, and maintenance of multiple buses. Activities included completing B-Service for all operational buses, repairing gearboxes and engines, replacing damaged draglines, tie rods, and airlines, along with calibrating 6 nozzles and fixing the clutch booster, brake booster, dual brake valve, brake chamber, and tires. Moreover, it installed five (5) bus stop signs in Kakata and established a designated waiting area for passengers boarding NTA transit buses. Successfully, it repaired and operated 11 old buses, in addition to three (3) new buses acquired with funds from the FY 2024 national budget.

Lastly, the Department of Finance recorded total revenues amounting to US\$1,143,245.42 from the GOL and generated transit revenue internally. It also effectively disbursed a total of **US\$117,250.23**, resulting in a positive increase of **US\$25,995.19**. The balance brought forward at the end of the second quarter of FY 2025 is **US\$58,404.36**. Notably, it completed its 2nd Quarter Finance Report for distribution to the relevant entities in compliance with the laws of Liberia.