

NATIONAL TRANSIT AUTHORITY 3rd QUARTER REPORT FY 2025



Submitted by
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NATIONAL TRANSIT AUTHORITY (NTA)
FY 2025 3rd QUARTER OPERATIONAL REPORT AND
STATEMENT OF CASH RECEIPTS AND PAYMENTS

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Abstract

This report for the third quarter from the National Transit Authority (NTA) evaluates the organization's performance from July 1 to September 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 third quarter of FY 2025. During this period, management generated total revenue of US\$720,009.58; incurred expenses of US\$733,520.03, resulting in a negative net loss of US\$13,510.45; and recorded a balance forward of US\$25,995.19.

From an administrative perspective, management achieved several deliverables, including the ongoing of construction project of NTA's new administrative building, construction of a new mini bus terminal project, progress report 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 July 1 to September 30, 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 third quarter of FY 2025, Management generated a total revenue of US\$720,009.58 from two sources: a GOL subsidy of US\$457,174.42 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\$268,835.16. On the expenditure side, NTA expended US\$733,520.03. This amount comprises US\$451,174.42 from the Government of Liberia as a subsidy for salary, goods and services, and PSIP, while US\$282,345.61 from NTA regular transit revenue for the third quarter of FY 2025, translating to 61.50%, and 38.50% respectively.

From an administrative standpoint, management accomplished several deliverables, including the expansion and modernization of inclusive mass public transport services, ongoing construction of NTA new administrative building, ongoing construction of a new mini bus terminal and mini-office projects, 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 **202,864, which comprises 197,659 for** regular ridership and 5,205 for our free ridership. This statistic does not include the 185 charters implemented in the 2nd Quarter of FY 2025. We performed repairs and maintenance on 11 older buses and additionally serviced three (3) new buses during the quarter.

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. Expansion and Modernization of Inclusive Mass Public Transport Services:** In the ARREST Agenda for Inclusive Development (AAID), Liberia's National Development Plan, the Government of Liberia (GOL) plans to enhance and modernize mass public transportation services by acquiring fifty (50) buses for the National Transit Authority (NTA) over the next five years. For FY 2025, GOL has allocated US\$500,000 to purchase five mass transit buses.

Under the innovative leadership of Hon. Edmund F. Forh, NTA's management devised an alternative approach to engage with various stakeholders to expedite the delivery of the planned 50 buses. The Board of Directors, the Ministry of Finance and Development Planning via the Debt Management Committee, members of the House of Representatives and Senators, along with the Ministry of Justice, evaluated the investment analysis and deemed the project a viable investment. Management collaborated with ABK Group of Companies to secure 60 vehicles across different categories: 35 mass transit buses, 20 mini buses, and 5 cargo trucks.

The procurement and manufacturing stages for the initial batch of 35 mass transit buses have been completed, and these buses are anticipated to arrive at the Free Port of Monrovia by October 20, 2025. Management has implemented all essential measures to guarantee a smooth release from the Free Port of Monrovia upon arrival and ensure the immediate operation of these vehicles. The remaining 20 mini buses and 5 cargo trucks are expected to reach the country before the close of the 4th quarter of FY 2025.

This initiative represents a significant milestone in advancing the National Government's AAID objectives. The strategic goals outlined in Policy 8 and Program 15 of the AAID indicate that the Joseph Nyumah Boakai-led Unity Party (UP) government will improve the efficiency and dependability of the transportation network, facilitating the transport of goods and people. By establishing a solid logistics framework, the AAID aspires to lower transportation expenses, enhance market access, and stimulate regional and international trade. Ultimately, these initiatives aim to foster economic growth, generate employment opportunities, and improve overall national development.

The current accomplishment is in line with the organization's Five-Year Strategic Plan and Liberia's National Development Plan.

2. **Progress Report on Key Infrastructure Development Projects Aligned with the NTA Five-Year Strategic Plan and the AAID of Liberia:** By the end of quarter three (3) of FY 2025, Management continues to deliver several significant infrastructural projects across the institution. Some of the major infrastructural projects undertaken during the quarter include the following

Construction of NTA New Head Office: During this reporting period, considerable progress has been made. The foundation work has been completed, and all structural pillars are now in place. The project has now moved into the next stage, which will involve the construction of the superstructure, roofing, and internal finishing.

The new Administrative Head Office is of significant institutional and national relevance. It will serve as the primary center for the coordination and management of all NTA operations throughout Liberia, improve administrative efficiency, accountability, and service delivery within the national public transport sector, provide a modern and supportive working environment for staff, thereby enhancing productivity and morale; and represent the Government of Liberia's dedication to rebuilding and strengthening public institutions impacted by unforeseen disasters.

The construction of the new head office directly supports Strategic Objective 4 of the NTA Five-Year Strategic Plan — “Institutional Strengthening and Infrastructure Development.” This initiative aligns with the Authority's objectives to enhance operational efficiency through modern administrative infrastructure, strengthen institutional governance and management frameworks, and promote resilience and sustainability within the organization.

Crucially, the project aligns with the AAID's Pillar on Human Capital and Governance Development, which highlights the modernization of public institutions and infrastructure. By establishing a more robust and efficient headquarters, the NTA facilitates improved governance, service delivery, and inclusive economic growth through dependable and affordable public transport.

In summary, the reconstruction of the NTA Administrative Head Office signifies a strategic and transformative investment in the Authority's institutional capacity. This project not only restores what was lost but also establishes a new benchmark for operational excellence, in line with both the NTA's strategic vision and the national development priorities as set by the AAID.

Construction of a New Power House and Mini-Offices: Additionally, as part of its continuous efforts to improve infrastructure, the National Transit Authority (NTA) has finalized the construction of a contemporary six-bedroom restroom facility. This initiative was launched to uplift hygiene and sanitation standards within the Authority's grounds and

to create a clean, secure, and accessible environment for both employees and the commuting public.

The construction work has been entirely completed, and the facility is now open for use. The building features separate sections for males and females, equipped with modern fixtures, robust plumbing systems, and a sufficient water supply to guarantee sustainability and uninterrupted service. This represents a significant advancement in enhancing workplace conditions and public convenience at NTA locations.

The establishment of this facility plays a crucial role in enhancing NTA's operational and public service environment. Specifically, it will foster health, hygiene, and sanitation standards among both staff members and commuters; improve working conditions to boost staff morale and productivity; elevate the overall appearance and functionality of the Authority's infrastructure; and ensure compliance with national public health and environmental regulations.

This project is in line with Strategic Objective 2 of the NTA Five-Year Strategic Plan — “Enhancing Operational Efficiency and Service Quality.” By introducing improved sanitation facilities, NTA showcases its dedication to creating a secure and healthy work environment, boosting service delivery and user satisfaction, and advancing institutional modernization through infrastructure enhancements.

The initiative also aligns with the Government of Liberia's AAID Pillar on Human Capital and Infrastructure Development, which focuses on enhancing public infrastructure, health, and sanitation. Through this project, the NTA supports national objectives aimed at promoting well-being, environmental health, and inclusive development.

The inauguration of the six-bedroom restroom facility underscores NTA's commitment to offering a clean, safe, and efficient environment for both staff and passengers. It serves as a practical demonstration of the Authority's dedication to institutional development, directly aligning with its Five-Year Strategic Plan and the Government's national development initiative under the AAID.

Construction of a Mini-Bus Terminal: The National Transit Authority (NTA) has initiated the construction of a contemporary mini-bus terminal located next to the Coca-Cola Factory in Paynesville City, Montserrado County. This initiative is part of NTA's larger infrastructure enhancement program designed to improve public transport amenities and elevate the commuting experience in urban regions.

Substantial progress has been achieved on the project, with the foundation works completed and the walls of the structure now reaching the roof level. In relation to the ongoing development, the construction firm has been scheduled for payment in the third

quarter of FY 2026 to finalize the drainage system connecting to the terminal, ensuring effective water management and the longevity of the facility.

The mini-bus terminal initiative carries significant operational and socio-economic importance. It will create a secure, organized, and accessible environment for both passengers and drivers, alleviate traffic congestion in the Paynesville region by optimizing bus movement and parking, increase the efficiency and dependability of urban transport services, enhance public convenience through improved facilities and sanitation, and foster local economic activities and job creation around the terminal vicinity. This project directly supports Strategic Objective 4 of the NTA Five-Year Strategic Plan — “Development and Expansion of Transport Infrastructure.” It reflects NTA’s dedication to broadening its operational reach in critical urban centers, delivering accessible and efficient transit infrastructure, and advancing environmentally sustainable and inclusive transportation systems.

The initiative corresponds with the Government of Liberia’s AAID Pillar on Sustainable Infrastructure and Economic Growth, which underlines the importance of enhanced urban mobility, infrastructure development, and job generation. By building this terminal, the NTA aids in mitigating urban congestion, encouraging inclusive economic activities, and advancing the national goal for equitable development.

The current construction of the Paynesville Mini Bus Terminal signifies a strategic infrastructure investment that bolsters NTA’s mission to provide safe, reliable, and efficient public transport throughout Liberia. With drainage construction scheduled for completion in FY 2026, this project exemplifies significant institutional advancements aligned with both the NTA Five-Year Strategic Plan and the Government’s AAID priorities.



Figure 1: Photos of Ongoing and Completed Construction Projects – NTA Corporate Head Office, (Middle), Mini-Bus Terminal (Middle Right), Ongoing Mini- Office (Lower Left), Completed Six-Bedroom Lavatory (Lower and Upper Right)

3. **Advancing Performance-Based Governance: PMCS Mid-Term Assessment of the National Transit Authority for FY 2025:** The Performance Management and Compliance System (PMCS) of the Ministry of State for Presidential Affairs carried out a mid-term evaluation visit to the National Transit Authority (NTA) as part of its national monitoring and accountability framework for Fiscal Year (FY) 2025. The purpose of the evaluation was to examine NTA's progress in meeting its annual performance objectives as specified in its performance contract with the Government of Liberia.

The PMCS assessment concentrated on five primary performance targets for FY 2025: the development and launch of the Five-Year Strategic Plan (2023–2028), the implementation of the Service Delivery Charter to enhance citizen satisfaction, mobilization of resources for operational and infrastructure development, improvements in system efficiency across both administrative and technical functions, and capacity building to bolster governance and service performance.

The meeting was conducted effectively and in a friendly environment. NTA Management delivered thorough presentations, backed by relevant documentation including strategic planning frameworks, operational reports, financial summaries, and proof of ongoing capacity-building initiatives. The PMCS team praised the Authority for its proactive leadership, dedication to accountability, and significant advancements in aligning its institutional objectives with national development priorities.

The mid-term performance evaluation is essential for good governance under the Unity Party Government led by Joseph Nyumah Boakai. It acts as a vital accountability tool to ensure that public institutions provide measurable outcomes in accordance with national priorities. The evaluation aids in promoting transparency and accountability, performance-based governance, policy alignment, public trust, and organizational learning.

The PMCS mid-term evaluation visit to the NTA highlights the Government's commitment to governance based on evidence and accountability for performance. The progress exhibited by the Authority toward its FY 2025 targets illustrates alignment with the national development vision of the Boakai-led administration. This engagement not only strengthens collaboration among agencies but also enhances the public service's credibility as a driving force for inclusive growth, transparency, and sustainable development in Liberia.

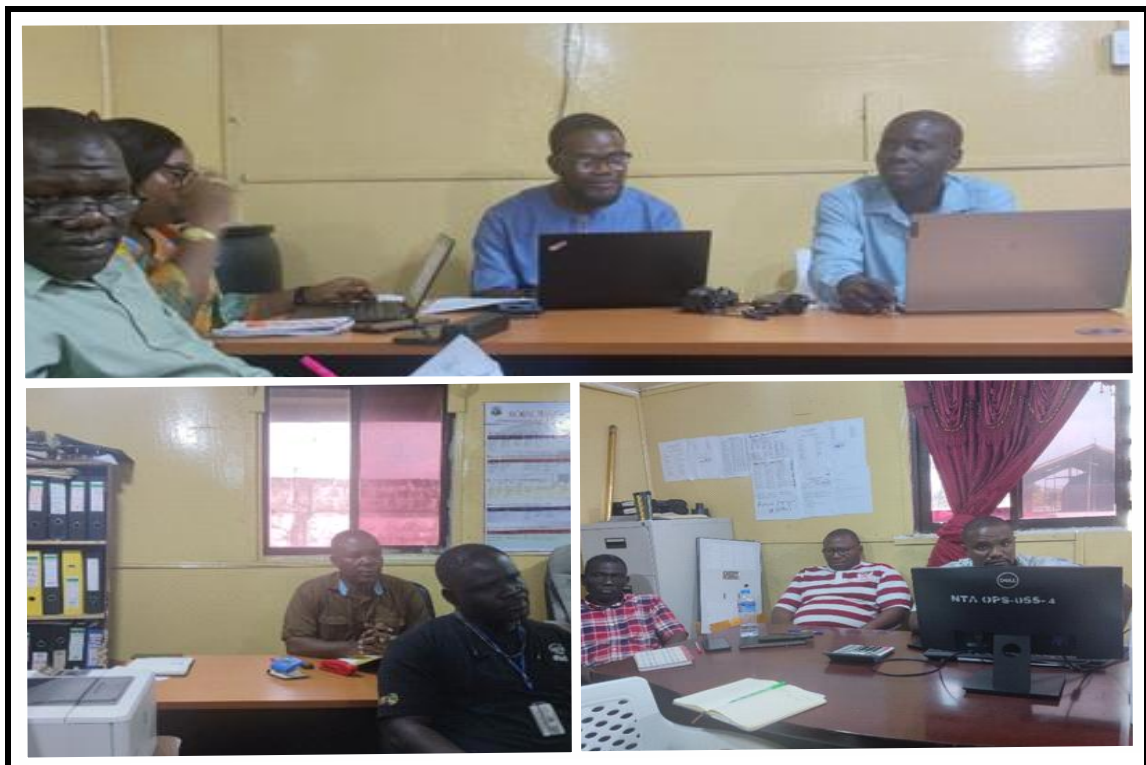


Figure 2: PMCS Mid-Term Evaluation Report of NTA 2025 Performance Target

- 4. Engagement Report on the National Transit Authority’s Consultation with the Green Climate Fund Liaison to Advance Sustainable and Climate-Resilient Transport Initiatives in Liberia:** During the reporting period, the National Transit Authority (NTA) conducted a strategic meeting with the Green Climate Fund (GCF) Liaison Office at the Environmental Protection Agency (EPA) located in Mamba Point, Monrovia. This engagement aimed to begin discussions that would facilitate the incorporation of NTA's climate-resilient and eco-transport initiatives into the GCF-supported budget for the period 2026–2027.

The NTA put forward two primary project proposals for potential inclusion in the GCF funding portfolio: acquiring electric vehicles and establishing four (4) charging stations in Monrovia and Gbarnga to encourage clean and sustainable transport, and constructing two state-of-the-art multi-purpose bus terminals in Monrovia, complete with storage facilities, banking services, parking lots, restaurants, forex bureaus, and other amenities to improve passenger comfort and stimulate economic activity.

The proposed projects are anticipated to yield extensive socio-economic and environmental advantages, including: 1. a decrease in Greenhouse Gas Emissions by moving from diesel-powered buses to electric vehicles, enhanced Urban Transport Efficiency through the development of modern, well-organized terminals, job creation and local economic stimulation through infrastructure development and terminal operations; improved passenger experience and safety with cleaner, safer, and more dependable transport systems; and contributions to national climate objectives supporting Liberia’s shift toward a low-carbon economy.

The proposed initiatives are closely aligned with several important frameworks, such as: Liberia's Nationally Determined Contributions (NDCs), which reinforce emission reduction commitments under the Paris Agreement; the ARREST Agenda for Inclusive Development (AAID), which promotes the Government’s focus on sustainable infrastructure and green growth; the NTA Five-Year Strategic Plan (2024–2029), which aligns with goals related to modernization, sustainability, and enhancing service quality; and notably, the United Nations Sustainable Development Goals (SDGs), particularly Goal 7 - Affordable and Clean Energy, Goal 9 - Industry, Innovation and Infrastructure, Goal 11 - Sustainable Cities and Communities, and Goal 13 - Climate Action.

In summary, the discussion with the GCF Liaison signifies an essential move toward obtaining international climate funding for sustainable public transport in Liberia. The proposed initiatives highlight the NTA’s dedication to modernizing its operations, minimizing environmental effects, and supporting the vision for green, inclusive, and climate-resilient national development under the leadership of Joseph Nyumah Boakai’s Government.

- 5. Report on the Development and Strategic Alignment of the National Transit Authority Bus Route Map:** During the reviewed quarter, the National Transit Authority (NTA) formed a strategic alliance with the Liberia Institute of Statistics and Geo-Information Services (LISGIS) to create the inaugural Bus Route Map for the NTA. This pioneering mapping effort signifies an important achievement in the modernization and digitization of Liberia's public transit system. The primary aim of this initiative is to improve service delivery, enhance operational efficiency, facilitate data-driven planning, and increase passenger convenience.

The Bus Route Map was created with several objectives in mind: to offer a detailed visual depiction of all NTA operational routes nationwide, to enable effective planning and coordination of inter-city and urban bus services, to enhance accessibility and public awareness of NTA services, to support data-driven decision-making for future route expansion and optimization, and to foster transparency and accountability in the management of public transport.

Additionally, the route map aims to deliver accurate geospatial information that aids the NTA in planning bus schedules, minimizing route overlaps, and optimizing fleet deployment. This approach ensures cost-effectiveness and enhances fuel efficiency. Passengers will be able to easily locate bus routes, stops, and destinations, facilitating journey planning and boosting confidence in the public transport system. With the integration of real-time and GIS-based data, the map acts as a tool for monitoring route performance, pinpointing high-demand corridors, and assessing service deficiencies. It provides critical information for policymakers, urban planners, and development partners to design specific interventions, prioritize infrastructure enhancements, and distribute resources effectively. Optimized routes lead to a reduction in unnecessary mileage and fuel consumption, thus lowering carbon emissions and supporting the Government of Liberia's climate action objectives under the Paris Agreement.

The Bus Route Map closely aligns with the strategic goals of the NTA, which include enhancing service efficiency through digital transformation and data management, improving customer service and accessibility, and promoting an environmentally sustainable and inclusive public transport system. This mapping initiative bolsters the modernization pillar of the strategic plan and cultivates a data-driven operational culture.

Moreover, this project aligns with the AAID's aims for infrastructure development, digital innovation, and inclusive urban services. By enhancing public transportation accessibility, it fosters economic inclusion, job creation, and urban mobility—essential elements of the AAID framework. In addition, the Bus Route Map advances multiple Sustainable Development Goals (SDGs), including: SDG 9 (Industry, Innovation, and Infrastructure—through the implementation of GIS technology for transport planning), SDG 11 (Sustainable Cities and Communities—by advocating for safe, affordable, and accessible public transport), and SDG 13 (Climate Action—by aiding in the reduction of greenhouse

gas emissions through improved route efficiency). This initiative furthers Liberia's Nationally Determined Contributions (NDCs) by encouraging sustainable public transport solutions that lessen reliance on fossil fuels and decrease emissions from the transportation sector.

Finally, the partnership between the NTA and LISGIS to develop a National Bus Route Map symbolizes a significant advancement toward an intelligent, data-driven, and environmentally conscious transportation system in Liberia. This initiative enhances institutional capacity, improves public service delivery, and aligns perfectly with national and international developmental frameworks such as the AAID, the NTA's Five-Year Strategic Plan, the SDGs, and the Paris Agreement. This collaboration lays the groundwork for future innovations such as digital ticketing, real-time tracking, and smart transport management systems, positioning the NTA as a pioneer in sustainable mobility within Liberia and the West African region.

- 6. NTA's Managing Director Receives OFARUL's Highest award for Exceptional leadership:** During the reporting period, Hon. Edmund F. Forh, the Managing Director of the National Transit Authority (NTA), was honored with the highly esteemed Grand Master of Extraordinary Leadership and the Nobel Supreme Order of Public Service by the Online Freelance Reporters Union of Liberia (OFARUL). The award ceremony took place on September 3, 2025, at the NTA Head Office in Monrovia.

This prestigious accolade acknowledges Hon. Forh's impactful leadership in restoring trust in the NTA, enhancing transparency and accountability, and increasing affordable and dependable public transportation services throughout Liberia. Under his leadership, the NTA has made significant strides, including the restoration of the institution's reputation and financial stability, the introduction of fair labor practices, and the establishment of anti-corruption measures. His administration has also launched essential infrastructure initiatives, such as building a new NTA headquarters, setting up county offices across the country, developing bus stop facilities, and acquiring over 50 new transit buses.

In his speech, Hon. Forh expressed his appreciation to OFARUL and dedicated the honor to the dedicated staff of the NTA, reaffirming his pledge to create a safe, trustworthy, and inclusive public transport system that aligns with Liberia's development goals. Mr. Leon B. Saydee, the President of OFARUL, praised Hon. Forh for his visionary leadership and reform initiatives, characterizing him as an exemplary figure of accountability and national service.

This acknowledgment highlights the NTA's increasing recognition as a vital force in public sector reform and sustainable transportation development in Liberia.



Figure 3: Presentation of Completed Bus Route Map and OFNALINE's highest Award to NTA's Managing Director

1. **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 quarter three (3) of FY 2025 through this department are enumerated as follows:

2. **Regular transit Ridership Statistic for quarter one recorded and submitted:** During the third quarter of FY 2025, management noted that a total of Two Hundred Sixty-Five Thousand Eight Hundred Six-Four (**265,864**) commuters used our buses on 13 routes across the country. The ridership breakdown for this period was as follows: July (**54,257**), August (**88,621**), and September (**122,986**). The ridership statistics for the third quarter of FY 2025 are categorized into two groups: regular or paid riders and free riders.
3. **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 **260,734** regular or paid riders while operating 13 repaired buses in the first quarter.

Free Ridership: Management recorded **5,130** 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.

4. 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 260,734 riders paid transit fares mandated by the NTA across different routes nationwide, while 5,130 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%.

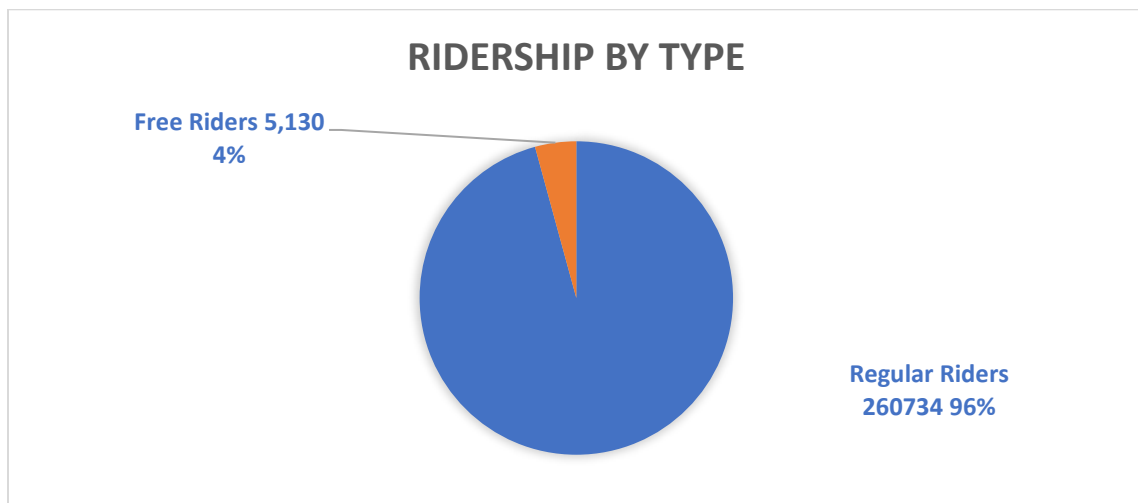


Figure 1: The pie chart illustrates the number of commuters riding NTA buses under the two types of ridership provided by the NTA, namely regular riders (260,734) and free riders (5,130). The chart shows that 96 percent of the total ridership consists of regular or paid riders, while 4 percent are free or unpaid riders.

5. **Ridership Statistics for Charter Services:** In the 2nd quarter of FY 2025, the management documented a total of 162 charters in the quarter, which were implemented in Montserrado, Grand Bassa, Nimba, Maryland, Margibi, Bong, and Bomi Counties.
6. **Reintroduction of FileMaker Pro for the Warehouse:** During the period in review, Management introduced the use of FileMaker Pro in the Warehouse. This initiative aimed at improving data entry, inventory tracking, and reporting capabilities. Many warehouse staff had limited exposure to the system which often resulted in delays in generating accurate stock and usage report. To address this challenge, Management organized a practical workshop tailored specifically for warehouse users. The training sessions covered navigation of the FileMaker Pro interface, imputing, updating and retrieving inventory data, and generating structured reports for management. The introduction of this new software marks a departure from manually report to digital storage and reporting.
7. **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.
8. **GAC Audit Tracker Received and Evaluated by Management:** The Risk and Compliance Department is tasked with ensuring that the NTA adheres to the suggestions provided by both internal and external auditors. The GAC conducted an audit and put forth 73 recommendations, of which 38 are yet to be implemented. During this review phase, the Risk and Compliance Department assessed the pending recommendations, gathered necessary documents (such as withholding tax remittances, board resolutions from the NTA, and minutes from board meetings), and submitted them accordingly. As of June 20, 2025, the NTA's score for the GAC Audit Recommendations rose from 1 percent to 39 percent. While this improvement may appear minimal, it signifies considerable progress in complying with the GAC's audit suggestions. When we assumed leadership at the NTA, there were very few policy documents accessible. The limited existing policies were outdated or ineffective, having lost relevance due to shifts in various national regulations and policies. Since that time, management has evaluated the recommendations and collaborated with the Risk and Compliance Department and the Internal Audit Section at the NTA to ensure complete adherence to the remaining proposals set forth by the GAC.
9. **A New Pre and Post Bus Tracker has been launched:** In order to adhere to compliance standards, Management, through the Risk and Compliance Department, has established a log for both pre- and post-route inspections of NTA buses. This log captures crucial

information about the buses, including the mileage before departure and the mileage upon returning from the route. In June, Management employed this tracking log to identify instances of late departures occurring between 8:00 am and 11:30 am and to explore the reasons behind these delays. The identified causes of the late departures encompassed delayed arrival of bus crew staff, unclean buses, and mechanical problems. All noted issues have been assessed, and internal measures have now been implemented to prevent their recurrence. The tracker also helps management gather further data to monitor unauthorized charters or those that do not have the proper quotations. Management intends to persist in utilizing these independent data sources to supervise our transit fleets, thus ensuring that our monthly and quarterly transit and charter revenue fulfills the designated thresholds. Importantly, these tracking systems are part of an internal initiative established by Management to ensure our services are both efficient and reliable, thereby building trust among our commuters.

10. The Comprehensive Outstation Manifest remains rigorously implemented:

Highlighting safety measures in designated parking zones is vital for the organization's overall risk management framework. Throughout the review period, Management, with the assistance of the Risk and Compliance Department, has consistently maintained a detailed load manifest. This document lists passenger names, tag numbers, waybill numbers, types of loads, quantities of loads, and intended destinations, allowing Management to effectively monitor loads while cross-referencing records to identify any potential security issues.

During the review period, this compliance measure has functioned seamlessly. Significantly, the Manifest aids Management in recognizing specific buses that arrived late and in poor condition. For instance, it enables decision-makers to track buses that failed to complete the required trips on the Bo-Waterside route, prompting Management to investigate the causes of the delayed arrivals at the parking area and rectify those problems. Furthermore, commercial buses have often obstructed red-light parking, making it difficult for our buses to navigate the parking area.

Crucially, the load manifest affords Management a complete understanding of mechanical issues, such as fuel leaks in operational buses that need prompt resolution. All these tracking systems have been internal initiatives established by Management to ensure efficient and reliable transportation for travelers in Liberia.

11. Thorough Monitoring of Warehouse and Garage Inventory: In the quarter under review, the Risk and Compliance Department managed the tracking of all materials entering and leaving the premises using a systematic approach aimed at accurately documenting each transaction. This initiative was intended to minimize mistakes and improve the overall efficiency of the Warehouse Department.

Throughout this reporting period, the warehouse received various items, including office supplies, building materials, protective gear, waterproof gear, lubricants, and replacement parts. At the same time, the warehouse supplied safety and waterproof gear to the field staff of the entity. Furthermore, construction materials were allocated to contractors involved in

the bathroom construction initiative. Office supplies such as stationery, cartridges, and tickets were also distributed to specific users. All distributed items were approved by senior management, and the incoming goods were accompanied by all required compliance documentation (LPOs, credit invoices, goods receipt notes). The warehouse made notable strides in meeting compliance obligations concerning the receipt and distribution of materials.

Department of Procurement, Logistics and Warehousing (Overview):

12. **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.

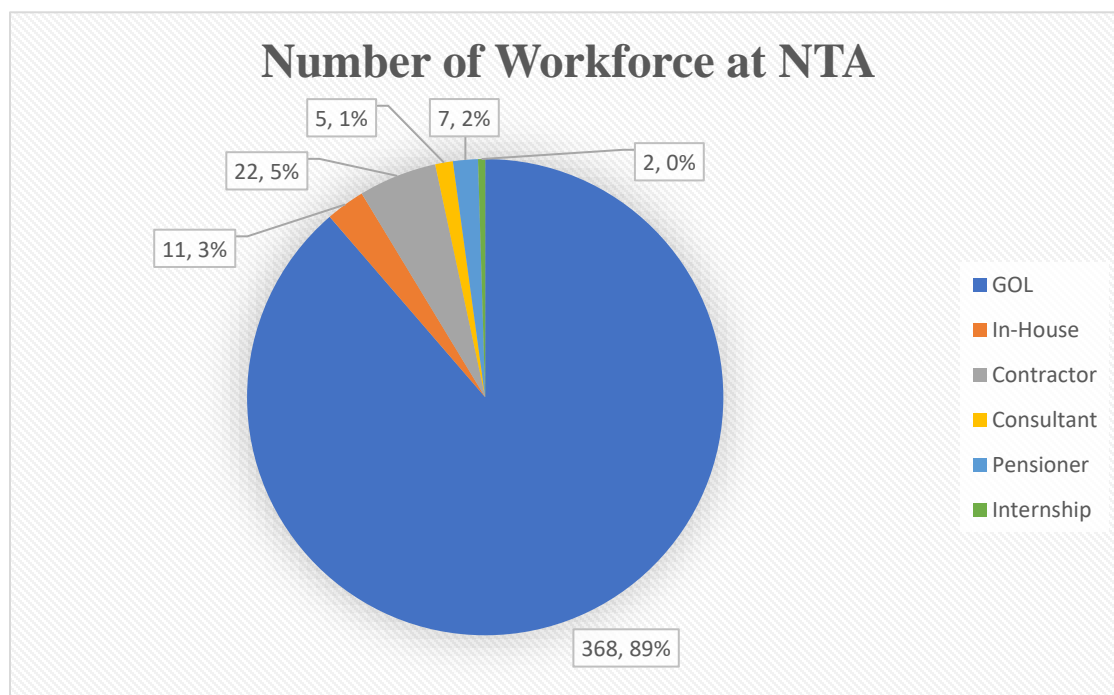
Additionally, the Procurement Section also awarded three contracts to successful bid winners in line with the public procurement laws of Liberia. The contract for the procurement of a security firm valued at US\$31,200 was awarded to Stanker Security Guard Service through a National Competitive Bidding (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.

13. **Fuel Consumption Level and Cost in the third Quarter of FY 2025:** The balance brought forward from the third 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 July, August, and September of FY 2025. At the end of the quarter, the balance of fuel in the tank amounts to 1,149 gallons.

14. **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.

15. **Personnel Data:** The personnel data from the National Transit Authority reveals that there are **408** individuals either employed or contracted across the nation. Out of this total, **368** individuals are employed by the Government of Liberia (GOL), representing x% of the overall workforce. The total amount paid in salary through budgetary support from GOL amounts to **US\$359,230.10**. The NTA also has **11** employees who are not on GOL's payroll, 22 contractors, and 2 interns from the Monrovia Vocational Training Institute (MVTC). These employees, contractors, and interns receive compensation through internally generated revenue, constituting 11% of the total workforce. During the reporting period, the **11** in-house employees' salaries amounted to US\$9,600.00, the **22** contractor employees' salaries amounted to 11,562.00, and the two (**2**) interns' compensations amounted to US\$300.00. Finally, 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.



This distribution highlights that **89%** of NTA's operations are predominantly supported by government-employed personnel, while the remaining **11%** represents specialized, temporary, and support roles filled by non-GOL categories. The presence of **2% interns** and **5% consultants** also reflects ongoing capacity-building and technical support efforts within the Authority.

16. **Personnel Actions for FY 2025:** Throughout the reporting period, a total of 50 disciplinary actions were logged at the National Transit Authority (NTA). Out of these, six (6) personnel were dismissed, eleven (11) were suspended for various reasons and twenty-seven were issued warning letters. The larger number of warnings implies that the majority of offenses were minor and could be addressed through corrective actions rather than severe penalties. This indicates that management is focusing on behavioral correction and employee development instead of punitive measures. Nonetheless, the existence of dismissal and suspensions also demonstrates NTA's strong commitment to maintaining discipline and upholding professional standards.

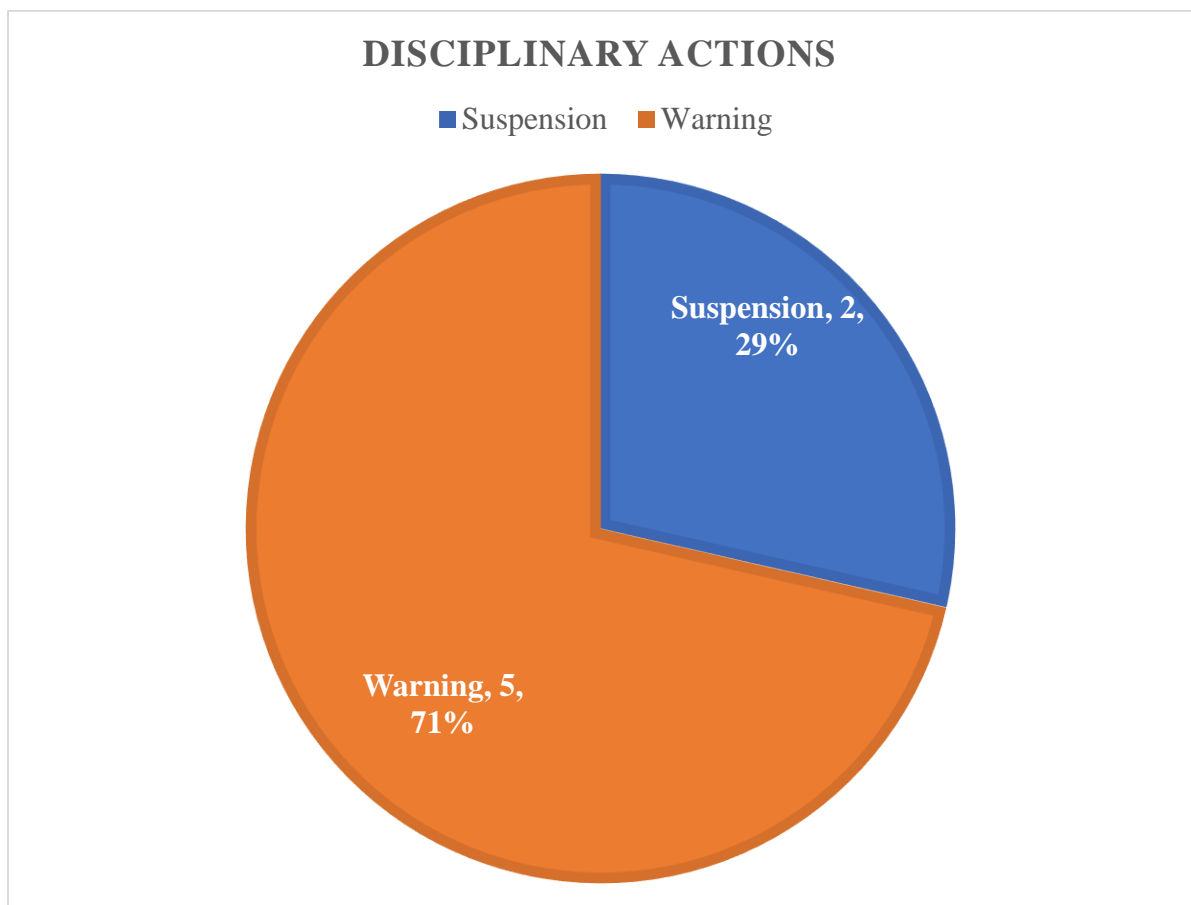


Figure 4: A total of **seven disciplinary actions** were recorded during the quarter — **five warnings (71%)** and **two suspensions (29%)**. The data shows that most cases were minor, requiring corrective action rather than severe penalties, reflecting management's balanced approach to maintaining discipline and accountability within the workforce.

17. **Internal Training:** During the quarter under review, the HR Department facilitated access to an internal training initiative offered by the Government of India. This program was designed to enhance professional competencies across a range of disciplines, including technology, management, public administration, and health services. A total of eight employees from various departments expressed interest and formally applied to participate in the training. Their chosen fields reflect both individual career aspirations and strategic organizational needs. Applications are currently under review by the Indian authorities, and approval is pending.

This initiative underscores the Department's commitment to continuous learning and global collaboration. If approved, the selected employees will gain valuable exposure to international best practices, which will be instrumental in driving innovation and improving service delivery within the organization.

18. **NTA Employees' Holiday Benefits:** The NTA recognizes this moment as an opportunity to honor the dedication and hard work of its employees. The holiday season serves not only as a time of national pride but also as a meaningful occasion to express gratitude to those who have consistently upheld the values and mission of the NTA in service to the Liberian people.

In recognition of their unwavering commitment and collaborative spirit, Management procured 415 bags of rice (25kg each) and a soup kind in cash that was distributed as seasonal bonuses to staff and affiliates. This gesture is intended to acknowledge the contributions of all personnel affiliated with the NTA, including GOL employees, in-house staff, contractors, volunteers, and pensioners.

The rice bonus is a token of appreciation designed to support employees and their families during the festive period, reinforcing NTA's commitment to staff welfare and morale. Management believes that such recognition not only strengthens organizational unity but also fosters a culture of appreciation and shared purpose.

19. **Employee's Medical Insurance Initiative:** In a significant move to enhance employee welfare, the Management of the National Transit Authority (NTA) has successfully begun a comprehensive medical insurance program. This initiative reflects the NTA's ongoing commitment to promoting the health, safety, and overall well-being of its workforce.

To implement this program, the NTA partnered with the Insurance Company of Africa, one of the trusted providers of health coverage. The policy now extends to a total of 379 employees, including both GoL staff and in-house personnel. Importantly, the coverage is

not limited to employees alone; their registered dependents are also eligible to benefit from the plan.

The insurance package offers a wide range of medical services, ensuring that staff and their families have access to quality healthcare without financial strain. This development marks a health is prioritized as a cornerstone of productivity and morale.

20. **Compensation Disbursement for Accident Victim:** In line with the NTA commitment to supporting affected accident victim, the organization continues its quarterly compensation payments to Mr. George Gono, a recognized accident victim. Mr. Gono has been receiving a monthly stipend of US\$10,000.00 as part of the approved support package aimed at addressing his medical and welfare needs.

For the 2025, payments for the quarter (July – September 2025) were successfully processed and disbursed. These transactions reflect NTA’s dedication to honoring its obligations and ensuring timely financial assistance to impacted personnel.

This ongoing support not only reinforces the Authority’s responsibility toward employee welfare but also serves as a testament to its broader commitment to workplace safety, accountability and compassionate care.

Summary of Milestones for Administration and Management

- Expansion and Modernization of Inclusive Mass Public Transport Services
- Construction of NTA’s Administrative Head Office Ongoing
- Construction of a New Power House and Mini-Offices
- Construction of Mini-Bus Terminal Ongoing
- Completed PMCS Mid-Term Assessment of the NTA for FY 2025
- Engagement Report on the NTA’s Consultation with the Green Climate Fund for Electric Vehicles Initiatives
- Completion of NTA Bus Route Map
- NTA’s Managing Director Received Highest Award for Exceptional Leadership
- Continued the Movement of Commuters Nation-Wide.
- NTA compliance with the GAC’s audit recommendation increased from 1 percent to 39 percent; more documents submitted.
- Effectuated several personnel actions in line with the Civil Service Agency (CSA) such as dismissal, suspension, and warning.

Section II.

21. 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:

22. 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	Bus 51132	10	Bus 51153
2	Bus 51133	11	Bus 51156
3	Bus 51135	12	Bus 51158
4	Bus 51141	13	Bus 51160
5	Bus 51143	14	Bus 51161
6	Bus 51144	15	Bus 51169
7	Bus 51149	16	Bus 51170
8	Bus 51150	17	Bus 51171 ¹
9	Bus 51151	18	Bus 51135

¹ 51169, 51170 and 51171 are new buses obtained in 2025.

23. From July to September, the Operations and Technical Departments continued the repair and maintenance exercise of several buses. Management completed the repairs 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 bus11 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 3rd quarter of FY 2025.

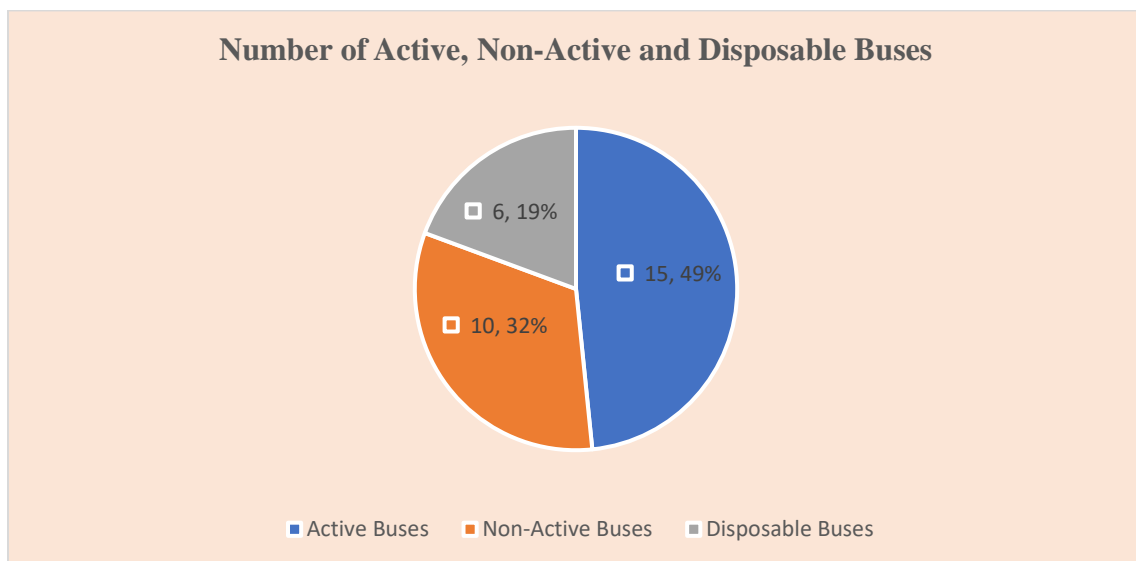


Figure 5: This graph illustrates the number of buses in active and non-active operations. In 2024, Management recorded a total of 23 non-active and 6 disposable TATA buses on the compound of the NTA. These buses were donated by the Government of India to the people of Liberia. Out of this number, management 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.

24. **Restoring Public Trust in the NTA:** The National Transit Authority has successfully restored public trust after enduring a damaged reputation over the last six (6) years under the former administration. This is evidenced by the substantial rise in charter operations carried out by the NTA during the reporting period. The demand for charters has significantly increased for the 14 active buses. In the reviewed quarter, Management organized a total of 185 charters across the nation. The table below summarizes our charters for the first quarter (1).

No.	Counties	April, 2025	May, 2025	June, 2025
1	Montserrado	29	27	28
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		
Total		52	54	56

25. **Three Hundred (300) Bus Stop Completed:** The Management of the National Transit Authority (NTA) has successfully completed the fabrication of three hundred (300) bus stop signs that will be placed along major routes in Monrovia. This initiative seeks to enhance the organization, safety, and accessibility of public transport services. By installing standardized bus stop signs, clear and designated locations for passenger pick-up and drop-off are established, which reduces roadside congestion and improves traffic management. It also aids commuters in easily identifying official NTA bus routes and stops, fostering predictability and convenience in public transportation. Moreover, this project boosts institutional visibility and facilitates data collection for route planning and service efficiency. The endeavor aligns with the NTA's Five-Year Strategic Plan and the ARREST Agenda for Inclusive Development, contributing to safer, more dependable, and environmentally sustainable mobility services across the nation.
26. **The incidence of breakdowns among old buses has significantly decreased:** Due to a stringent bus management plan put in place by the NTA Garage, the occurrence of buses breaking down during operational hours has significantly decreased. Currently, the NTA has 14 buses in operation, and this figure is anticipated to grow as repair work continues. The typical number of breakdowns per quarter is around 0.643. This means that on average, a bus breaks down approximately once every 1.5 months, leading to a total of nine (9) breakdowns each month. This assessment indicates that breakdowns happen with some regularity; however, given the age of the frequently failing buses, along with the reasons and expenses related to the breakdowns, and considering that these buses are currently the only option available to management, this situation is deemed acceptable. Management plans to keep these buses running until new ones can be acquired, whether through purchasing, loans, GOL subsidies, or donations.

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

- Completed all mechanical and body work issued on several buses
- Maintained a total of 14 buses in operation
- Completed full B-Service of all active buses
- Created Bus Route Maps for Monrovia
- Completed the Production of 300 Bus Stops
- 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

- The management faces limitations due to insufficient buses needed to meet the transportation requirements of commuters and staff, particularly employees whose job demands necessitate early morning and late evening travel to and from their work locations. With the introduction of new buses, it is anticipated that NTA staff will have specific buses designated for their transportation to and from their jobs.
- The absence of modern workstations and equipment, including computers and printers for technical personnel, leads to inadequate documentation and reporting. Although management has established a workspace within the operations department for technical staff, the lack of an administrative building remains the primary reason for this issue.

Section III:

27. **Finance Department (Overview):** In total, NTA generated US\$720,009.58. This amount includes US\$451,174.42 received from the Government of Liberia as a subsidy for salaries, goods and services, and PSIP, along with US\$268,835.16 from NTA's regular transit revenue for the third quarter, covering July to September 2025 of FY 2025; which corresponds to 62.66% and 37.34% respectively.
28. **Authorized Appropriation/Allocations:** The Authorized Allocation reflects the subsidy provided by the Government of Liberia to the National Transit Authority (NTA). These allocations are recognized once received and fall under the control of the NTA. In the 3rd Quarter of FY 2025, the NTA received a subsidy totaling US\$ 451,174.42 from the Government of Liberia for salaries, goods and services, and the PSIP, facilitated by the Ministry of Finance and Development Planning (MFDP).
29. **Other Receipts:** Other Receipts are acknowledged when cash is received and managed by the National Transit Authority (NTA). These receipts denote revenue generated by the NTA from its regular public transportation, charter services, and various other income sources. For the period from July to September 2025, the NTA generated US\$268,835.16 from its regular transit service, charter services, and other offerings.
30. **Expenditure – Operational Fund:** Overall, the NTA incurred total expenditures amounting to US\$733,520.03. This figure includes US\$ 451,174.42 received as a subsidy from the Government of Liberia for salaries, goods and services, and PSIP, and US\$282,345.61 derived from NTA's regular transit revenue for the 2nd Quarter of FY 2025, representing 61.50% and 38.50% respectively.
- Note: A balance of USD 10,000.00 designated for the PSIP project was transferred from GOL via the CBL to NTA's account and utilized in the 3rd quarter of FY 2025 for the same purpose.
31. **Employee Benefits US\$:** The total spending for salaries, pensioners' salaries, Board fees, contractor wages, and Social Corporate Responsibility amounted to US\$ 404,273.60. Payments were made from both the Government of Liberia and the National Transit Authority, with GOL accounting for US\$ 359,364.68, or 88.89% of total expenditures, while NTA contributed US\$44,908.92, making up 11.11% of the expenditures. All cash was received and expended through NTA's system.
32. **Goods and Services:** The total expenditure on goods and services for the 3rd Quarter from July to September 2025 was US\$ 283,180.69. The share contributed by GOL was US\$81,809.74, which is 28.88%, while NTA's share was US\$201,370.95, accounting for 71.12%. Major spending items under this category for the 3rd Quarter of FY 2025 were: I)

Fuel & lubricants for Transit Buses US\$ 102,592.88, ii) Travel Expenses US\$ 15,173.84, iii) Gasoline US\$ 30,004.16, iv) Repair & Maintenance for Transit Buses US\$ 3,346.41; vehicle spare parts US\$ 32,596.12, and other line items totaling US\$99,467.28.

33. Purchase of Capital Items: In the 3rd Quarter from July to September 2025, the NTA procured several items and outsourced some services: procured assorted inks and toner cartridges, initiated the construction of the NTA's Corporate Office within NTA's premises; began drainage construction at NTA's parking site in Red-Light, Paynesville; made payments to the Customs Broker for clearing three (3) 62-seater TATA Buses from the port; coded five (5) grass-cutting machines; started the construction of a new power house on NTA's compound; constructed over 100 new bus stop signs for NTA.

Note: For the 3rd quarter from July to September 30th, the Government of Liberia, through the Ministry of Finance and Development Planning (MFDP), allocated an additional USD 10,000.00 for the PSIP project, transferred through the CBL into NTA's account, and expended in the same quarter for its intended purpose.

Project Flows

34. Outstanding Commitments: The total outstanding commitments for NTA at the close of the 3rd Quarter from July to September 2025 amount to US\$ 1,478,222.80. Cash Balances: The cash balance carried over at the start of the 3rd Quarter from July to September 2025 was US\$58,404.36, while the cash in bank at the end of the 3rd Quarter of FY 2025 stood at US\$37,080.49.
35. Contingent Liabilities and Commitments: At the close of the financial Quarter (July-September 2025), total contingent liabilities amounted to US\$0 million, which includes various ongoing litigation matters, as detailed in the accompanying Statement. No long-term obligations existed.
36. To summarize, the Financial Statements for the financial quarter ending on 30th September 2025 should be examined alongside the accompanying notes and additional disclosures for enhanced comprehension and analysis.

STATEMENT OF CASH RECEIPTS AND PAYMENTS

(ALL PUBLIC FUNDS)

FOR THE FINANCIAL QUARTER ENDED 30TH SEPTEMBER 2025 (FY2025)/2024

RECEIPTS BY TYPE AND PAYMENTS CLASSIFICATION BY NATURE

FUND/ACCOUNTS DESCRIPTION	NOTES	FY2025	FY2024
		RECEIPTS/ PAYMENTS	RECEIPTS/ PAYMENTS
		US \$'000	US \$'000
RECEIPTS			
Authorized Allocation/Appropriation	4	451,174.42	606,174.18
Other Receipts	5	268,835.16	99,331.00
Donations, Grants and Other Aid	6		
Total Receipts - Operational Fund		720,009.58	705,505.18
PAYMENTS			
Operations:			
Wages, Salaries and Employee Benefits	7	404,273.60	387,851.98
Supplies and Consumables	8	283,180.69	256,425.55
TRANSFERS:	9		
Grants			
Other transfer payments/PSIP			
CAPITAL EXPENDITURES:	10		
Purchase/Construction of Property, plant and Equipment		46,065.74	57,271.00
Purchase of Financial Instruments			
LOAN & INTEREST REPAYMENTS:			
Loan Repayments			

Interest Payments			
Total Payments - Operational Fund		733,520.03	701,548.53
Increase/Decrease in Cash		(13,510.45)	3,956.65
Cash at the beginning of the quarter		58,404.36	5,614.01
Net change in cash (receipts and Beginning cash)		44,893.91	9,570.65
Foreign currency translation difference		(7,813.42)	(32.62)
Cash at the End of the quarter	2	37,080.49	9,538.04

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNT				
FOR THE FINANCIAL QUARTER ENDED 30TH SEPTEMBER 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	US \$'000
CASH INFLOWS				
Authorized Allocation/Appropriation	451,174.42	2,514,093.00		2,062,918.58
Other receipts	268,835.16	3,015,412.00		2,746,576.84
Donations, Grants and Other Aid				-
Total Cash Receipts	720,009.58	5,529,505.00	-	4,809,495.42

CASH OUTFLOWS				
Wages, Salaries and Other Employee Benefits	404,273.60	1,603,563.00		1,199,289.40
Goods and Services Consumed	283,180.69	2,632,710.00		2,349,529.31
Capital Expenditure	46,065.74	1,293,232.00		1,247,166.26
Transfers to other Government Units				-
Total Cash Payments	733,520.03	5,529,505.00		4,795,984.97
NET CASH FLOW - OPERATIONAL FUND	(13,510.45)	-		(13,510.45)

Summary of Milestones of the Finance Department

- Third Quarter Financial and Budget Performance Report Completed
- Payment for wages, salary, board fees, and employee benefits disbursed
- Payment for several capital items such as fuel and lubricants, procurement of several construction materials for Administrative Buildings, mini-bus terminal and mini-Office building, 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 the procurement of 60 units of vehicles, continued the construction of its Administrative Head Office, 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, management produced 300 bus stop signs for Monrovia 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\$451174.42 from the GOL and generated transit revenue internally. It also effectively disbursed a total of **US\$733,520.03**, resulting in a decrease of **US\$13,5510**. Notably, Management completed its third Quarter Finance Report for distribution to the relevant entities in compliance with the laws of Liberia.