

NATIONAL TRANSIT AUTHORITY 1ST QUARTER REPORT



**Submitted by
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NATIONAL TRANSIT AUTHORITY (NTA)
FY 2025 1ST QUARTER REPORT AND STATEMENT OF
CASH RECEIPTS AND PAYMENTS

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Abstract

This report for the first quarter from the National Transit Authority (NTA) reviews the organization's performance from January 1 to March 31, 2025. It highlights the achievements within the areas of general administration, operations/technical, and finance.

The main aim of this report is to inform the Legislative and Executive branches, the NTA Board of Directors, the general public, and all stakeholders of the various milestones reached during the quarter, as well as the use of resources generated from transit operations and government funding. Moreover, it adheres to 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 guidance.

To prepare 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 comprises six (6) departments, including the Finance Department, while Operations consists of two departments, namely Operations and Technical. The information from every department has been merged into this document and organized into three sections. Section I covers administration, Section II covers Operations and Technical, and Section III details the activities of the Finance Department. The report reveals that management achieved notable progress in the first quarter of FY 2025. During this timeframe, Management generated total revenue of US\$549,525.07; expended US\$540,547.07, resulting in a positive increase of US\$8,978.00; and recorded a balance carried forward of US\$29,830.15.

In administration and operations, management reported several achievements and deliverables for the quarter. Highlights of these deliverables include the finalization of the entity's service delivery charter, completion of reports for three new buses and spare parts acquired in the last quarter of FY 2024, and submission of all necessary documentation for the procurement of 60 new vehicles. The initial payment for the 60 vehicles in the amount of Five Hundred Thousand United States Dollars (500,000.00) will be paid to the vendor through the FY 2025 national budget. Total cost for the procurement of the 60 vehicles is Three Million Nine Hundred Forty Thousand United States Dollars (US\$3,940,000.00) plus interest cost to be determined. The balance of the contract price will be paid within two years beginning January 2, 2026 by the NTA with support from the MFDP. The contract to consummate the purchase deal had been signed by the Ministry of Justice (MOJ) and the Ministry of Finance and Development Planning (MFDP). Similarly, Management documented successes in the Operations and Technical Sections. These achievements consist of completing the repairs, maintenance, and operationalization of 13 old TATA buses, finishing B-Service for all operational buses, and relocating old buses and scrap vehicles from both the garage and warehouse.

Ultimately, this report is crucial as it illustrates the NTA's role in national development and enhancements to citizens' quality of life while supporting the economic prosperity of the country. With increased backing and enhanced management, the NTA intends to continue aiding the Liberian government in implementing 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\$549,525.07 from two sources: a GOL subsidy of US\$356,072.64 for employee salaries over the three-month quarter, and NTA's internal transit revenue of US\$193,452.43. On the expenditure side, NTA allocated US\$540,547.07, which included wages, salaries, and benefits for employees and board members totaling US\$370,067.55, supplies and consumables amounting to US\$146,277.53, and the purchase/construction of property, plant, and equipment for US\$24,201.99, resulting in a positive increase of US\$8,978.00. At the end of the quarter, the balance carried forward was US\$29,830.15.

From an administrative standpoint, management accomplished several deliverables, including the service delivery charter, reports for three new buses and spare parts, and submitted documentation for the initial payment of 60 new vehicles via the Ministry of Justice (MOJ) and the Ministry of Finance and Development Planning (MFDP), among other tasks.

In line with its mandate, Management recorded a total ridership of 102.263, comprising regular ridership (99,170), free ridership (3,093), and charter trips (80). We undertook repairs and maintenance on 13 older buses and additionally recovered 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, it is essential for all employees and staff 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 outlines the approaches adopted to gather, examine, and present data and performance metrics for the first quarter report. The goal is to promote transparency, accountability, accuracy, and consistency, showcasing NTA's operational performance, financial stewardship, and sustainability efforts throughout the fiscal year.

Data was collected from every department to offer a comprehensive overview of the company's achievements and challenges during the examined quarter. The operations segment delivered insights into vehicle fleet performance, timely deliveries, maintenance schedules, and driver effectiveness. All financial data, including revenue, expenditures, profits, and investments, was obtained from NTA's Finance Section and confirmed by the organization's Risk and Compliance Section. Furthermore, the Corporate Affairs and Strategic Planning Section provided reports concerning contracts, charter services, and ICT installations. Personnel-related reports, focusing on payroll actions, training and recruitment, and key disciplinary actions aimed at preventing inefficiencies and waste and enhancing governmental transparency, were also included. In summary, this first quarter report represents a unified account of all organizational departments and sections.

Additionally, to validate the accuracy of departmental reports, the Technical Assistant in the Office of the Managing Director (MD) is tasked with confirming whether the milestones or deliverables reported by the department are authentic. The Risk and Compliance Section guarantees that all activities, milestones, and deliverables conform with government policies and regulations. The Internal Audit function designated to the organization reviews and approves all payment transactions prior to any vendor payments being processed. Rejected transactions must comply with government policies and regulations before being authorized for payment processing.

Importantly, this annual report is the result of the monthly and quarterly reports provided by each department within the organization.

In conclusion, the methodology described in this report guarantees that the company's performance is communicated with clarity, consistency, and credibility. By utilizing a blend of quantitative analysis, financial assessments, and customer feedback, the National Transit Authority aims to furnish stakeholders with a clear and precise report 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. **Service Delivery Charters Completed and Published:** In response to the Performance Management and Compliance System of the Cabinet Secretariat of the Ministry of States for Presidential Affairs, the Office of the Managing Director completed and published the full and abridged versions of its Service Delivery Charter (SDC) between January and March 2025. The National Transit Authority's website featured both versions of the SDC. The entity's vision, mission, service offerings, cost of service, and contact information are all included in the two versions. The finished products of the abridged version are a banner and brochure that are displayed on the customer service desk and in the lobby. In accordance with the performance contract signed by the President of the Republic of Liberia, H.E. Joseph Nyumah Boakai, and the Head of the NTA, Hon. Edmund F. Forh, these deliverables represent management's predisposition to fully comply with the President's mandate regarding the Performance Management and Compliance System and to ensure that the public has unhindered access to public information.
2. **Suggest boxes, signboards for several bus terminals, and renovation of a guesthouse in Nimba County completed:** Additionally, during the period under consideration, Management completed the production and placement of suggestion boxes in three locations on the main head office of the NTA. Again, the suggestion boxes are a fulfillment of the PMCS requirement of all Ministries, Agencies, Commissions (MACs), and State-Owned Enterprises (SOE) within the Republic of Liberia. These suggestion boxes are crucial for fostering open communication, encouraging employee and client engagement, and driving innovation by providing a safe space for the public and employees to share ideas and feedback anonymously, which can lead to improved processes, products, and services of the National Transit Authority.

Furthermore, the Office of the Managing Director completed and planted signboards on its bus terminal lands in Gbarnga and Kakata. The inscription on the signboard reads, ***"Property of the National Transit Authority, No Trespassing"***. The Signboard and its inscription is intended to ward off encroachment on the entity's properties in Gbarnga and Kakata. Earlier in the quarter, management observed some illegal encroachment on these properties by some citizens. To resolve the conflicts, the Office of the Managing Director dispatched its outstation Coordinator who held a discussion with the County Land Commissioner and the County Superintendent and presented a copy of the entity's deeds for the two properties. The encroachment was halted and NTA decided to plant signboards on these properties to discourage future encroachment.

In the same light, the Office of the Managing Director arranged for new guest houses for its bus crew in Gompa City and in Sanniquellie. The new guesthouses offer a cost-effective and often more personalized alternative and dignity of our employees to previous

guesthouse which is now being used for motels. Its location to our packing stations also provides a comfortable and convenient base for our employees' work trips.

3. **Reports for the Procurement of three (3) 62-seater buses, assorted spare parts, a utility pickup, and 100KVA generator completed and Submitted:** During the period under review, the Monitoring and Evaluation Unit of MFDP and the NTA completed joint validation of the final deliverables of two projects for the procurement of three (3) 62-seater buses, a utility pickup, spare parts, and one 100KVA generator. The project for the delivery of three (3) 62-seater was funded through the government of Liberia fiscal budget at a cost of US\$225,000; similarly, the project for the procurement of spare parts, a utility pickup, and a generator was funded through the national budget at a cost of US\$300,000. The new buses and spare parts were procured by the National Transit Authority to augment the number of transit buses in active operations, while the procurement of one utility pickup and one 100KVA generator are enforced repairs and maintenance of the old buses and to provide electricity to the garage and the entire compound respectively.
4. The joint monitoring and evaluation team of the MFDP and the NTA verified the physical existence of the number of spare parts and vehicles delivered in line with the initiated M&E framework. The team also verified all documentation, such as invoices, purchase orders, and payments made by both MFDP and the NTA. The report accentuates that NTA Management provided adequate physical and material evidence to show that all its transactions were in full compliance with the public procurement laws, and the public financial management laws and certifies the requirements of the MFDP.
5. **A One-day Training workshop on freedom of information (FOI) and Report Writing Completed:** As part of Management efforts to ensure full transparency and accountability with the laws of the Republic of Liberia, the NTA is credited as the first public institution in this Republic to request the Independent Information Commission (ICC) to acquaint its employees, especially those in senior managerial role with the Freedom of Information Laws of Liberia. The Workshop was held on Friday, March 21, 2025. The workshop brought together all managers, assistant managers, and supervisors from all departments of the entity to gain an acquaintance with the FOI laws and the rights of the public to access information such as budget and expenditure, contractual agreements of entities, procurement practices, etc. Such information should be posted on public platforms such as the entity's websites, Facebook pages, WhatsApp, etc.

Also, during the workshop, management seizes the opportunity to acquaint managers, assistant managers, and supervisors with key features (segments) of report writing and the custom-made reporting template of the entity. The major features of the bespoke template include a title page, abstract or executive summary, introduction, methodology, findings or achievements, challenges, conclusion, and lessons learned. Applying this reporting template enables management to monitor and evaluate progress made against milestones.

6. **Projects for the procurement of 55 units of transit buses, five (5) cargo trucks, 5 utility vehicles, and assorted spare parts for the fiscal year 2025 completed and submitted to the MFDP:** 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 (35) units of 62-seater buses, twenty (20) units of 18-seater buses, and five (5) cargo trucks at a total cost of US\$3,940,000.00. A bid for five utility vehicles at a total cost of US\$180,506.00 was tendered. The process is ongoing. 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\$500,000 for the 60 vehicles, with the remaining amount to be payable in two (2) years beginning January 2, 2026, through subsidies from the national budget and internally generated transit revenue.

7. This project is in line with the ARREST Agenda for Inclusive Development (AAID) and the National Development Plan for 2025-2029, which aims to reduce transportation costs by 30 percent and boost the transportation of goods, people, and animals by 15 percent within the same period. To execute this project, the NTA sought approval from the Board of Directors for the investment and obtained no-objection consent from the PPCC to sole-source the buses from a specific vendor. Furthermore, it arranges for pre- and post-shipment logistics to ensure that the vendor and/or supplier adhere to the project's specifications.

When delivered, this initiative will enhance punctuality, safety, and overall efficiency, contributing positively to the economy and benefiting individuals across various income levels, including students, teachers, civil servants, and both public and private sector employees. Additionally, it will facilitate access to tourism, sports, and recreational venues. Ultimately, the project's sustainability will depend on revenue generation aimed at boosting public transport efficiency under the governance of the NTA.

8. **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 1st quarter of FY 2025 through this department are enumerated as follows:
9. **Regular transit Ridership Statistic for quarter one recorded and submitted:** During the first quarter of FY 2025, management noted that a total of One Hundred Two Thousand Two Hundred Sixty-Three (102,263) individuals used the service, spanning an average of nine different routes and ten (10) buses. The ridership breakdown for this period was as

follows: January (37,621), February (30,554), and March (34,088). The ridership statistics for the first quarter of FY 2025 are categorized into two groups: regular or paid riders and free riders.

10. **Regular Ridership:** Regular or paid riders are defined as commuters aged 6 and older who pay standard transit fares throughout the country. Management documented a total of 99,170 regular or paid riders while operating 10 repaired buses in the first quarter.
11. **Free Ridership:** Management recorded 3,093 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, physically challenged passengers in Monrovia, and senior citizens over the age of 65.
12. The graph below illustrates the ridership statistics for 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 99,170 riders paid transit fares mandated by the NTA across different routes nationwide, while 3,093 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%.

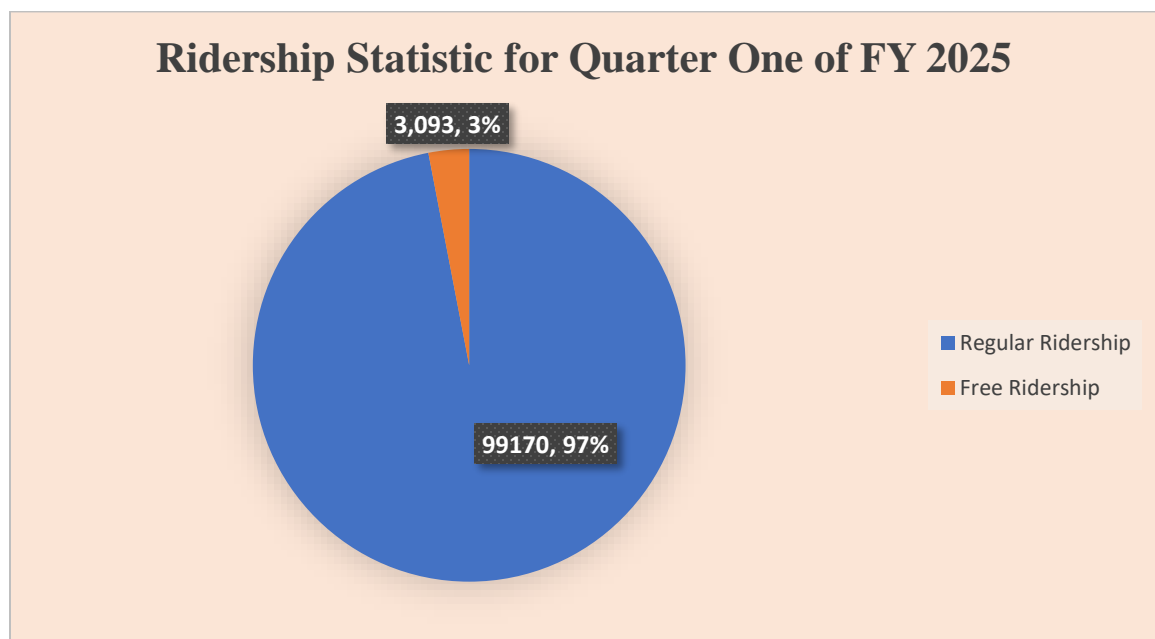


Figure 1: The pie chart illustrates the different categories of ridership provided by the NTA.

13. **Ridership Statistics for Charter Services:** In the first quarter of FY 2025, the management documented a total of 80 charters: 19 in January, 34 in February, and 27 in March.
14. **Strengthening Departments with ICT Capabilities:** Management through the ICT section collaborated with the HR department to complete the first phase of the HR database

project. This phase involved scanning all employee documents and facilitating efficient digital storage and retrieval. This initiative is critical to modernizing our HR processes and ensuring data integrity. Additionally, The ICT Section has made significant strides in enhancing productivity in various departments. The successful update of the NTA website, the creation of the visitor access pass system, and the initiation of the HR database upgrade are key milestones achieved in the first quarter of FY 2025.

15. **The Reopening of the Monrovia to Gbarnga Route:** To raise public awareness and assess community interest regarding the reopening of the Monrovia to Gbarnga route, the Communication Section partnered with various departments to initiate an extensive outreach campaign. A key element of this effort was a Facebook post that garnered an impressive 455 comments, 70 shares, and 2,200 reactions. This level of engagement reflects the community's eagerness for the route's reinstatement, showcasing the platform's effectiveness in encouraging discussions around important transportation matters. Alongside the social media efforts, the Section Head also participated in a radio program, making an appearance on Radio Gbarnga to interact directly with the residents of Bong County. During a 10-minute call-in segment, community members had the chance to express their questions and concerns, thereby strengthening the bond between the government and the public.
16. **Strengthening Bilateral Relations Through Cultural Engagement:** As a complement to its transportation efforts, the Communication Section played an important role in coordinating the invitation for the Managing Director (MD) to participate in the Chinese Lunar New Year festivities. In conjunction with the Department of Corporate Affairs and Strategic Planning, the team collaborated with the Chinese Embassy to ensure that the MD's presence would serve as a platform for diplomatic relations. The event facilitated a meaningful exchange between Chinese nationals and Liberian government officials, emphasizing mutual goals and potential future cooperation. This further illustrates the Communication Section's proactive strategy in using cultural events to close divides and foster partnerships.
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. **Daily Intake Tracking Log completed and analyzed:** The Risk and Compliance Department completed and analyzed a detailed daily intake tracking log during the review period. This log captured daily intake dates, names of cashiers, names of conductors, bus numbers, routes, ticket amounts, load amounts, deductions, and the total revenue collected along with any associated risk items. Additionally, the Risk and Compliance Department compared the daily revenue intake to the daily revenue deposits to verify compliance with the 48-hour deposit policy set by management. Throughout the review period, the total

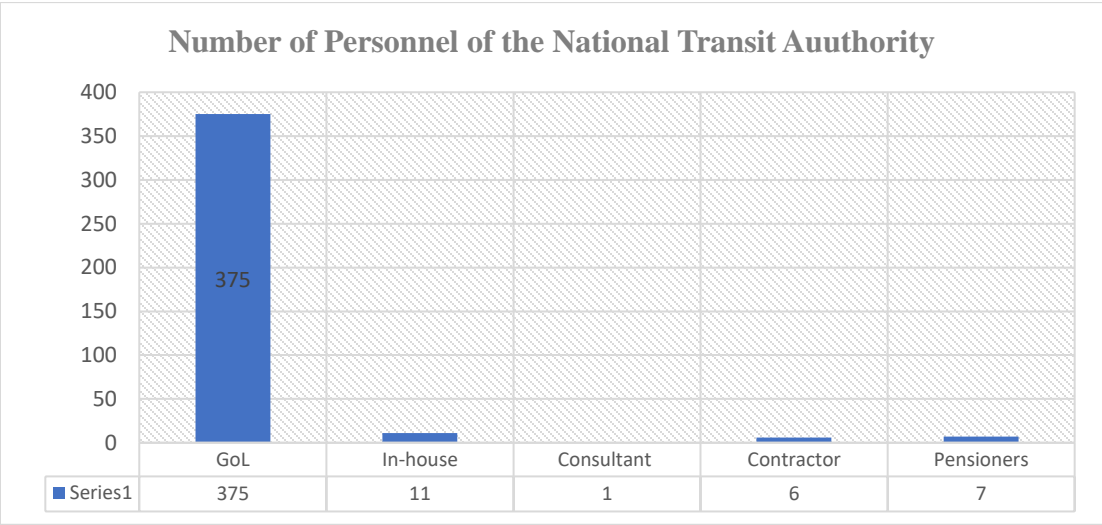
revenue from transit amounted to LR\$ 17,577,350, with January contributing LR\$ 9,377,030 and February contributing LR\$ 8,200,320.00. A total of LR\$ 17,579,390 was deposited, with January reflecting a positive variance of LR\$ 2,040.00 due to a bank error (overdeposit) and additional cash from the Monrovia route.

19. **Ticket Log monitored and analyzed:** In line with proper compliance protocols, the Risk and Compliance Department closely monitored the ticket log throughout the period under review. Analysis from the log allowed us to identify patterns or recurring issues, enabling more focused risk mitigation measures. During the period under review, we observed that we observed that the measures put in place by management were followed.
20. **Monitoring Log for Materials Entering and Exiting NTA Warehouses Created and Put into Practice:** To reduce errors and enhance the warehouse department as a whole, the Risk and Compliance Department was in charge of keeping track of all incoming and outgoing materials and items during the review period. They did this by using a well-organized system that precisely records every movement. The warehouse received stationery, spare parts, and housekeeping supplies during the reviewed period. Warehouse employees received two items—a fuel injector pump and a turbocharger—without an LPO or delivery note. Using authorized material request forms, the warehouse also provided stationery to various offices, janitorial materials to the GSD, and spare parts to the Technical Department during that time.
21. **A Power House Tracking Log was developed and put into action:** In line with our commitment to uphold stringent compliance standards, we established a tracking log for February. This log recorded crucial information regarding the generators' usage, maintenance, and fuel supply throughout February. During the review period, a total of 571 gallons of fuel was supplied to the 20 KVA and 100 KVA generators, averaging 5 gallons per day in January and 15 gallons per day in February, respectively. During this evaluation period, the Risk and Compliance Department created a maintenance log to record details during the servicing of the generators; however, it was not utilized, as there was no evidence to suggest that the log was used.
22. **Development and Implementation of Pre- and Post-Tracking Log:** To meet compliance standards, Management established a pre- and post-tracking log to evaluate NTA buses before they depart on routes and again when they return. This log recorded essential information about the bus, including the mileage before departure and the mileage upon return from the route. During the review period, we noted an improvement in dispatch times compared to previous months. On average, buses were dispatched between 5:30 am and 6:30 am. However, we did identify six late dispatches, occurring between 8:55 am and 10:48 am. Additionally, during January, buses continued to operate without spare tires, wheel rings, jacks, and reflective triangles.

Department of Procurement, Logistics and Warehousing (Overview):

23. **Procurement Plan for FY 2025 Completed, Submitted, and Approved:** During the period under review, Management through this Department prepared its procurement plan in keeping with the Public Procurement Laws of Liberia. The Plan was prepared in twofold; namely, the annual procurement plan and the individual project procurement plan. Thereafter, the Plan was submitted to the Public Procurement Concession Commission for approval. The Plan was approved by PPCC and procurement activities have since been implemented within rigid limits of this document.
24. **Several Procurement contract packages have been finalized:** During the review period, Management accomplished the execution of five (5) procurement contract packages out of the 16 outlined in its approved procurement plans for this timeframe, employing the National Competitive Bidding (NCB) procurement method. The five (5) packages encompass a contract for fuel, a contract for the acquisition of medical and non-medical insurance, a contract for security services, a contract for ticket procurement, and a contract for sourcing spare parts. In addition, Management procured forty-nine contract packages via a request for quotation (RFQ), while the Legal Consultant Service (LCS) method was utilized to engage the Cllr. Gbaintor Law Firm for legal consultancy services.
25. **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.
26. **Personnel Data:** Personnel data reveals that the National Transit Authority employs 393 citizens. Out of this number, 389 persons are directly employed by the Government of Liberia (GOL), representing 95% of the total workforce. Fourteen (18) of our employees are compensated through internally generated revenue, representing 5% of the total workforce. Staffer paid internally includes in-house employees (11), contractors (6), and a financial consultant (1). Also, the NTA has seven (7) pensioners who are paid internally by the National Transit Authority. This group is not classified amongst the total workforce of the entity but receives pension and other benefits.

The table below shows the number of employees in the employment of the National Transit Authority.



27. **Personnel Actions for the quarter:** In furtherance of the data mentioned herein, Management through the Human Resources Department effected several personnel actions in the quarter. In the period under review, Management dismissed 4 employees of the entity for unauthorized absences for periods far exceeding 14 consecutive working days. These employees were communicated to about their absences but show no interest in returning to work. Also, Management suspended 4 employees for various reasons including threats and abuse of another employees, dishonesty in the conduct of government business and negligence or willful damage of public properties.

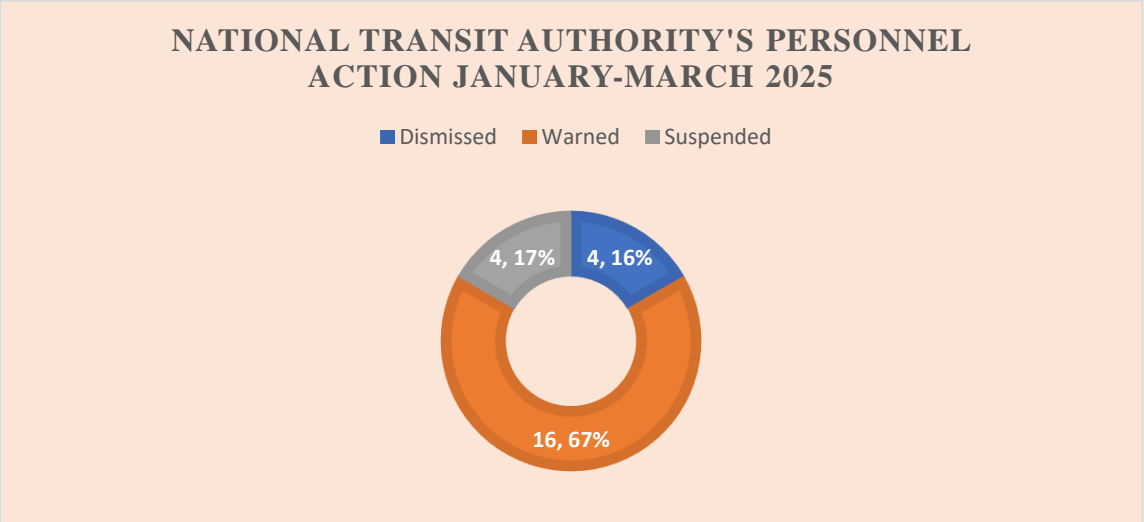


Figure 1: This graph presents personnel actions effected by management in collaboration with the Civil Service Agency of Liberia in quarter one (1) of FY 2025. Management

dismissed 4 for various reasons, suspended 4 employees, and issued warning letters to 16 employees for various reasons.

Summary of Milestones for Administration and Management

- Service Delivery Charter fully completed and published
- Suggest boxes and signboard for bus terminal completed and posted
- Contract for Outstation Guesthouses signed and implemented
- Reports for the procurement of 3 new mass transit buses, assorted spare parts, one 100KVA generator completed and submitted to MFDP.
- Project for the procurement of 55 transit buses and 5 cargo trucks completed and submitted to MFDP
- One day Training workshop on Freedom of Information and Report Writing held
- Ridership statistic for the quarter computed and available.
- Daily intake tracking log developed and analyzed
- Ticket log monitored, analyzed and documented
- Procurement plan for FY 2025 completed and approved by PPCC
- Procurement contract packages for fuel, Life and Non-Life Insurance, security, spare parts, etc. completed.
- Public trust in NTA now restored

Section II.

28. 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, and 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:

29. Repairs and Maintenance of Buses: Between January and March 2025, the Operations and Technical Departments continued the repair maintenance exercise of several buses. Management completed the repairs and maintenance of 13 out of a total of 29 repairable buses. These buses are now in active operation. 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.

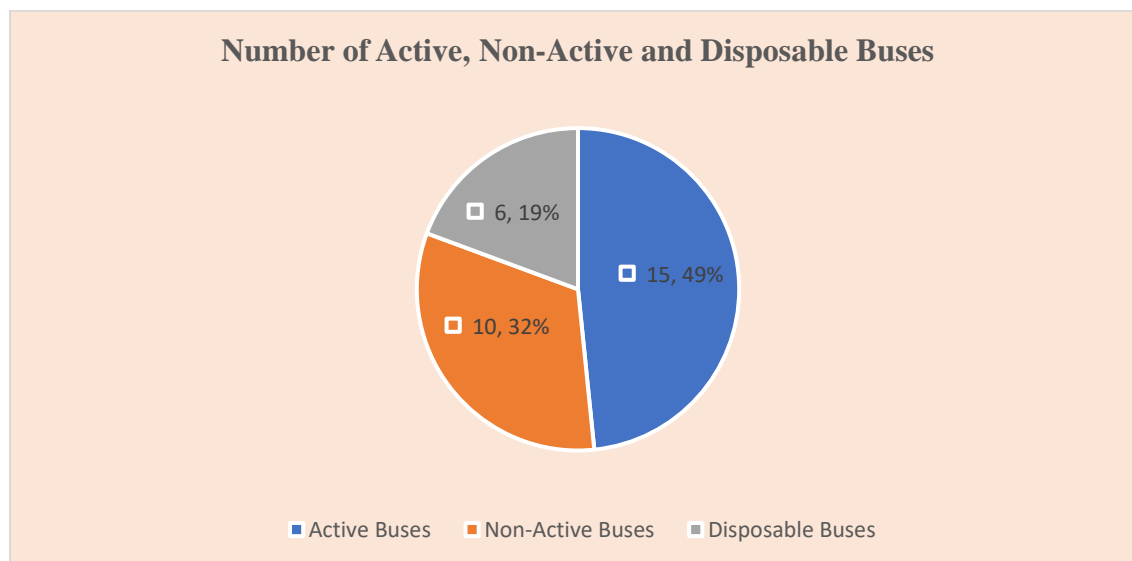


Figure 2: This graph illustrates the number of buses in active and non-active operations. In 2024, Management recorded a total of 23 non-active and 6 disposable TATA buses on the compound of the NTA. These buses were donated by the Government of India to the people of Liberia. Out of this number management 23 nonactive buses, were have repaired

and continued to operate 13 of these. We are also operating an additional 3 new buses purchased by the NTA from FY 2024 national budget.

- 30. Restoration of Public Trust in the NTA:** The public has now restored trust in the National Transit Authority after a damaged image of the last six (6) years of the previous regime. This is evident in the number of charters executed by NTA in the reporting period. Charters demand has increased astronomically from thirteen (13) to thirty-five (35). The table below presents a summary of our charters for quarter one (1).

No.	Counties	January, 2025	February, 2025	March, 2025
1	Montserrado	6	16	21
2	Grand Bassa	2	4	2
3	Nimba	None	2	2
4	Maryland	1	None	None
5	Margibi	3	1	6
6	Lofa	None	2	None
7	Grand Gedeh	1	1	1
8	Bong	None	1	None
9	Bomi	None	None	5
Total		13	27	35

- 31. Bus Stop Signs Constructed and Given to the City Corporation of Kakata for Positioning:** Welders of the NTA technical workshop created many bus stop signs that will be planted in designated places throughout Kakata City. The City Corporation received LRD59,000 from the Management of the NTA to clean the spots that the NTA currently uses as pick-up and drop-off locations and install bus sign poles. The Kakata mayor promised that NTA's Management poles would be planted right away. The Kakata City Corporation's and NTA's Management have previously worked well together, and they plan to strengthen their relationship even further.
- 32. Other Major Achievement of the Quarter:** Management through the Technical and operations Departments relocated all damaged buses from the garage to designated positions, streamlining access for repairs and improving the overall appearance of the workshop. This process created a good facelift of the workshop and the entire compound. We also completed training of drivers on the handling of tools onboard transit buses and documentation of notable problems during operation.

Importantly, the technical and warehouse staff cleared 75% of all unnecessary materials in the warehouse to create space, optimizing storage and workflow for improved efficiency. Most of the materials disposed of were old parts from 2012 to 2017.

Finally, Management transferred one engine block, 6 sleeves, one fuel injector pump, and half a park of the con-road bearing from the buses in Maryland to Monrovia for repairs. Meanwhile, management is procuring spare parts to be taken to Maryland to repair two NTA buses in the County during the next quarter. These buses mainly route between Pleebo to Harper, providing services for students, civil servants, and ordinary citizens of the region.

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

- Completed replacement, repairs, and maintenance of buses 51153 and 51133
- Commenced work on bus 51135
- Transferred parts from bus 51167 to 51135
- Relocated damaged buses from the workshop and cleared vehicle pits
- Completed full B-Service of all active buses
- Repaired two gearboxes and two engines
- Repaired brake line at 70% completion
- 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, etc.

Summary of Challenges of the Operations and Technical Departments

- Management is constrained with 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 results 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:

Finance Department (Overview)

33. **Finance Department (Overview):** On aggregate, NTA realized a total of US\$549,525.07. This amount comprises US\$356,072.64 from the Government of Liberia as a subsidy for salary only, US\$193,452.43 from NTA regular transit revenue for the First Quarter of January to March 2025 of FY 2025; translating to 64.79%, and 35.21% respectively.
34. **Authorized Appropriation/Allocations:** Authorized Allocation refers to the subsidy provided by the Government of Liberia to the National Transit Authority (NTA). These allocations are acknowledged when they have been received and are under the management of the National Transit Authority (NTA). In the first quarter of FY 2025, the NTA obtained a subsidy of US\$ 356,072.64 specifically for salaries from the Government of Liberia via the Ministry of Finance and Development Planning (MFDP).
35. **Other Receipts:** Other receipts are acknowledged when cash is received and managed by the National Transit Authority (NTA). These alternative receipts signify cash revenue earned by the NTA through its standard public transport operations, charter services, and various other income streams. For the quarter spanning from January to March 2025, the revenue generated from NTA's regular transit operations, charter services, and additional services totaled US\$193,452.43.
36. **Expenditure – Operational Fund:** In total, NTA expended US\$540,547.07. This total includes US\$356,072.64, which comes from the Government of Liberia designated solely for salaries, and US\$184,474.43 generated from NTA's regular transit revenue for the first quarter of FY 2025; accounting for 65.87% and 34.13% respectively.

Employee benefits US\$: The total costs for salaries, pension payments, Board fees, and contractor fees reach US\$ 370,067.55. This payment comes from both the Government of Liberia (GOL) and the National Transit Authority (NTA). The GOL's portion of this expense amounted to US\$ 356,072.64, which represents 96.21% of the total expenditures, while the NTA's portion is US\$ 13,994.91, accounting for 3.79% of the expenditures. All cash transactions were received and disbursed through the NTA's system.

Goods and Services: The overall expenditure on goods and services amounts to US\$ 146,277.53 for the first quarter from January to March 2025 of FY 2025. The GOL's portion of this total is US\$0, representing 0%, while NTA's portion is US\$146,277.53, accounting for 100%. Significant expenditure categories during the first quarter of FY 2025 comprise: i) Travel Expenses totaling US\$ 10,967.86, ii) Gasoline costs of US\$ 1,605.84, iii) Repair and Maintenance for Transit Buses at US\$ 31,508.35; vehicle spare parts at US\$ 9,832.19; and other expenses summing up to US\$ 92,363.29.

Purchase of Capital Items: In the first quarter of January to March 2025 for FY 2025, NTA invested a total of US\$ 24,201.99 to acquire two (2) 24000 BTU standing air conditioners for the administrative building, along with eight (8) split-unit air conditioners designated

for the MD's office, Finance's office, Cashier's office, Revenue's office, Audit's office, Health and Safety's office, Operations office, and the logistics office. Additionally, NTA obtained one (1) safe, six (6) workstations, five (5) chairs, one (1) executive chair, and one (1) semi-executive chair for the Finance office. During the First Quarter, NTA also procured four (4) laptops for three (3) managers and one (1) director. Furthermore, in the First Quarter of January to March 2025, NTA commenced the construction of a minibus terminal at the Coca-Cola Factory in Paynesville and initiated the building of a six (6) room toilet facility on the premises of the National Transit Authority (NTA). The total amount of US\$ 24,201.99 is comprised of US\$ 0 from GOL, which accounts for 0%, and US\$ 24,201.99 from NTA, representing 100%.

37. Outstanding Commitments: NTA's total outstanding obligation at the close of the First Quarter from January to March 2025 amounts to US\$ 1,181,331.21.

38. Cash Balances: The cash balance at the start of the First Quarter from January to March 2025 amounts to US\$21,946.21, whereas the cash available in the bank at the conclusion of the First Quarter of FY 2025 totals US\$29,830.15.

**STATEMENTS OF CASH RECEIPTS AND PAYMENTS
(ALL PUBLIC FUNDS)
FOR THE FINANCIAL QUARTER ENDED 31 MARCH 2025 (FY2025)
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	356,072.64	231,234.95
Other Receipts	5	193,452.43	93,324.69
Donations, Grants, and Other Aid	6		
Total Receipts - Operational Fund		549,525.07	324,559.64
PAYMENTS			
Operations:			

Wages, Salaries and Employee Benefits	7	370,067.55	231,234.95
Supplies and Consumables	8	146,277.53	64,070.82
TRANSFERS:	9		
Grants			
Other transfer payments			
CAPITAL EXPENDITURES:	10		
Purchase/Construction of Property, plant, and Equipment		24,201.99	18,482.94
Purchase of Financial Instruments			
LOAN & INTEREST REPAYMENTS:		-	
Loan Repayments			
Interest Payments			
Total Payments - Operational Fund		540,547.07	313,788.72
Increase/Decrease in Cash		<u>8,978</u>	<u>10,770.92</u>
Cash at the beginning of the quarter		21,946.13	513.77
Net change in cash (receipts and Beginning cash)		30,924.13	11,284.69
Foreign currency translation difference		-1,093.98	<u>-29.78</u>
Cash at the End of the quarter	2	29,830.15	11,254.91

Summary of Milestones of the Finance Department

- First 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 mini bus terminal at the Coca-Cola Factory in Paynesville, and 6 room toilet facilities on the compound completed and/ or initiated.

Summary

This report outlines various milestones achieved by this Management from January 1 to March 31, 2025. It also enumerates the deliverables that have been fully accomplished by Management. The report is divided into three sections. Section I highlights accomplishments directly undertaken by the Department of Administration and Management. This part is overseen directly by the Deputy Managing Director for Administration, who reports to the Managing Director. Section II details the achievements of the Department of Operations, which encompasses operations and technical services. This Department is supervised by the Deputy Managing Director for Operations, who also reports directly to the Managing Director. Lastly, the report emphasizes the payments collected and disbursed by the Finance Department, along with other milestones from the Department.

The Department of Administration and Management consists of 6 Departments, all of which played a role in the success of this section. For instance, this Department finalized the entity's SDC, established suggestion boxes, and installed them both on and off the compound. It submitted a report regarding the acquisition of 3 new buses for the FY 2024 budget to the MFDP and requested procurement of 55 new transit buses and 5 cargo trucks. In addition, the Department collaborated with the Independent Information Commission, holding a one-day workshop focused on freedom of information (FOI) and report writing. It calculated the ridership statistics for the quarter, implemented several tracking logs for greater efficiency and effectiveness, and submitted its annual procurement plan to PPCC, which has been approved. Contracts were tendered and awarded for various procurement packages, among other accomplishments.

The Department of Operations is divided into 2 Sections: operations and Technical Departments. This section is tasked with repairs and maintenance tasks, dispatching buses, assigning drivers, and planning routes, among other duties. During the reporting period, this Section completed the replacement, repairs, and maintenance of several buses. Some activities included finishing B-Service for all active buses and repairing gearboxes and engines, changing damaged draglines, tie rods, and airlines, as well as calibrating 6 nozzles and repairing the clutch booster, brake booster, dual brake valve, brake chamber, and tires. It also relocated damaged buses to the workshop and assisted warehouse staff in clearing out old parts. Successfully, it repaired and operated 13 old buses, along with three (3) new buses purchased with funds from the FY 2024 national budget.

Finally, the Department of Finance recorded a total revenue of US\$549,525.07 received from the GOL and internally generated transit revenue. It also effectively disbursed a total of US\$540,547.07, resulting in a positive increase of US\$8,978.00. The balance carried forward during the quarter was reported to be US\$29,830.15. Notably, it completed its 1st Quarter Finance Report for distribution to the necessary entities in accordance with the laws of Liberia.