

8/21/2024

5-YEAR STRATEGIC PLAN

NATIONAL TRANSIT AUTHORITY



National Transit Authority

Table of Contents

NATIONAL TRANSIT AUTHORITY	i
LIST OF ACRONYMS.....	iii
FOREWARD	iv
ACKNOWLEDGEMENT	v
Executive Summary	i
Curr	i
Transformation of the National Transit Authority: A Strategic Approach.....	1
Where we're coming from?	1
Where we are (2024)?	2
Visible Challenges	3
Core Values	7
SWOT Analysis.....	8
Goals: The strategic goals of the National Transit Authority are as follows:	9
Strategic Goals and Objectives.....	10
Table 2: NTA's Strategic Goals, Strategies & Objectives.....	10
Goal 1:.....	12
Improving and Expanding Mobility	12
Summary of Budget for Goal 2	18
Strengthening Existing Infrastructure & Governance.....	21
Key Principles of Corporate Governance	21
Benefits of Good Corporate Governance	22
Resources: Sponsors and Champions	22
Table 4: Strategic goals, sponsor and champion.....	23
Timelines: Work Plan.....	25
Programs/Projects Cost	26
Summary	29
References	30

LIST OF ACRONYMS

AAID	ARREST Agenda for Inclusive Development
AfT	Agenda for Transformation
ARREST	Agriculture, Road, Rule of Law, Education, Sanitation and Tourism
AU	African Union
CO	Carbon Monoxide
COVID	Corona Virus Disease
CSS	Context Sensitive Solution
ECOWAS	Economic Community of West African States
GAC	General Auditing Commission
GPS	Global Positioning System
GOL	Government of Liberia
KVA	Kilovolt-Amperes
LIGIS	Liberia Institute of Geo-Information Services
MFDP	Ministry of Finance and Development Planning
MOT	Ministry of Transport
N/A	Not Available/Applicable
NTA	National Transit Authority
PAPD	Pro-Poor Agenda for Prosperity and Development
SDG	Sustainable Development Goal
SOP	Standard Operating Procedures
TBA	To be arranged
TBN	To be negotiated

FOREWARD

We are excited to share the 5-Year Strategic Plan of the National Transit Authority for the upcoming years 2024-2029. This plan is vital for the NTA and the successful implementation of Liberia's National Development Plan, both now and over the next five years, as it offers guidance, enhances decision-making abilities, optimizes resource allocation, and creates a competitive advantage by aligning efforts toward a unified vision.

With this Plan, we have a clear understanding of our current position and our future objectives for the next five years. A key advantage of this strategic plan is that it establishes a cohesive and forward-looking vision that brings together NTA and its stakeholders. By informing everyone about NTA's objectives, the rationale behind these objectives, and their roles in achieving them, we cultivate a greater sense of accountability throughout the organization.

This Plan focuses on four main goals: enhancing and broadening mobility, encouraging economic growth, improving the quality of life, and reinforcing existing infrastructure and corporate governance. It will concentrate on these priorities, allocate resources effectively, and collaborate with development partners to ensure that NTA can rise from the challenges of the past. By executing this Plan, we will pinpoint our strengths and weaknesses, identify opportunities, and recognize potential threats that could hinder our achievement of strategic aims.

The National Transit Authority also acknowledges that the success of this Plan depends on support from the Government of Liberia through the national budget and collaboration with strategic development partners through various investment strategies.

With this Plan, we are dedicated to enhancing the performance of our organization in several key areas, including operations, finance, and human resources. Delivering high-quality service can only be accomplished through a motivated and skilled workforce. Through this Plan, we will enhance our communication with employees and elevate their morale by providing them with a clear sense of direction and purpose. Finally, this Plan aims to monitor progress toward our strategic goals, identify areas that need improvement, and make necessary adjustments as required.

Benedict Y. Harleyson
Chairperson, Board of Directors
National Transit Authority

ACKNOWLEDGEMENT

A document of this nature requires the collaborative effort of many stakeholders, who work diligently on the initiation, information collection, document finalization, and, most significantly, on the effective execution of this crucial document.

Thus, we extend our heartfelt gratitude to the President of the Republic of Liberia, His Excellency, President Joseph N. Boakai Sr., whose vision led to the appointment of this management team to oversee the operations of the National Transit Authority. Our sincere thanks also go to the Chairman of the Board of Directors of the NTA, the Minister of Finance, Hon. Augustine K. Ngaufua, the Minister of Transport, Hon. Sirleaf Ralph Tyler, and my two deputies, Mr. Togar Melvin Cephas and Hon. Noah Zawu Gibson, for their insightful contributions and support for this important initiative.

The creation of the National Transit Authority's Five-Year Strategic Plan (2024-2029) would not have been achievable without the essential technical guidance from our financial Consultant, Mr. J. Willy Moore; from our Planning Officer, Mr. Peter Para Nelson; from our Administrative Manager, Mr. Dioh I. Dweh; from our Corporate Manager, Mr. Eddie Kanneh; and from our Procurement Manager, Mr. Samuel G. Hney.

We also wish to acknowledge the following senior members of the NTA: our Risk and Compliance Manager, Andrew M. Sagely; our Human Resources Manager, Mrs. Klubo K. Varmah, our Assistant IT Manager, Mr. Oumaru M. Saysay; our Acting Chief Accountant, Mr. Ericson P. Boyeah, and other senior staff for their significant contributions and input into the development of this Five-Year Strategic Plan. Your unwavering commitment and efforts have led to remarkable advancements, culminating in the successful completion of this initiative.

Lastly, our utmost appreciation is directed to our many diligent and devoted staff, especially the frontline employees, who interact with our valued customers daily and deliver quality service to meet their requirements. Your hard work and professionalism will reinvigorate the NTA once more.

**Edmund F. Forh
Managing Director
National Transit Authority**

MESSAGE FROM THE MINISTER OF TRANSPORT, HEAD OF THE TRANSPORT SECTOR, REPUBLIC OF LIBERIA



We are excited to present the 5-year Strategic Plan for 2025-2029. This strategic plan outlines the short- and medium-term development targets for the upcoming five years. It aligns with the Transport Sector Agenda and plays a crucial role in promoting our common goals of enhancing connectivity and fostering sustainable urban mobility. These efforts directly support the broader aim of achieving an integrated and thriving Liberia.

Significant accomplishments in the infrastructure sector demonstrate our dedication to advancing the implementation of the ARREST Agenda for Inclusive Development (AAID) 2025-2029. Enhancing the capacity of stakeholders in the Transport Sector to work together and coordinate effectively will fortify the National Transit Authority's role as the lead organization in managing road transport fleets and address all requirements for creating a safer transportation environment.

In a similar vein, this progress will fulfill our anticipated national and regional connectivity goals, which are closely aligned with the Ministry of Transport's mission to develop a more streamlined, coherent, and integrated legal and regulatory framework for road transport.

Moreover, the advancements outlined in the Strategic Plan, alongside the power of collaboration and shared ambitions for enhancing and broadening mobility, represent significant milestones in our quest for sustainable urban mobility throughout the country, underscoring our commitment to building safer, more efficient, and inclusive transport systems in Liberia.

Our focus over the next five years will be on driving innovations to transform our transport system into a digitized platform that enhances efficiency, affordability, and equity for everyone.

This Strategic Plan serves as a crucial and essential public service document, and the entire Transport Sector is wholly accountable for its effective execution. It is a service that not only addresses challenges but also creates opportunities for all and improves the quality of life for everyone.

Liberia is a wonderful place to live and work, and as we anticipate a brighter and more sustainable future, we are committed to ensuring our transportation system can tackle the challenges ahead through the execution of the diverse components of this plan.

Looking forward, it will be vital to gather additional resources, strengthen collaboration, and promote our National Transport Programs. This collaborative endeavor will not only propel the aspirations of the ARREST Agenda for Inclusive Development 2025-2029 but also enhance the quality of life for all Liberians. Guided by our united vision, the Ministry of Transport, in collaboration with our stakeholders and development partners, remains dedicated to supporting the National Transit Authority's Five-Year Strategic Plan.

Hon. Sirleaf Ralph Tyler
MINISTER OF TRANSPORT
REPUBLIC OF LIBERIA

A MESSAGE FROM THE MANAGING DIRECTOR OF THE NATIONAL TRANSIT AUTHORITY (NTA)



On February 20, 2024, President Joseph Nyumah Boakai designated my two deputies to oversee the daily operations of the National Transit Authority (NTA). Our acceptance of this significant role was met with joy and eagerness, particularly from employees who were familiar with us and had faith in our capabilities to tackle seemingly overwhelming obstacles. Conversely, making this decision wasn't straightforward, especially after leading the transitional team that conducted a thorough evaluation of the extensive property damage, the company's financial distress, the deteriorated quality of life for the 405 employees, and, most troubling, the low morale among the workforce.

We began our tenure at the NTA on March 1, 2024. At that point, the NTA had only three operational buses that were in poor condition. The situation was chaotic due to outstanding debts owed to vendors and staff of the organization. Employees were left idle and disheartened by the lack of work, power outages, and inadequate office facilities. We also took over twenty-nine (29) worn-out TATA buses that required significant repairs and spare parts.

The challenges highlighted here, while not impossible to overcome, are indeed formidable. For instance, the task of securing funds to acquire approximately 300 buses (comprising 279 urban transit buses at US\$85,000 each and 21 rural transit buses at US\$28,000 each), totaling US\$24,303,000.00, is drastically disproportionate to the \$71 in NTA's bank accounts at the time of our takeover. Despite these seemingly insurmountable obstacles, we embraced the responsibility with a clear intent to convert the entity's challenges into opportunities.

In our effort to tackle these significant hurdles, we felt it essential to create a 5-year Strategic Plan that would serve as the backbone of the success we aspire to achieve. Our plan revolves around four primary objectives: 1) enhancing and expanding mobility, 2) promoting economic vitality, 3) improving the quality of life for our users, and 4) reinforcing existing infrastructure and corporate governance.

Within this plan are a set of programs and projects designed to help the NTA meet the transportation demands of the Liberian population. The modernization and digitization of our transit services will involve using the internet to monitor the location of each bus and implementing a cashless system to minimize cash handling risks and improve our operational management.

Edmund F. Forh
MANAGING DIRECTOR, NTA

Executive Summary

Nearly all global Fortune 500 companies employ strategic planning extensively to guide their organizations toward success. In a similar vein, the National Transit Authority (NTA) has charged its Board of Directors and Managing Director with the task of developing a 5-year Strategic Plan to lead the entity toward success. This plan's central vision focuses on enhancing and expanding mobility, improving quality of life, fostering economic vitality, and strengthening corporate governance for all community members, including students, individuals with disabilities, employers, and employees, with the ultimate goal of boosting both national and international trade.

This plan charts the strategic direction for the organization over the next five fiscal years, beginning in 2024 and concluding in 2029. It aligns with the ARREST Agenda for Inclusive Development (AAID) and aims to support the national government's objectives related to Vision 2030. The plan underscores several key areas. Specifically, it reviews the organization's status from 2009 to 2018, from 2018 to 2023, and its present condition. Moreover, it emphasizes the new direction the Board of Directors and management team wish to pursue, transitioning the entity from its current state toward a more sustainable future. Notably, this document details the organization's vision, mission, and strategic objectives, along with the related programs and associated costs outlined herein:

From 2009 to 2018: During this period, the NTA expanded its fleet from 18 to 84 buses. It also constructed bus terminals and shelters to deliver effective and efficient transit services throughout the country. Low-income individuals in both the public and private sectors significantly benefited during this time, and transportation for students was provided at a discounted fare. Transit costs remained relatively low, with uniformed paramilitary and military personnel, along with visually impaired and physically challenged individuals, as well as children under five, transported free of charge.

From 2018 to 2023: Throughout these years, the NTA operated 57 buses, while also increasing its workforce from 335 to 419 employees. Several unqualified staff and managers were hired, and the discounted fare for students was never implemented. A fire at the entity's administrative headquarters resulted in the loss of many official documents.

Current Status: Currently, the NTA does not have an administrative headquarters from which to operate. The Government of Liberia (GOL) allocated US\$300,000.00 for repairing 15 of the 29 buses that could be fixed, purchasing one (1) 100 KVA generator, and one pickup vehicle. The workshop is currently focused on repairing the 15 buses. Importantly, current management has settled salary arrears owed to protesting contractors, redundant personnel, and current employees totaling US\$33,763.43, achieving overall stability for the organization. Nonetheless, despite these achievements, the entity continues to encounter numerous challenges, including a shortage of buses, the lack of an administrative headquarters, and a challenging work environment.

In light of the points mentioned above, we are pleased to present a 5-year strategic plan that clearly delineates our current position, future objectives, and the strategies we will employ to accomplish them. We are committed to the full implementation of our plan and look forward to support from the Government of Liberia (GOL) and all other stakeholders.

The strategic goals of the National Transit Authority

Improving and Expanding Mobility (Goal 1): To achieve this goal, the stewards of our vision are committed to enhancing connectivity by integrating transportation into the national development framework. The plan aims to strengthen and expand connectivity by optimizing the transportation system to reduce travel durations through an increased array of transportation options nationwide, promoting equity for all individuals, including seniors, those with disabilities, low-income residents, and others across various regions, while also embracing innovation and technology, such as cashless payment solutions, GPS with real-time tracking, mobile apps, and eco-friendly vehicles, alongside implementing context-sensitive solutions (CSS) that involve a collaborative, interdisciplinary approach engaging all stakeholders to develop transportation facilities suited to their settings. Our five-year strategic plan intends to improve and extend connectivity across the country through these initiatives: 1) providing effective, efficient, and affordable transportation access in urban areas of Liberia, 2) facilitating the transport of agricultural products from rural regions to urban centers, and 3) ensuring quality maintenance services for transit vehicles. To achieve OBJECTIVE ONE (1), the management is planning to secure funding from the Government of Liberia and various development partners for the proposed projects (see Table 12 on page 15). The NTA will require a total of US\$27,958,912.00 (Twenty-Seven Million Nine Hundred Fifty-Eight Thousand Nine Hundred Twelve United States Dollars) to implement all the initiatives specified under OBJECTIVE ONE (1). Notably, the management is open to considering the potential for Public-Private Partnerships.

Promoting Economic Vitality

(Goal 2): Economic vitality indicates that a region is thriving both socially and economically. This means that everyone has access to good employment opportunities, can earn sufficient income, and has the potential to start businesses or own homes. It encompasses people of all races, genders, and backgrounds. It also examines the distribution of income and whether jobs and wages are increasing with the economy.

The Hamilton Project's Vitality Index evaluates how well a region is performing. It utilizes metrics such as average income, poverty rates, unemployment levels, and employment statistics. Additionally, it assesses life expectancy and the number of vacant homes.

Affordable transportation positively impacts various aspects of people's economic lives. Goal 2 comprises three initiatives aimed at achieving this objective. First, there is a goal to facilitate the easy and economical transport of goods along the Praia-Dakar-Monrovia-Abidjan Highway. Second, the aim is to enhance trade across all sectors. Third, there is a plan to assist farmers in transporting their products from rural areas to cities.

The proposed projects will contribute to the accomplishment of Goal 2. The estimated cost of the entire project in goal two (2) is \$6,288,504.00.

Improving Quality of Life (Goal 3): The role of transportation is crucial for enhancing quality of life in both urban and rural areas. According to the 2022 census data from LISGIS, the majority of counties in Liberia have larger rural populations, with the exceptions being Montserrado, Maryland, and Margibi. The same report highlights that rural region has a significantly higher proportion of individuals who have never been to school (48%) in contrast to urban areas (21%).

Students often face long walks to school, sometimes taking one to two hours, which contributes to high dropout rates. Furthermore, qualified teachers tend to steer clear of rural schools due to inadequate roads and limited transportation options. This situation negatively affects the education and overall quality of life for children coming from farming families.

Transportation encompasses the movement of individuals, goods, and information across various locations. These movements play a critical role in connecting people with essential activities such as education, employment, recreation, and shopping (Othman and Ali, 2020). The NTA aims to enhance the lives of rural Liberians by providing better access to educational opportunities, jobs, places of worship, and recreational facilities through improved transportation.

Enhancing roads from farms to markets will also improve the quality of life for many rural households. By tackling transportation challenges, the NTA aspires to support the 15.8% of rural students who drop out of school, alongside the 48% who have never received an education, by making schooling more accessible. The estimated cost for achieving the programs in this goal is US\$987,250.00

Strengthening Existing Infrastructure and Corporate Governance (Goal 4): The National Transit Authority (NTA) seeks to upgrade its existing infrastructure to boost effectiveness and efficiency in the transportation sector. To accomplish this, management intends to either reconstruct, renovate, or build new facilities to enhance the delivery of transportation services. A key focus under Goal 4 is the rehabilitation of damaged administrative buildings, which will include a new headquarters, a cafeteria, and a security facility. These structures are intended to foster a productive work atmosphere that promotes employee focus, while also enhancing the NTA's reputation and professional image among stakeholders, including prospective development partners. Additional initiatives to meet Goal 4 involve constructing a mini-office building, establishing bus shelters/stops across all 15 counties, renovating a fuel storage facility for upcoming transit operations, refurbishing a tire storage facility, and completely renovating the NTA's main entrance. The total estimated cost for achieving this goal is around \$4,363,674.00

Corporate governance is essential for ensuring that the NTA operates with efficiency, transparency, and adherence to ethical standards. For Liberia's NTA, strong corporate governance is vital for sustaining public trust, ensuring accountability, and fostering sustainable growth in the transportation sector. As part of Goal 4 (Corporate Governance), management intends to revamp the workforce and the working conditions within the organization. While the NTA employs some highly skilled professionals, the period from 2019 to 2023 saw the recruitment of many non-technical staff without a focus on adequate training. This has resulted in the misplacement or subordination of capable employees. Under this goal, we aim to rebrand the organization and restore the NTA to its previous stature.

In conclusion, this strategic plan aligns with the ARREST Agenda for Inclusive Development; it charts a clear path to remedy the challenges of the past. It revolves around four goals, with each goal having clear objectives, program and projects that align with the national development plan and seek to make NTA a better working environment.

Introduction

The National Legislature of the Republic of Liberia passed the National Transit Authority (NTA) in 2007, and the President of Liberia signed it into law on March 24, 2009. One of the main functions granted by the Act creating the NTA is the establishment and implementation of an efficient national transit system in Liberia, which will guarantee the safe and dependable transportation of people and goods both inside and outside the nation at a reasonable cost. The entity must purchase, outfit, and maintain transport buses or other vehicles suitable for the republic's passenger or cargo transportation to accomplish this. The NTA had consistently worked to accomplish its mission.

However, from 2018 to 2024, the organization faced a number of difficulties that almost caused it to fail. During this time, the Liberian government implemented a harmonization policy that led to a reduction in professional salaries across all government agencies. The stewards who were appointed by the previous President at this time lacked the leadership skills and educational background necessary to run the organization efficiently. As a result, the entity collapsed, had no strategic plan, no updated internal policies, a poor maintenance plan, and was non-compliant with national and international policies.

In February 2024, the government led by H.E. Joseph Nyumah Boakai fully constituted the Board of Directors for the NTA and appointed Mr. Edmund F. Forh as its Managing Director. The newly formed Board and management team held their inaugural meeting and agreed that the NTA's path forward involves creating a 5-year strategic plan aimed at revitalizing its struggling reputation. The total expenditure for this 5-year plan is set at US\$39,598,340.00 (Thirty-Nine million Five Hundred Ninety-Eight Thousand Three Hundred Forty United States Dollars). Additionally, the plan will serve as a framework for managing the organization over the upcoming five years.

This strategic plan aims to elevate the organization from its current poor condition in accordance with the authority granted by the National Legislature Act. The four key focus areas that the Board and Management plan to enhance from 2024 to 2029 are as follows: 1) enhancing and broadening transportation options both domestically and internationally, 2) boosting economic growth, 3) improving the overall quality of life for all citizens, and 4) reinforcing current infrastructure and corporate governance. To achieve this goal, the NTA plans to acquire a total of 300 buses over two years, build multi-purpose terminals equipped with climate-controlled warehouse facilities, enhance transportation accessibility in both rural and urban areas, rebuild, furnish, and equip the NTA's damaged administrative building, and strengthen the corporate governance of the organization.

In summary, the 5-year strategic plan aims to tackle the issues that were overlooked by both the Agenda for Transformation (AfT) and the Pro-Poor Agenda for Prosperity and Development (PAPD). Notably, this strategic plan aligns with Liberia's National Development Plan, which focuses on reinforcing the nation in key sectors such as Agriculture, Infrastructure, Rule of Law, Education, Health/Sanitation, and Tourism as outlined in the ARREST Agenda for Inclusive Development (AAID). Additionally, it supports the Sustainable Development Goals (SDG) and the ECOWAS strategy for regional integration and trade.

Transformation of the National Transit Authority: A Strategic Approach

The National Transit Authority (NTA) is embarking on a strategic initiative aimed at upgrading its existing operations, ensuring that its vision aligns with the Government's ARREST Agenda for Inclusive Development (AAID), as well as other regional and global development objectives like the Sustainable Development Goals (SDG) and AU Vision 2050.

By the year 2029, 60% of commuters and goods in Liberia will benefit from safe, dependable, and affordable transportation throughout the country and neighboring regions. All of the NTA's facilities will be modernized and fully operational, meeting internationally recognized standards.

Where are we coming from?

Between 2009 and 2018, the National Transit Authority successfully progressed towards enhancing transportation access and infrastructure throughout the nation. The NTA made considerable advancements in increasing its bus fleet and developing transport infrastructure to offer improved services, enhance people's quality of life, and stimulate economic growth for various segments of the population in Liberia. The NTA secured ten acres of land that included a garage, a security head office, a fueling station, a water facility, and a fully operational administrative building. The bus fleet expanded to a total of 84 between 2007 and 2017. Throughout this time, low-income individuals such as students, civil servants, and persons with disabilities in both the public and private sectors greatly benefited from the services offered by the NTA. Through a commitment to capacity building for local and international human resources, the NTA successfully trained its staff and developed a competent management team, with many members having pursued education in countries like India, the United Kingdom, the USA, Turkey, and Israel.

The scenario changed notably between 2018 and 2023. The harmonization policy implemented by the government of Liberia in 2019 imposed several constraints on the organization. Many professionals left the organization due to salary cuts and the elimination of benefits. Furthermore, the newly appointed management team lacks the necessary managerial and technical skills. There was an absence of a maintenance strategy, with serious breaches of institutional, national, and international financial and procurement regulations, as well as globally accepted best practices. Poor management led to the complete failure of the organization. By 2024, out of 39 buses gifted to Liberia by the government and the people of India, only five (5) were barely operational. The maintenance workshop was in disrepair, and the administrative office had been destroyed by fire. By the end of 2023, the entity was overgrown, with 90% of the staff not working, policy documents all lost, and the organization entirely nonfunctional. The reputation of what was once a highly regarded public transportation organization was severely tarnished. Figure 1 illustrates the condition of the NTA as of December 31, 2023.

Where are (2024)?

Currently, the NTA lacks a designated administrative headquarters. The Managing Director and two team members are situated in the workshop area. In the national budget for fiscal year 2024, the Government of Liberia allocated one hundred seventy-five thousand United States dollars (US\$175,000.00) for the design and preliminary work on the administrative head office. The estimated total cost for constructing the building is US\$1,261,355.48.

Furthermore, in the fiscal year 2024 national budget, the Government of Liberia has earmarked three hundred thousand United States dollars (**US\$300,000.00**) for the refurbishment of 15 out of 29 buses. The workshop will utilize these parts to repair the 15 buses. We are hopeful about securing funding for the remaining 14 buses in the national government budget for fiscal year 2025. At present, the NTA operates five (5) buses, in addition to the 15 currently being repaired.

Crucially, management aims to restore electricity to the workshop, which has been mostly without power for the past six (6) years. To accomplish this, management has acquired a 100 KVA generator to ensure a steady electricity supply to the workshop, operational building, and temporary administrative facility, and has initiated discussions with the Liberia Electricity Corporation for a dedicated transformer to provide power to the agency.

Importantly, salaries arrears for contractors and redundant employees amounting to **US\$33,763.43** were handled by the current management. The steps listed herein were consummated between March and August 2024. What a great leap forward.

- ❖ Assorted spare parts valued at **US\$300,000** were purchased and delivered.
- ❖ Repairs are currently being conducted on 15 out of the 29 repairable buses.
- ❖ The GOL allocated **US\$225,000** in the fiscal budget to acquire 3 mass transit buses.
- ❖ The proposal for three (3) 72-seater buses was created and submitted to the Ministry of Finance and Development Planning (MFDP).
- ❖ The GOL allocated **US\$175,000.00** for the design and foundation work of the administrative head office.
- ❖ The plan for the administrative head office was developed and presented to the Ministry of Finance and Development Planning (MFDP).
- ❖ Key policy documents, including the Standard Operating Procedures (SOP), the Human Resources Manual, and a five-year strategic plan, were created.
- ❖ A rightsizing process for managers and other staff was implemented to enhance effectiveness. Retroactive payments for redundant employees, contractors, and in-house staff were disbursed.
- ❖ The National Transit Authority (NTA) underwent an audit conducted by the General Auditing Commission (GAC), among others.

Visible Challenges

Even with the minor successes mentioned earlier, NTA continues to face several obstacles stemming from its history. Among the notable difficulties are:

1. There is a shortage of buses to accommodate the transportation needs of commuters in both urban and rural areas of Liberia.
2. There are insufficient buses available to support cross-border trade.
3. There are no affordable cargo trucks available for transporting agricultural produce from farms to markets.
4. There is a lack of climate-controlled warehouses for storing seasonal and perishable agricultural goods.
5. There is an absence of spare parts, tools, and equipment.
6. There is no administrative building to help keep employees focused and productive.
7. The garage, fuel facility and equipment, powerhouse, and water and sewage facilities require either refurbishment or modernization.
8. The workforce at NTA requires training and proper placement.
9. It is essential to address the outstanding debts and salary arrears owed to employees, members of the board of directors, and former directors.
10. There is a necessity for greater budgetary assistance from the GOL to fully empower the entity.
11. Additional financial backing from development partners is needed to strengthen the entity's capital.



Photo 1: Pictures of the NTA on the first Day of this Administration

Where do we aim to be by 2029?

On March 1, 2024, we took over the management of NTA, inheriting numerous challenges including, but not limited to: domestic business liabilities amounting to US\$962,659.94, back pay for salaries totaling US\$279,504, a fleet comprised of twenty-nine severely damaged buses, a lack of spare parts to repair these buses, a bank balance of less than \$7 US Dollars, an administrative headquarters that was burnt down, a bus wash bay that was in shambles, an outdated garage devoid of tools and equipment, a non-operational water supply system, inadequate toilet facilities for employees and visitors, a 10-acre overgrown plot cluttered with trash resembling the Center Street graveyard, an idle workforce exceeding 300 employees, and a significant misallocation of professionals in both managerial and operational positions.

In April 2024, the Board of Directors and the Managing Director tasked a team of experts with creating a 5-year plan along with several operational policies, including a human resources policy manual, a financial management policy, a warehouse management policy, an asset and risk management policy, and more. By 2029, all these management policies should have received the Board's approval and become fully operational.

The Board of Directors and the Managing Director dedicated considerable time and resources towards formulating the strategic 5-year plan, which focuses on enhancing the entity's reputation by improving and expanding transportation across the nation, boosting economic vitality, elevating the quality of life for all residents in Liberia, and reinforcing current infrastructure and corporate governance practices. The plan outlines and estimates the costs of various projects that, once executed, will achieve the five-year vision.

The activities we expect to accomplish by 2029 consist of building, equipping, and furnishing a new administrative structure, acquiring a total of 300 new buses, renovating existing and unfinished bus terminals, procuring 25 cargo trucks and one tow truck, constructing three new multipurpose bus terminals at border crossing points along the Praia-Dakar-Abidjan-Monrovia highway corridor, enhancing the entity's electricity supply by purchasing a new 100 KVA generator and implementing a solar power electricity system, reconstructing a modernized garage, and introducing a digital bus ticketing system, as well as establishing 50 bus shelters/stops in urban areas.



Photo 2: Proposed Head Office of the NTA before 2029



Photo 3: Proposed bus terminal with climate-controlled warehouses



Photo 4: Proposed pictures of cargo trucks before 2029



Photo 5: Pictures of three TATA buses

Impact of NTA's Goals on the Achievement of Liberia's National Agenda

The strategic objectives of the NTA are in harmony with the six areas of the ARREST Agenda for Inclusive Development (AAID), which include Agriculture, Roads, Rule of Laws, Education, Sanitation/Health, and Tourism. Below are the different ways in which the NTA advances the AAID and the national vision.

Agriculture: The NTA's commitment to the agricultural sector is evident in its goal to construct Climate-Controlled Warehouses along the Praia-Dakar-Monrovia Corridor, enabling farmers to store their goods while traveling to market centers. By utilizing these climate-controlled facilities, farmers can minimize their post-harvest losses. Additionally, the NTA plans to acquire 25 cargo trucks and 1 tow truck to assist farmers in transporting their goods from farm to market.

Roads: The NTA's contribution to the national development vision regarding road infrastructure is shown through our initiative to obtain 300 new buses and 25 cargo trucks over five years. These vehicles will provide affordable transport and access to various amenities such as workplaces, educational institutions, and health facilities along Liberia's well-maintained roads. Furthermore, we plan to build 50 bus shelters in multiple locations, including Monrovia, Fish Town, Pleebo, Harper, Gbarnga, and Ganta, to provide commuters with convenient protection from rain and sun.

during their journey.

Rule of Laws: The NTA promotes the rule of law by providing transportation for military and paramilitary personnel in uniform to different locations nationwide, particularly during national security emergencies. The proposed 60-bus project will ensure regular transit service, charter services, and specialized transportation during these critical times.

Education: The NTA endorses the government's educational vision by offering discounted fares for uniformed students across various routes. This service helps alleviate the financial burden on low-income families and those who are self-sufficient. Our anticipated rural bus transit project will facilitate timely and convenient school commutes for students in Liberia's rural areas, thereby boosting enrollment rates in rural educational institutions. Moreover, the NTA plans to station additional buses at its Paynesville bus terminal to transport university students to and from the Fendell Campus.

Sanitation/Health: The NTA aligns with the government's sanitation and health vision by providing transportation for nurses, doctors, and other health workers during national health crises, such as the Ebola and Coronavirus outbreaks.

Tourism: The NTA supports the government's tourism initiatives by offering charter services to numerous tourist attractions.

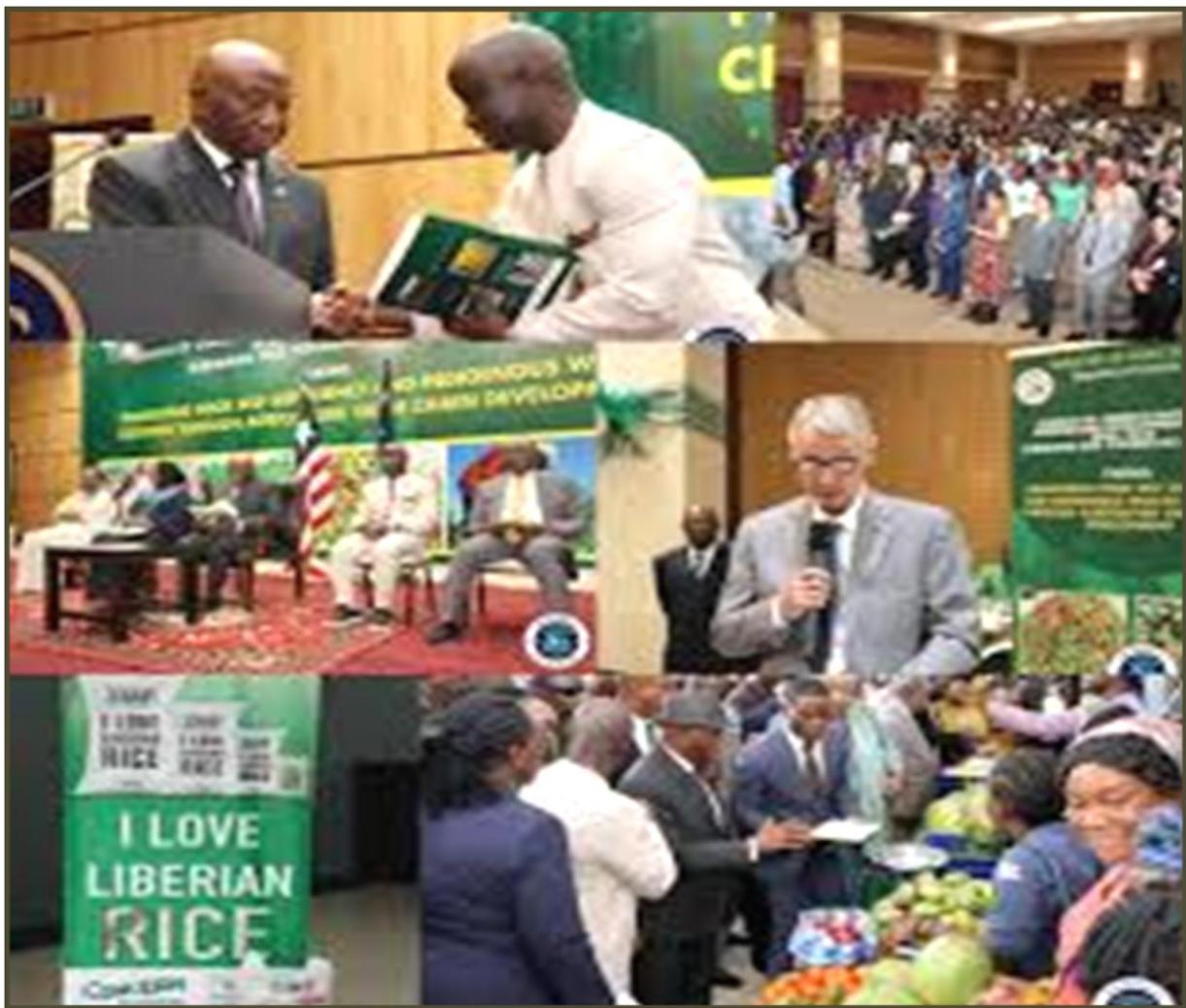


Photo 6: Launch of the National Development Plan of Liberia 2025-2029 in Grand Bassa Count

Vision

Our vision is to provide and expand transit service on all pliable rural and urban roads in Liberia and the subregion, ensuring that commuters and cargo are transported safely and affordably across the country and even beyond.

Mission

Our mission is to provide effective, efficient, affordable, and systematic public transportation for the safe conveyance of passengers and cargo in and out of Liberia.

Core Values

The National Transit Authority has created a collection of fundamental values and skills that should guide its operations and the conduct of its staff. Here they are:

Inclusion	Welcoming a variety of perspectives and ensuring every voice is acknowledged.
Integrity	Maintaining honesty, clarity, and ethical standards
Humility	Acknowledging our shortcomings and learning from others
Humanity	Placing the well-being of the individuals we serve as a priority.
Core Competencies:	
Communication	Clearly conveying ideas and practicing attentive listening.
Teamwork	Working together with others to achieve shared objectives
Planning & organizing	Organizing Effectively coordinating tasks and resources.
Accountability	Accepting responsibility for our actions and outcomes.
Creativity	Developing original and innovative solutions.
Client Orientation	Keeping our focus on fulfilling clients' transport requirements.
Commitment to Continuous Learning	Valuing personal growth and ongoing development.
Technological	Keeping up-to-date with relevant advancements in the transportation industry.

SWOT Analysis

In order to emerge from the numerous challenges faced, the National Transit Authority has worked to pinpoint its strengths, weaknesses, opportunities, and threats in order to deliver a thorough evaluation of the entity's internal and external capabilities through a SWOT analysis. The overall assessment reflects a balance between positive and negative elements. By correlating strengths with opportunities and weaknesses with threats, the SWOT analysis aids in recognizing possible defensive and offensive strategies.

	STRENGTHS	WEAKNESS
INTERNAL TO THE NTA	<ol style="list-style-type: none"> Professionals from various disciplines GOL finances the salaries of employees Facilities and capabilities for training Competitive market rates are reduced Efficient and cost-effective transportation services Transport services offered across the country Strong relationships with stakeholders and the community Offer financial support for studies abroad Offer fixed fares for commuters 	<ol style="list-style-type: none"> The majority of drivers have not completed high school. There are several mechanics who are not independent. There is no administrative office present. There is a lack of technology to improve revenue collection, security, and administrative operations. Modern garage tools and equipment are insufficient. The buses are not equipped with wheelchair lifts for disabled passengers. Policies are inadequately documented. There are not enough buses to satisfy commuter demand.
EXTERNAL TO THE NTA	<p>OPPORTUNITIES</p> <ol style="list-style-type: none"> Hiring a skilled management team to reorganize the organization. Increasing the number of bus dispatches due to improved road conditions. Establishing climate-controlled warehouses for the storage of agricultural goods and produce. Utilizing trains, trams, boats, and other forms of transportation. Conducting tests and issuing certification for driver's licenses. Supporting government revenue. 	<p>THREATS</p> <ol style="list-style-type: none"> Insufficient financial backing. Worldwide challenges (such as climate change, global conflicts, increasing fuel costs, etc.). Elevated political uncertainties for public-private partnership initiatives. Redundancy in NTA's responsibilities due to certain Ministries and Agencies (e.g., weighbridge operations, water transportation projects). Substandard road conditions leading to frequent damage to buses.

Goals: The strategic goals of the National Transit Authority are as follows:

Goal 1: Improving and expanding mobility

Goal 2: Fostering Economic Vitality

Goal 3: Improving Quality of Life

Goal 4: Strengthening Infrastructure and Corporate Governance

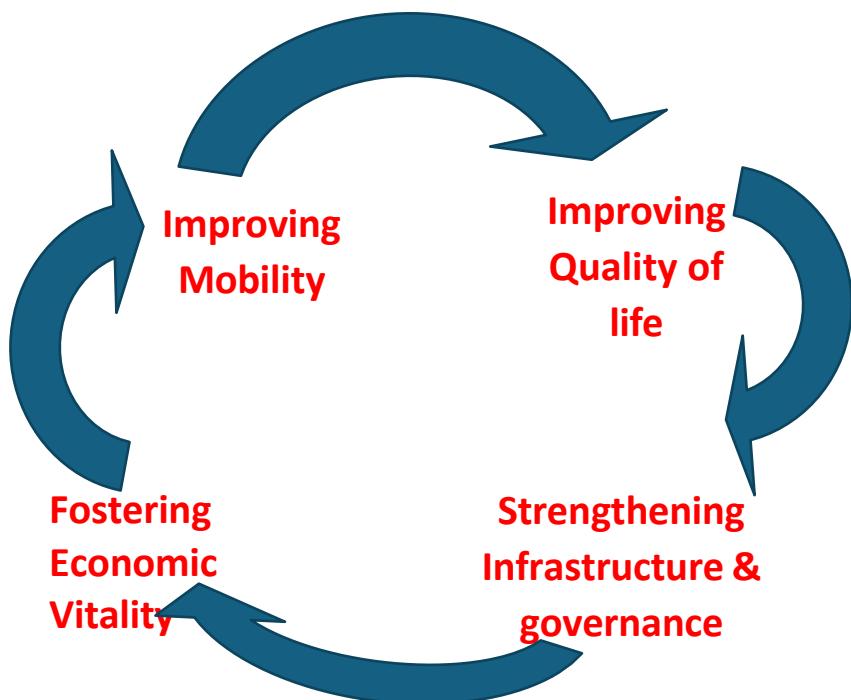
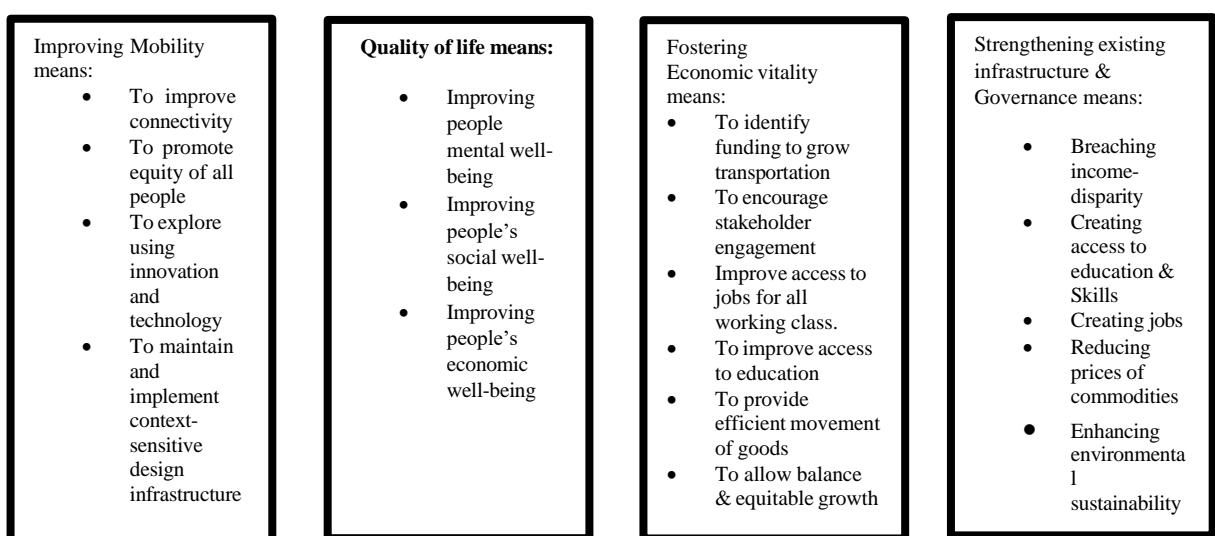


Figure : A model of NTA's vision with communication & accountability at the heart



Strategic Goals and Objectives

The table presented below outlines the four goals of the NTA, the approach to attaining these goals, and the objectives associated with each goal. The four goals of the NTA include: improving and expanding mobility, fostering economic vitality, improving the quality of life, and strengthening existing infrastructure and corporate governance. Achieving these four goals will catalyze the transformation of the NTA.

Table 2: NTA's Strategic Goals, Strategies & Objectives

Strategic Goals	Strategy	Objectives
Improving mobility	Increase the number of buses, and cargo trucks.	<ul style="list-style-type: none"> • To increase the movement of passengers and cargo within and out of the country. • To provide reliable and affordable transportation service for all levels of people such as students, employers, employees, physically challenged, etc. to various destinations. • To increase the movement of farmers', produce from rural to urban areas, and vice versa. • Prioritize environmentally sustainable projects using a sensible, balanced approach.
Fostering Economic Vitality	Lobbying and exploring sources of funding, creating jobs, and providing access to various destinations	<ul style="list-style-type: none"> • To increase the number of buses dispatched, thereby improving revenue for the NTA. • To create household savings by lowering transportation fares for students, teachers, employees, and employers • To increase household income by creating jobs for employees.
Improving the Quality of Life	Providing safe and clean transport facilities and carriers for a healthy nation	<ul style="list-style-type: none"> • To provide safe and clean vehicles and facilities for healthy passengers. • To reduce CO2 emission for healthy ridership. • To reduce the number of fatalities and deaths resulting from motor accidents.

		<ul style="list-style-type: none"> • Prioritize transportation projects that enable active, healthy communities
		<ul style="list-style-type: none"> • Prioritize environmentally sustainable projects using a sensible, balanced approach.
Strengthening existing Infrastructure & Corporate Governance	Ensuring that all projects with continuous business justification are rehabilitated	<ul style="list-style-type: none"> • To renovate and/or construct existing damaged infrastructures, such as administrative offices, garage, terminals, water towels, fuel stations, tire stations, etc. • To develop and implement policies and regulations for the NTA. • To restructure the organogram and right-size managers and staff of the NTA • To enforce management policies

Goal 1: Improving and Expanding Mobility

To start, mobility refers to the capability for movement and the ability to travel from one location to another through either single or multiple transportation methods. In Liberia's context and from the viewpoint of the NTA, mobility pertains to the movement of individuals and goods throughout the country and within the ECOWAS region using safe and affordably priced transportation options. Although Liberia and the ECOWAS region have a burgeoning economy, abundant natural resources, and a dynamic young populace, the region's performance in trade is hindered by various systemic issues, including insufficient transportation infrastructure and services, as well as significant transport capacity challenges. One of the key objectives of NTA's 5-Year Strategic Plan is to enhance and broaden transit operations across Liberia.

Currently, it is well-known that Liberia contends with numerous mobility issues, such as inadequate road infrastructure, a shortage of public transport vehicles, exorbitant transportation costs, and unsafe private vehicles and trucks leading to high fatality rates. The rise of tricycles and motorbikes in Liberia clearly indicates the lack of adequate transport vehicles, trucks, and boats needed for moving people and goods across the nation. These mobility challenges lead to several adverse effects, including diminished economic prospects, heightened poverty, and decreased access to farms, healthcare, and educational facilities.

Despite the aforementioned negative mobility challenges, the newly appointed management team at the NTA, through its strategic plan, aims to enhance transport connectivity, ensure equity for all individuals, explore innovations and technologies, and develop infrastructure that is sensitive to both context and the environment on land and sea.

Enhancing transport connectivity: The NTA envisions improved connectivity by merging transportation and land-use planning to situate key commercial and institutional activity centers in easy-to-reach locations, such as public transit hubs, bus stations, and business districts. We aim to boost connectivity by managing the transportation system to shorten travel durations using various transportation modes throughout the nation.

What advantages does the country gain from improved transport connectivity? It is evident that transportation, whether by land, sea, or air, enables residents to access employment, vital services, and recreational activities. A well-operating transport network fosters sustainable economic development and enhances benefits for employees (Coombes & Rodrigues, 2023). Enhanced connectivity raises productivity by effectively linking workers to jobs and jobs to workers. An efficient transport system is crucial for a city or country to optimize its labor market's potential. A comprehensive transportation network that expands the job pool available to workers will improve their ability to access diverse employment opportunities and find jobs that better suit their skills (Coombes & Rodrigues, 2023). Liberia stands to gain significantly from enhanced connectivity.

Promote equity for all individuals: Currently, many of Liberia's transportation systems lack a focus on accommodating a diverse range of users. Emphasizing equity at the strategic level enables transport planners to consider the complete spectrum of individuals in various locations, including rural residents, elderly individuals, those with disabilities, low-income populations, and more.

Transportation equity seeks to ensure that accessible and affordable transportation options are available to everyone in the community, leading to a just distribution of transportation resources, advantages, costs, programs, and services based on income, ability, and other factors influencing transportation decisions and effects. Consequently, our decision to procure 300 buses, initiate a public trucking service, and build a multipurpose climate-controlled warehouse aims to give poor farmers better access to markets. Our bus transit service will be specifically designed to accommodate individuals with disabilities, and we plan to establish systems that safeguard vulnerable members of Liberian society. Most importantly, in alignment with our equity principles, the NTA will collaborate with other state agencies to ensure that all designs and plans are accessible to everyone, particularly for those living in marginalized areas. This will enhance the dignity of the transit user experience, decrease injuries and fatalities among pedestrians and motorcyclists, and promote healthier lifestyles.

Embrace innovation and technology: In a broad sense, technology has become a crucial driving force in transportation, significantly transforming processes and enhancing efficiency. The NTA must adopt innovations and technology such as cashless payment systems, GPS for real-time tracking, mobile applications, and vehicles that produce lower carbon emissions.

Cashless Payment Systems: Contactless payments provide convenience, simplicity, and safety, improving public transport systems. They eliminate passenger waiting times, reduce costs linked to ticketing management, allow tourists to use public transport without needing to understand complicated ticketing processes, enhance safety for both passengers and drivers—especially during pandemics like COVID-19 or Ebola—and remove the necessity for paper tickets.

GPS and Real-Time Tracking: This enables the real-time tracking of vehicles and optimization of routes. For instance, GPS systems can monitor the locations of buses and trucks in real time and quickly adjust routes to bypass traffic and prevent delays.

Mobile Applications: Mobile Apps enable passengers to monitor the arrival times of buses and trucks at various stops or shelters, leading to reduced waiting times and less overcrowding on buses.

Vehicles with Reduced Carbon Emissions: Utilizing public transportation is one of the most effective measures individuals can take to save energy. As reported by the American Public Transportation Association, public transport usage conserves the equivalent of 4.2 billion gallons of gasoline each year in the US and more than 11 million gallons daily. It also lowers greenhouse gas emissions and promotes energy conservation. We believe that this research is relevant to Liberia, as reliable, convenient, and affordable public transport options and trucks will likely decrease the number of vehicles on the road in Liberia.

Implement Context-Sensitive Design infrastructure: The NTA plans to implement Context Sensitive Solutions (CSS), a collaborative and interdisciplinary method that engages all stakeholders to create a transportation facility that harmonizes with its surroundings and protects scenic, aesthetic, historical, and environmental resources while ensuring safety and mobility. CSS is a framework that considers the entirety of the context in which a transportation facility is designed, executed, maintained, and operated.

To enhance transportation throughout the nation, the NTA will involve all relevant parties,

including commuters, leaders from the central government, local government representatives, advocacy groups, and members of the disabled community. This approach will allow the NTA to create an infrastructure that caters to the needs of its users.

Key Activities of Goal 1

Summary of Goal One:

- NTA intends to acquire 279 units of transit buses at a cost of US\$23,715,000.00
- NTA intends to purchase assorted spare parts to repair old and new transit buses at a cost of US\$1,562,605
- Purchasing of assorted tools, safety gears, & equipment for the workshop at a cost of US\$200,000
- NTA intends to purchase 4,907 units of tires at a cost of US\$1,962,800
- NTA intends to purchase one 100KVA generator at a cost of US\$26,000.00



Photo 7: Tap to Pay Machine for transit Buses



Photo 8: NTA intends to increase the movement throughout the country



Photo 9: NTA intends to repair all vehicles



Photo 10: Moving students at a discounted fare

Summary of Budget for Goal 1

Goal 1	Programs	Projects	Cost (USD)
• Improving and expanding mobility	• Providing effective, efficient, and affordable access to transportation in all urban cities in Liberia! • Providing access to the movement of agricultural produce from rural to urban areas • Providing quality maintenance service for transit vehicles	• Purchasing of 279 buses which will include 150 bus operations, 75 buses for urban transit, 30 buses for special services, and 24 buses for charter services. • Purchasing of spare parts for regular operations (Using 2/3 of the spare cost of old buses) • Purchasing of assorted tools, safety gears, & equipment for the workshop • Purchasing of spare parts for 29 old buses • Purchasing of 4,907 pieces of tire for 279 buses at US\$400.00 per tire. • Purchasing of 100 KVA generator	23,715,000.00 1,562,112.00 200,000.00 493,000.00 1,962,800.00 26,000.00
Total Cost of Goal 1			27,958,912.00

Goal 2:

Fostering Economic Vitality: Economic vitality pertains to the overall economic and social health of a location. Indicators of economic vitality assess whether individuals, irrespective of race, gender, or place of origin, can attain quality employment, economic stability, increasing incomes, and opportunities for entrepreneurship and homeownership. Additionally, they evaluate income disparity as well as job and wage growth in relation to overall economic advancement. The Hamilton Project's Vitality Index serves as a metric for gauging a location's economic and social health by integrating a county's median household income, poverty levels, unemployment statistics, prime-age employment rates, life expectancy, and housing vacancy rates.

Economic vitality encounters numerous obstacles, such as Income Disparity: Inequities in income distribution can obstruct economic vitality. When a large segment of the population receives low wages, it negatively influences overall prosperity and social cohesion. Shifts in the Job Market: Advances in technology and globalization trigger changes in employment markets. As some industries shrink while others arise, employment opportunities and economic stability are impacted. Access to Education and Skills: Unequal opportunities for quality education and skill acquisition may restrict economic advancement. Tackling this issue is essential for cultivating a competent workforce.

Infrastructure Deficits: Inadequate transportation, energy, and digital infrastructure hinder economic growth. Investment in infrastructure is essential for competitiveness.

Entrepreneurship Barriers: Liberia's high startup costs, regulatory complexities, and limited access to capital discourage entrepreneurship. Liberia's government support for small businesses is vital.

Regional Disparities: Economic vitality varies across regions. Rural areas often face different challenges than urban centers, such as limited job opportunities and declining populations.

Environmental Sustainability: Balancing economic growth with environmental conservation is critical. Neglecting sustainability can harm long-term prosperity. The issue to address here is how the transport sector, especially NTA, contributes to the economic vitality of Liberia.

Job creation: Currently NTA has in its employ 405 employees. If and when we have acquired our planned 300 buses, 25 trucks, and 1 tow truck, more drivers, and mechanics will be employed. In the sector, employment is huge; there are a large number of motorbike drivers, Kekeh drivers, and taxi drivers in Liberia. Several makeshift mini-buses besides NTA have hired a large number of drivers and conductors.

Environmental Sustainability: In today's world, the emission of CO2 contributes significantly to the highly varied and dangerous climatic conditions that we face today. By NTA using large transit buses and transporting a large number of people, NTA reduces its CO2 footprint. The number of people that NTA transports in one bus is 80, while a taxi transports 4 persons. This means that 20 taxis will be needed to transport 80 in one NTA bus.

Job creation: Over the last 16 years the transport sector has contributed to job creation in ways that were never considered in the 1960s. Today we have thousands and thousands of motorcycle riders who are self-employed. We also have thousands of Kekeh drivers some of whom are self-

employed like the bicycle riders

Prices of commodities: the road network of Liberia is inadequate and insufficient. This inadequacy of the road network directly impacts the prices of commodities. During the rainy season, the roads leading to the Southeastern are unpassable. Transporting cargo to this area causes commodity prices to increase astronomically to cover the businessmen's costs. NTA intends to introduce cargo transport to various parts of Liberia at an affordable cost.

Photos of How NTA Promotes Economic Vitality In Liberia



Photo 1: pictures of Buses and bus stops across the country



Photo 11: NTA's Contribution to economic vitality



Photo 3: Feeding the Nation through transportation

Photo 4: Transporting cargo across the country



Photo 10: NTA contributions to economic vitality



Photo 10: Pictures of New buses NTA intends to acquire

Summary of Goal 2

- Purchase of 35 acres of land at a cost of US\$85,000
- Constructing multi-purpose terminals for US\$2,800,000
- Purchasing of 25 cargo trucks for US\$3,125,000.00
- Payment of salary arrears for US\$279,504.00

Summary of Budget for Goal 2

Goal 2	Impact	Programs	Projects	Cost (USD)
<ul style="list-style-type: none"> • Fostering economic vitality in Liberia 	<ul style="list-style-type: none"> • Reduce farmer's post-harvest losses by an estimated 30% which implies an increase in farmer's income. • Reduction in drug trafficking due to the presence of IDEA, police, and military officers at border points. • Reduction in the price of food and other materials across the country due to the availability of trucks. 	<ul style="list-style-type: none"> • Providing effective, efficient, convenient, reliable, and affordable movement of goods and storage facilities along the Praia-Dakar-Monrovia-Abidjan Highway • Improving trade in all counties and the subregion. • Providing access to the movement of agricultural produce from rural to urban areas 	<ul style="list-style-type: none"> • Purchasing of 35 acres of land for bus terminals in 7 counties • Constructing 7 multi-purpose terminals with climate-controlled warehouses for transit and storage operations. • Purchasing of 25 cargo trucks (US\$119,000 per pcs) plus 1 tow truck (US\$150,000.00) for rural to urban cargo transportation • Payment of salaries arrears for employees of the NTA 	84,000.00 2,800,000.00 3,125,000.00 279,504.00
Total Cost				6,288,504.00

Goal 3:

Improving Quality of Living: Transportation is one of the key indicators used to measure the Quality of Life of people especially those living in the urban area. Many aspects of transportation are very significant as they have the power to directly influence how people search for a better Quality of Life. Transportation is a generic term that refers to the ability of movement between various points of origin and destinations transitory through a single or multiple point of interchange via a network in space for people, goods, and information. Every single movement is connected with activities related to human social interaction such as education, employment, recreation, sports, shopping, etc. (Othman and Ali 2020).

In Liberia, personal transportation has become a necessity to meet daily needs, to sustain the quality of life. There are many associations between transportation and quality of life.

Mental Well-Being: Mental well-being describes Liberian's psychological health, mood, and self-perception. Although the ties between transportation and mental well-being are not as well documented as those for physical well-being, they are no less relevant. For many, the psychological and time burdens presented by the daily commute are a primary source of life stress, particularly for longer commutes. Several research studies have indicated that commute duration is associated with increased stress and diminished life satisfaction after controlling for individual and work-related characteristics (Lee and Sener 2016).

Social Well-Being: Social well-being refers to the quality of one's social support network, family or personal relationships, and level of community involvement. Mobility and accessibility are the primary mechanisms through which the transportation system influences social well-being; the more difficult it is to travel, the more difficult it will be to develop social connections.

Economic Well-Being: Economic well-being reflects one's financial resources and access to employment opportunities. Increased mobility can improve access to employment (Fan et al., 2012) and other necessary services leading to improvements in perceived quality of life (Kolodinsky et al., 2013). These concerns are especially pertinent for elderly or low-income individuals, for whom the loss of mobility is of graver consequence (Steg and Gifford 2005).

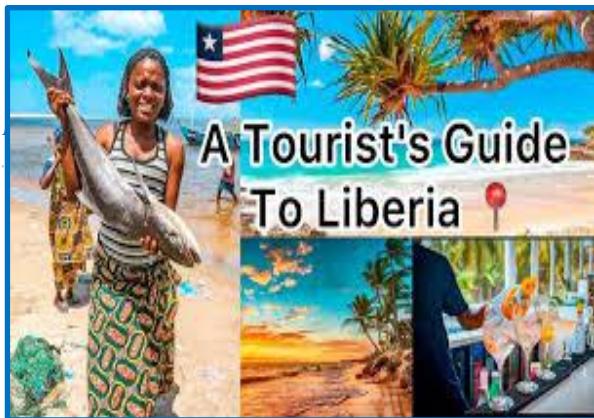


Photo 13: The National Transit Authority, a partner for tourism and regional trade. NTA bus on its way to Free Town with tourists

Summary of Goal 3:

- Conducting local and international training for 100 employees at US\$160,000
- Purchase of 21 minibuses for rural transit at US\$588,000
- Purchase of 105 units of tires at US\$89,250
- Purchase of spare parts for 21 buses at US\$150,00

Summary of Projects and Budget for Goal 3

Goal 3	Impact	Programs		Projects	
<ul style="list-style-type: none"> • Improving the • Quality of life of everyone in Liberia 	<ul style="list-style-type: none"> • Increasing high school attendance in the rural areas from 27.2 % to 60%, and reducing the # of those who never attended high school from 48% to 20% • Household savings for local dwellers will increase, thereby allowing them to invest in their children's education and health. 	<ul style="list-style-type: none"> • Providing effective, efficient, and affordable transportation opportunities for rural dwellers in Liberia³ • Developing N TA workforce into professionals 	<ul style="list-style-type: none"> • Local Training of 100 employees at US\$600 per person and international training of 10 employees at US\$10,000 per person. • Purchasing 21 (24-seater) buses for rural transit • Purchasing 105 pieces of tire for bus 21 rural transit at US\$300.00 per tire. • Purchasing of spare parts for 21 rural buses 	160,000.00 588,000.00 89,250.00 150,000.00	
	Total Cost				987,250.00

Goal 4:

Strengthening existing Infrastructure & Governance

Strengthening Existing Infrastructure: NTA will be strengthening its infrastructure by building 7 multipurpose bus terminals that will provide some employment opportunities. NTA will also build several bus shelters/stops throughout Liberia on routes plied by NTA buses. NTA will also complete the construction of its unfinished bus terminals.

Corporate Governance: Corporate governance is a critical framework for ensuring that organizations operate efficiently, transparently, and ethically. For the National Transit Authority (NTA) of Liberia, robust corporate governance is essential to maintain public trust, ensure accountability, and achieve sustainable development in the transportation sector.

Key Principles of Corporate Governance

Accountability: The NTA must re-establish clear lines of accountability as during the last six years all lines of accountability were grossly eroded. Accountability involves ensuring that management is accountable to the Board of Directors, and the Board is accountable to the public and other stakeholders. During the last 6 years, the management team was never accountable to the Board of Directors. The MD during that time hardly called for Board of Directors meetings. There were no regular performance reviews and transparent reporting mechanisms were nonexistent.

Transparency: Transparency is crucial for building trust with the public and other stakeholders. The NTA should provide clear and accurate information about its operations, financial performance, and strategic decisions. This can be achieved through regular public disclosures, annual reports, and open meetings.

Fairness: Fair treatment of all stakeholders, including employees, customers, suppliers, and the community, is essential. The NTA should implement policies that promote equity and prevent discrimination. This includes fair hiring practices, equitable service provision, and unbiased decision-making processes.

Responsibility: The NTA must comply with all relevant laws and regulations. This includes adhering to national transportation standards, environmental regulations, and labor laws. Additionally, the NTA should adopt best practices in corporate governance to enhance its operational efficiency and ethical standards.

Risk Management: Effective risk management is crucial for the NTA to navigate the complexities of the transportation sector. This involves identifying potential risks, such as financial uncertainties, operational challenges, and environmental impacts, and developing strategies to mitigate them.



Photo 14: Governance based on justice and openness



Photo 15: abandoned Bus Terminal in Gbarnga

Benefits of Good Corporate Governance

Implementing strong corporate governance practices can bring numerous benefits to the NTA:

Enhanced Public Trust: Transparency and accountability build public confidence in the NTA's operations, leading to greater support and cooperation from the community.

Improved Performance: Clear governance structures and accountability mechanisms can lead to better decision-making and operational efficiency.

Sustainable Development: By adhering to ethical standards and regulatory requirements, the NTA can contribute to sustainable development goals, including environmental protection and social equity.

Risk Mitigation: Proactive risk management helps the NTA anticipate and address potential challenges, ensuring long-term stability and resilience.

Finally, for the National Transit Authority of Liberia, adopting and maintaining robust corporate governance practices is not just a regulatory requirement but a strategic imperative. By prioritizing accountability, transparency, fairness, responsibility, and risk management, the NTA can enhance its operational effectiveness, build public trust, and contribute to the sustainable development of Liberia's transportation sector.

Resources: Sponsors and Champions

To implement the Strategic Plan, we assign key resources in the roles of Sponsors and Champions to strategic initiatives. Sponsors are leaders at the NTA who are responsible for guiding, mentoring, and overseeing the achievement of strategic initiatives. Champions are selected employees who demonstrate aptitude and commitment to scope, drive, execute, and deliver a completed strategic initiative. Champions work with a sponsor and a cross-functional team of employees to accomplish their strategic initiatives.

Summary of Goal 4

Constructing, furnishing & equipping Adm. Headquarter at US\$1,261,356.00
 Constructing Mini-Office building at US\$ 50,000.00
 Renovation of fuel storage facility for future transit Ops. at US\$ 35,000.00
 Renovation of tire storage facility at US\$10,000.00
 Construction of 50 bus stops at US\$750,000
 Renovation of NTA's main gate at US\$5,000.00
 Purchasing of LEC Transformer at US\$21,000.00
 Modernizing and expanding NTA's garage at US\$200,000.00
 Renovation of car wash bay at US\$30,000.00
 Compound pavement expansion (garage, adm. Building fuel & others at US\$75,000.00
 Restructuring the organogram & policies at US\$50,000.00
 Regaining SOE status at US\$1,776,318.00
 Conducting market survey at US\$100,000.00

Goal 4 Programs, Projects and Estimated Costs

Program	Projects	Cost (USD)
• Providing effective, efficient, and affordable access to transportation in all urban cities in Liberia [1]	Constructing, furnishing & equipping Adm. headquarter	1,261,356.00
• Providing access to the movement of agricultural produce from rural to urban areas	Construction of Mini-Office building	50,000.00
• Purchasing 25 trucks for the movement of agricultural produce from rural to urban cities	Renovation of fuel storage facility for future transit operations	35,000.00
• Improving productivity of the workforce for quality service.	Renovation of the tire storage facility	10,000.00
• Taking charge of the entities' responsibilities in line with the Act creating NTA.	Construction of 50 bus stops	750,000.00
	Renovation of NTA's main gate	5,000.00
	Purchasing of LEC transformer	21000
	Modernizing and expanding NTA's garage	200,000.00
	Renovation of car wash bay	30,000.00
	Compound pavement expansion (garage, adm building, fuel facility & others)	75,000.00
	Restructuring the organogram and policies	50,000.00
	Regaining SOE status	1,776,318.00
	Conducting market surveys	100,000.00
Total		4,363,674.00

Table 4: Strategic goals, Sponsor, and Champion

Strategic Goal	Strategies	Objectives	Sponsor	Champion
Improving mobility	Increase the number of buses, and cargo trucks.	• To increase the movement of passengers and cargo within and out of the country.	• The Program sponsors will be the NTA, GOL, and Donors.	• Edmund F. Forh, Managing Director
		• To provide reliable and affordable transportation service for all levels of people such as students, employers, employees, physically challenged, etc. to various destinations.	• The Program sponsors will be the NTA and GOL.	• Edmund F. Forh, Managing Director
		• To increase the movement of farmers', produce from rural to urban areas, and vice versa.	• The Program sponsors will be the NTA, GOL, and Donors.	• Edmund F. Forh, Managing Director
		• Prioritize environmentally sustainable projects using a sensible, balanced approach.	• The Program sponsors will be the NTA, GOL, and Donors.	• Edmund F. Forh, Managing Director
Economic Vitality	Lobbying and exploring sources of funding, creating jobs, and providing access to various destinations	• To increase the number of buses dispatched, thereby improving revenue for the NTA.	• The Program sponsors will be the NTA, GOL, and Donors.	• Edmund F. Forh, Managing Director
		• To create household savings by lowering transportation fares for students, teachers, employees, and employers	• The Program sponsors will be the NTA, GOL, and Donors.	• Edmund F. Forh, Managing Director
		• To increase household income by	• The Program sponsors will be the	• Edmund F. Forh, Managing Director

Timelines: Work Plan

No.	Projects for Programs	Duration (in Years)	Start Date (in Years)	Finished Date (in Years)
1	Purchasing of 279 buses for improved mobility	5	2024	2028
	Purchasing spare parts for regular operations (using 2/3 of the spare cost of old buses)	4	2025	2024
3	Purchasing of assorted tools, safety gear & equipment	5	2024	2028
4	Purchasing of spare parts for 29 old buses	2	2024	2025
5	Purchasing of 4,907 pieces tire for the 279 buses	5	2024	2028
6	Purchasing of 100 KVA generator	1	2024	2024
7	Purchasing of 35 acres of land for bus terminals in 7 counties	2	2026	2027
8	Constructing multi-purpose terminals with climate-controlled Warehouses and 3 others.	3	2026	2028
9	Purchase of 25 cargo trucks and 1 tow truck	1	2026	2026
10	Payment of salary arrears for employees	3	2026	2028
11	Conducting local and international training for 100 employees	4	2025	2028
12	Purchasing 21 buses for rural transit	4	2025	2028
13	Purchasing of 105 pcs of tires for 21 rural buses	4	2025	2028
14	Purchasing of spare parts for 21 rural buses	3	2026	2028
15	Constructing, furnishing & equipping Adm. headquarter	3	2024	2027
16	Construction of Mini-Office building	1	2025	2025
17	Renovation of fuel storage facility for future transit operations	1	2025	2025
18	Renovation of tire storage facility	1	2026	2026
19	Construction of 50 bus stops	4	2025	2028
20	Renovation of NTA's main gate	1	2024	2024

21	Purchasing of LEC transformer	1	2025	2025
22	Modernizing and expanding NTA's garage	3	2026	2028
23	Renovation of car wash bay	1	2025	2025
24	Compound pavement expansion (garage, adm building, fuel facility & others)	3	2026	2028
25	Restructuring the organogram and policies	1	2026	2026
26	Regaining SOE status	3	2026	2028
27	Conducting market survey	1	2025	2028

Programs/Projects Cost

1	Program	Project	Year 1 (2024)	Year 2 (2025)	Year 3 (2026)	Year 4 (2027)	Year 5 (2028)	Total
Goal 1: Improving & Expanding Mobility	By 2029, the ridership across the country is expected to increase from 58,956 using 3 buses in 2024 to 12,636,000 passenger trips using 279 buses	Purchasing of 279 buses for improved mobility	255,000.00	2,210,000.00	7,395,000.00	5,950,000.00	7,905,000.00	23,715,000.00
	The number of buses operating across the country is expected to increase by 92% in 2029	Purchasing spare parts for regular operations (using 2/3 of the spare cost of old buses)		34,000.00	196,445.00	51,000.00	1,280,667.00	1,562,112.00
		Purchasing of assorted tools, safety gear & equipment	13,334.00	26,668.00	40,002.00	53,336.00	66,660.00	200,000.00
		Purchasing of spare parts for 29 old buses	255,000.00	238,000.00				493,000.00
		Purchasing of 4,907 pieces tire for the 279 buses	64,400.00	176,400.00	420,000.00	520,800.00	781,200.00	1,962,800.00
		Purchasing of 100 KVA generator	26,000.00					26,000.00
		Total	613,734.00	2,685,068.00	8,051,447.00	6,575,136.00	10,033,527.00	27,958,912.00
Goal 2	Programs	Projects	Year 1	Year 2	Year 3	Year 4	Year 5	
Enhancing economic vitality in Liberia	Providing effective, efficient, convenient, reliable, and affordable movement of goods and storage facilities along the Praia-Dakar-Monrovia-Abidjan Highway Improving trade in all counties	Constructing four (4) multi-purpose terminals with climate-controlled Warehouses.			1,600,000.00	720,000.00	480,000.00	2,800,000.00

	and the subregion.							
	Providing access to the movement of agricultural produce from rural to urban areas	Purchasing of 35 acres of land for bus terminals in 7 counties		48,000.00	36,000.00			84,000.00
		Purchase of 25 cargo trucks and 1 tow truck			3,125,000.00			3,125,000.00
		Payment of salary arrears for employees			93,168.00	93,168.00	93,168.00	279,504.00
			0	48,000.00	4,854,168.00	813,168.00	573,168.00	6,288,504.00
Goal 3	Programs	Projects	Year 1	Year 2	Year 3	Year 4	Year 5	
Improving the Quality of Life		Conducting local and International training for 100 employees		32,000.00	64,000.00	32,000.00	32,000.00	160,000.00
		Purchasing 21 buses for rural transit		140,000.00	140,000.00	140,000.00	168,000.00	588,000.00
		Purchasing of 105 pcs of tires for 21 rural buses		8,750.00	17,500.00	26,250.00	36,750.00	89,250.00
		Purchasing of spare parts for 21 rural buses			71,430.00		78,570.00	150,000.00
		Total	0	180,750.00	292,930.00	198,250.00	315,320.00	987,250.00
Goal 4	Programs	Projects	Year 1	Year 2	Year 3	Year 4	Year 5	
Strengthening existing infrastructures and corporate governance	Providing effective, efficient, and affordable access to transportation in all urban cities in Liberia [1]	Constructing, furnishing & equipping Adm. headquarter	175,000.00	543,178.00	543,178.00			1,261,356.00
	Providing access to the movement of agricultural produce from rural to urban areas	Construction of Mini-Office building		50,000.00				50,000.00
		Renovation of fuel storage facility for future transit operations		35,000.00				35,000.00

		Renovation of the tire storage facility			10,000.00			10,000.00
	Purchasing 25 trucks for the movement of agricultural produce from rural to urban cities	Construction of 50 bus stops		187,500.00	187,500.00	187,500.00	187,500.00	750,000.00
	Improving the productivity of the workforce for quality service.	Renovation of NTA's main gate	5,000.00					5,000.00
	Taking charge of the entities' responsibilities in line with the Act creating NTA.	Purchase of LEC transformer		21,000.00				21,000.00
		Modernizing and expanding NTA's garage			60,000.00	80,000.00	60,000.00	200,000.00
		Renovation of the car wash bay		30,000.00				30,000.00
		Compound pavement expansion (garage, adm building, fuel facility & others)			35,000.00	25,000.00	15,000.00	75,000.00
		Restructuring the organogram and policies			50,000.00			50,000.00
		Regaining SOE status			592,106.00	592,106.00	592,106.00	1,776,318.00
		Conducting a market survey		50,000.00	50,000.00			100,000.00
			180,000.00	916,678.00	1,527,784.00	884,606.00	854,606.00	4,363,674.00
		Total Per Year	793,734.00	3,830,496.00	14,726,329.00	8,471,160.00	11,776,621.00	39,598,340.00

Summary

The 5-Year Strategic Plan of the NTA is a working document that helps the entity to assess what it is, what it intends to be in the next 5 years, and how it is going to get to its vision. It is also a document that helps the entity decide how to compete for scarce resources nationally and internationally.

Firstly, the Plan spells out the vision, mission, core values, and SWOT analysis of the entity. For example, the vision of the National Transit Authority over the next 5 years is to ensure that all residents, students, disabled, employers, and employees as well as goods have access to safe and affordable transportation across the country and even beyond, whilst the mission of the entity is to provide effective, efficient, affordable, and systematic public transportation for the safe conveyance of passengers and cargo in and out of Liberia.

Secondly, the Plan delineates the strategic goals of the entity. There are 4 thematic areas the entity wishes to address, namely: 1) improving and expanding mobility within and across the borders of the country, 2) enhancing the economic vitality of all people in Liberia, 3) improving the quality of life of all people, and 4) strengthening existing infrastructure and corporate governance of the entity.

In connection with the goals mentioned supra, the Plan identifies how we intend to get to our vision over the next 5 years. Some of the most outstanding projects include: 1) purchasing an estimated 300 buses at a total cost of US\$24,303,000.00 for both rural and urban transit operations. For example, the Plan estimated 279 buses for urban transit at a unit cost of US\$85,000 and 21 buses for rural transit at a unit cost of US\$28,000; 2) constructing an administrative building at a total cost of US\$1,261,356.00; and 3) constructing multi-purpose terminals with climate-controlled Warehouses and 3 others. At a total cost of US\$2,800,000.00

Finally, the Plan presents an estimated cost of key output per year as follows: Year 1-US\$793,734.00, Year 2-US\$3,681,746.00, Year 3-US\$14,462,399.00, Year US\$4-8,304,910.00, and Year 5- US\$11,493,301.00. The total cost of all our projects for the entire 5-year period is US\$39,548,340.00

References

Lee, Richard J., and Ipek N. Sener. 2016. "Transportation Planning and Quality of Life: Where Do They Intersect?" *Transport Policy* 48:146–55. doi: 10.1016/j.tranpol.2016.03.004.

Othman, Abdul Ghapar, and Kausar Hj Ali. 2020. "Transportation and Quality of Life." *Planning Malaysia* 18(3):35–50. doi: 10.21837/PM.V18I13.774.

Steg, Linda, and Robert Gifford. 2005. "Sustainable Transportation and Quality of Life." *Journal of Transport Geography* 13(1 SPEC. ISS.):59–69. doi: 10.1016/j.jtrangeo.2004.11.003.