

# NATIONAL TRANSIT AUTHORITY ANNUAL REPORT FY 2025

12/17/2025



Edmund F. Forh

# **NATIONAL TRANSIT AUTHORITY (NTA)**

## **ANNUAL OPERATIONAL AND FINANCE**

## **PERFORMANCE REPORT**

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**EDMUND F. FORH (BBA, MBA, CFE)**  
**MANAGING DIRECTOR**  
**NATIONAL TRANSIT AUTHORITY**

**December 31, 2025**

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## Photographs of the Current Board of Directors of the National Transit Authority



**Benedict Yeke Harleyson**  
Chairman of the Board of Directors, NTA



**Augustine Kpehe Ngafuan**  
Statutory Board Member, NTA  
Minister of Finance & Development  
Planning (MFDP)



**Hon. Sirleaf Ralph Tyler**  
Statutory Board Member, NTA  
Minister of Transport (MOT)



**Arthur Gliklay**  
Board Member, NTA



**Cornelia Wesley**  
Board Member, NTA

# Annual Message from the Chairman of the Board of Directors



On behalf of the Board of Directors of the National Transit Authority (NTA), it is my pleasure to present this Annual Report for Fiscal Year 2025. This report provides a comprehensive overview of the Authority's performance, governance oversight, and strategic initiatives in fulfilling its legal obligations to deliver safe, affordable, and reliable public transportation services to Liberia's citizens.

Significant transitions and notable achievements for the National Transit Authority marked Fiscal Year 2025. Operating within a challenging context characterized by infrastructure limitations and increasing public demand, the Board remained committed to providing strategic direction, policy oversight, and fiduciary responsibility to ensure that management actions aligned with national priorities and the long-term viability of the organization.

The Board is pleased to note the considerable growth observed in passenger ridership, fleet expansion, and service coverage. The rise in total passenger trips to over one million by the conclusion of the reporting period highlights the importance of the NTA in national mobility and illustrates the growing public confidence in the Authority's services. Equally noteworthy is the intentional focus on social inclusion, ensuring that vulnerable groups—including children, individuals with disabilities, elderly citizens, and uniformed officers—continue to benefit from accessible transportation.

From a governance standpoint, the Board emphasized institutional development, accountability, and compliance. The creation and implementation of the NTA Five-Year Strategic Plan represented a significant achievement, providing a clear framework to steer investments, operations, and performance management. Enhancements in adherence to the Performance Management and Compliance System, along with progress in addressing recommendations from the General Auditing Commission, reflect an emerging culture of transparency and responsible public financial management.

The Board also recognizes the advancements made in restoring critical infrastructure following the unfortunate destruction of the Administrative Head Office in 2022. While there is still much work to be done, the resumption of construction and the development of operational facilities such as terminals, mini-offices, and utility systems demonstrate a renewed commitment to restoring a functional and safe work environment for staff.

Despite these accomplishments, the Board acknowledges the ongoing challenges, particularly concerning infrastructure completion, modernization of technical equipment, and long-term financial sustainability. In response, the Board has endorsed specific priorities for Fiscal Year 2026, including the completion of ongoing capital projects, expansion of nationwide transit services,

enhancement of maintenance capacity, and the introduction of technology-driven solutions like cashless payment systems.

I would like to commend the Managing Director and the entire management team for their leadership, resilience, and dedication in guiding the Authority through a time of rapid growth and institutional recovery. I also express my gratitude to the staff of the NTA for their professionalism and commitment, as well as to the Government of Liberia, the Ministry of Transport, and all partners whose support has been vital to the Authority's progress.

As Chairman, I reaffirm the Board's commitment to effective governance, policy direction, and oversight in support of management's initiatives to position the National Transit Authority as a modern, efficient, and people-centered public transport institution.

I encourage all stakeholders to review this report as a reflection of both our accomplishments and our shared responsibility to further enhance public transportation in Liberia.

**Benedict Y. Harleyson**  
**Chairman of the Board of Directors, NTA**

# ANNUAL MESSAGE FROM THE MANAGING DIRECTOR NATIONAL TRANSIT AUTHORITY (NTA) FISCAL YEAR 2025



It is with a profound sense of responsibility and pride that I present this Annual Report of the National Transit Authority (NTA) for Fiscal Year 2025. This report reflects a year of consolidation, expansion, and measurable progress in advancing the Government of Liberia's agenda for affordable, inclusive, and reliable public transportation.

Fiscal Year 2025 marked a significant turning point for the National Transit Authority. From a modest operational base in early 2024, the Authority recorded unprecedented growth in ridership, fleet capacity, service coverage, and institutional

performance. Total passenger trips increased from 18,600 in March 2024 to over 1.14 million by December 2025, demonstrating renewed public confidence in the national transit system and validating the strategic direction pursued by management with the support of the Board and the Government of Liberia.

In keeping with our mandate, the NTA placed strong emphasis on social inclusion. Free transportation services for children under five, persons with disabilities, very senior citizens, and uniformed officers expanded significantly, ensuring that vulnerable groups continued to benefit from equitable access to mobility. At the same time, the Authority strengthened its operational capacity through a substantial expansion of the fleet—from five operational buses to fifty-five—alongside the procurement of mini-buses for feeder roads and cargo trucks to support the movement of goods and livestock nationwide.

Operationally, the Authority focused on stabilizing and improving service delivery. Comprehensive mechanical and body works were completed on legacy buses, routine maintenance regimes were strengthened, and the frequency of breakdowns was significantly reduced. The completion of route maps covering all twenty-three routes in Monrovia and the production of three hundred standardized bus stops further enhanced service organization, passenger safety, and route efficiency.

Institutional development remained a priority throughout the year. The NTA successfully developed and launched its Five-Year Strategic Plan, which is now guiding operational, financial, and infrastructure decisions. Performance under the national Performance Management and Compliance System improved markedly, with compliance scores exceeding ninety-three percent in FY 2024 and a mid-term score of over ninety-five percent in FY 2025. Additionally, compliance with recommendations from the General Auditing Commission improved from one percent to thirty-nine percent, reflecting stronger internal controls and improved documentation.

Despite the destruction of our administrative headquarters by fire in 2022, meaningful progress was made in restoring critical infrastructure. Construction of the Administrative Head Office resumed and reached approximately forty percent completion, while a mini-bus terminal, powerhouse, and mini-offices were initiated to improve operational safety and working conditions. Utilities at the NTA compound were restored, including the procurement of a dedicated transformer to stabilize the electricity supply.

The Authority also advanced reforms in human resource management, records administration, and digital systems. Personnel actions were carried out in strict compliance with Civil Service Agency regulations, staff capacity development programs were sustained, and ICT solutions were introduced to strengthen data management across key departments. Internship and youth development programs continued to provide learning and employment opportunities for young Liberians.

While these achievements are noteworthy, challenges persist, particularly in relation to limited office space and inadequate technical equipment resulting from the absence of a completed administrative building. Management remains committed to addressing these constraints and has outlined clear priorities for Fiscal Year 2026, including the completion of ongoing infrastructure projects, expansion of nationwide service delivery, installation of cashless payment systems, and acquisition of tools and equipment to enhance fleet maintenance and sustainability.

I extend my sincere appreciation to the President of the Republic of Liberia, the Honorable Minister of Transport, the Board of Directors of the National Transit Authority, our development partners, and all stakeholders for their unwavering support. I also commend the management and staff of the NTA for their dedication, resilience, and professionalism in delivering results under challenging circumstances.

As we move forward, the National Transit Authority remains steadfast in its commitment to providing safe, affordable, and reliable transportation services that contribute meaningfully to national development and improve the daily lives of our people.

I invite you to review this report as an honest account of our progress, challenges, and aspirations.

**Managing Director  
National Transit Authority**

## Abstract

This Annual Report presents the overall performance of the National Transit Authority (NTA) for Fiscal Year 2025, highlighting key achievements across Administration, Operations/Technical, and Finance. The report provides a comprehensive account of the Authority's activities, accomplishments, and challenges during the period under review.

The primary objective of this report is to inform the Legislative and Executive branches of Government, the general public, and other stakeholders on the utilization of resources generated from transit operations and government subsidies. It also fulfills statutory and regulatory requirements by formally reporting on institutional performance, thereby supporting transparency, accountability, and evidence-based decision-making for future policy and operational planning.

The report was compiled through a coordinated effort led by the Office of the Managing Director, which consolidated annual submissions from all departments. The NTA operates through eight (8) departments spanning Administration, Operations/Technical, and Finance. Contributions from each department have been organized into seven thematic sections to present a structured and coherent assessment of institutional performance.

During the year under review, the report indicates notable progress achieved under the Authority's second year of current management. Key accomplishments include the acquisition of thirty-five (35) new buses to strengthen nationwide transit operations, the commencement of construction of the National Administrative Head Office, and the resumption of services on several critical routes within Monrovia that had been previously underserved. These routes include Sinkor–Monrovia (101), Gardnersville–Monrovia (102), Caldwell, Barnesville (108), Po-River (202), and Duala–Monrovia (104).

Operational performance also improved significantly, with a total of 1,141,988 regular passenger trips recorded in 2024, alongside 551 charter bus trips. Additionally, management prioritized human capacity development through staff training initiatives aimed at improving service quality, operational efficiency, and overall productivity.

Overall, this report underscores the NTA's growing contribution to national development, enhanced urban mobility, and improved quality of life for citizens, while supporting economic activity across the country. With sustained government support and continued improvements in management and operations, the NTA remains committed to assisting the Government of Liberia in the effective implementation of the national development agenda.

## Introduction

The National Transit Authority (NTA) was established by the Government of Liberia on September 11, 2008, with the enabling Act signed into law on March 24, 2009, by then President Ellen Johnson-Sirleaf. The Authority was created to provide a systematic, efficient, and affordable public transportation system across Liberia, ensuring the safe and reliable movement of people and goods within and beyond national boundaries, in accordance with regulations enacted by the National Legislature.

During the period under review, management recorded significant achievements across the areas of administration, operations, and finance. As reflected in the Statement of Receipts and Payments, total revenue for Fiscal Year 2025 amounted to **US\$3,026,891.93**, while total expenditures for the eleven (11) months under review stood at **US\$2,913,340.82**. Major expenditure items during the period included personnel costs, acquisition of buses, construction activities, procurement of spare parts, and the development of institutional policies and operational frameworks.

Operationally, the Authority maintained and expanded services across multiple routes spanning several counties, including **Nimba, Bomi, Bong, Grand Bassa, Grand Cape Mount, Grand Gedeh, River Gee, Maryland, and Montserrado**. The NTA currently delivers three core service categories: **regular transit services, charter services, and special services**. In Fiscal Year 2025, the Authority facilitated a total of **1,141,988 passenger journeys**, in addition to charter operations conducted during the period. In line with its social mandate, the NTA continued to provide free transportation to children under five years of age, uniformed security personnel, persons with disabilities, and senior citizens. Within Monrovia, free transit services were specifically extended to uniformed police officers and persons living with disabilities.

In the area of governance and institutional strengthening, management made notable progress in implementing audit recommendations inherited from the previous administration. Other key achievements included the development of a **five-year strategic plan** and the formulation of several critical policy documents that had previously been absent. Furthermore, the Authority undertook a re-engineering of its management systems to improve organizational efficiency and productivity. This process involved aligning staff roles and responsibilities with individual qualifications and professional experience, resulting in measurable improvements in workforce performance.

This report is organized into **three main sections**, structured around thematic areas that are consistent with the **AAID framework** and **NTA 5-Year Strategic Plan**, providing a comprehensive and transparent assessment of the NTA's performance during Fiscal Year 2025.

## Methodology

This section outlines the methods employed to collect, analyze, and present the data and performance indicators contained in this Annual Report. The objective is to ensure transparency, accountability, accuracy, and consistency in reporting, while clearly demonstrating the National Transit Authority's (NTA) operational performance, financial stewardship, and sustainability initiatives throughout the fiscal year under review.

Data for this report were obtained from all departments of the Authority to provide a comprehensive and balanced representation of institutional achievements and challenges during the reporting period. Operational data were supplied by the Operations and Technical functions and covered areas such as fleet performance, service delivery timeliness, vehicle maintenance schedules, and driver efficiency. Financial data—including revenue, expenditures, surpluses, and capital investments—were sourced from the Finance Section and independently reviewed and validated by the Risk and Compliance Section to ensure accuracy and compliance.

In addition, the Department of Corporate Affairs and Strategic Planning contributed information related to contracts, charter services, strategic initiatives, and information and communication technology (ICT) installations. Human resource-related data were also incorporated, including staff placement, verification of credentials to enhance efficiency and effectiveness, and records of significant disciplinary actions undertaken to reduce inefficiencies, prevent wastage, and promote transparency and accountability within the organization.

To further ensure the reliability of departmental submissions, the Technical Assistant in the Office of the Managing Director verified reported milestones and deliverables to confirm their authenticity and completion status. The Risk and Compliance Section ensured that all reported activities, outputs, and outcomes adhered to applicable government policies, regulations, and internal control frameworks. Additionally, the Internal Audit function reviewed and authorized all payment transactions prior to the issuance of payments to vendors. Any transactions initially denied were required to meet established regulatory and policy requirements before clearance and processing.

This Annual Report is therefore the culmination of systematically compiled monthly and quarterly reports submitted by each department of the Authority and consolidated at the organizational level.

In conclusion, the methodology adopted for this report ensures that the NTA's performance is presented with clarity, consistency, and reliability. Through the integration of quantitative analysis, financial review, and operational assessment, the National Transit Authority provides stakeholders with a clear, accurate, and credible account of its activities and performance during the fiscal year.

## Section I: Annual Ridership Trends by Service Type and Passenger Category

This section directly supports and demonstrates the execution of the National Transit Authority's mandate as prescribed in its establishing Act. The Act charges the NTA with the responsibility to **provide safe, affordable, efficient, and accessible public transportation services**, while also promoting **equity, national mobility, and sound institutional governance**.

The analysis of **annual ridership performance and passenger utilization** serves as a key instrument for measuring how effectively the Authority is fulfilling its public service obligation. By tracking ridership across regular transit operations and charter services, the NTA is able to assess service demand, route efficiency, and fleet utilization, which are central to ensuring reliable and cost-effective public transportation.

Furthermore, the disaggregated data on **children under five, uniformed security officers, and persons with physical disabilities** reflect the Authority's statutory obligation to promote **inclusive and socially responsive transportation services**. Monitoring the usage of NTA services by these priority and vulnerable groups demonstrates compliance with the Act's intent to ensure equal access to public transport, particularly for populations that rely heavily on subsidized mobility.

From a governance and planning perspective, this section aligns with the Act's provisions that empower the NTA to **plan, regulate, and strategically manage national transit services**. The collection and analysis of ridership data provide evidence-based inputs for route planning, fleet expansion, fare policy formulation, and resource allocation. It also strengthens accountability to the government and stakeholders by documenting service reach, utilization trends, and operational impact.

**Ridership Statistic for Regular Transit Operations:** During the fiscal year 2025, a total of One million One Hundred Forty-One Thousand Nine Hundred Eighty-Eight passengers' trips (1,141,988) utilized NTA service across the country. The distribution of ridership was as follows: quarter one (1) accounted for 102,263; quarter two (2) accounted for 202,867; quarter three (3) accounted for 265,864; and quarter four (4) accounted for 570,994 passengers' trips across the nation.

During the fiscal year 2025, there was consistent growth in passenger ridership, peaking with a notable increase in the fourth quarter. In the first quarter, the service logged 102,263 trips, which accounted for 8.2% of the total annual ridership. The second quarter experienced further growth, reaching 202,867 trips, representing 16.3% of the yearly total. In the third quarter, ridership continued to rise with 265,864 trips, constituting 21.4% of the annual figures. The fourth quarter saw the most significant rise, with 570,994 trips, which comprised 45.9% of the total annual ridership. This pattern suggests that the demand for transit services became stronger as the year progressed, particularly with the introduction of 35 new mass transit buses, indicating expanded

service coverage, enhanced accessibility, or an increased public dependence on the transit system. See the accompanying graph.

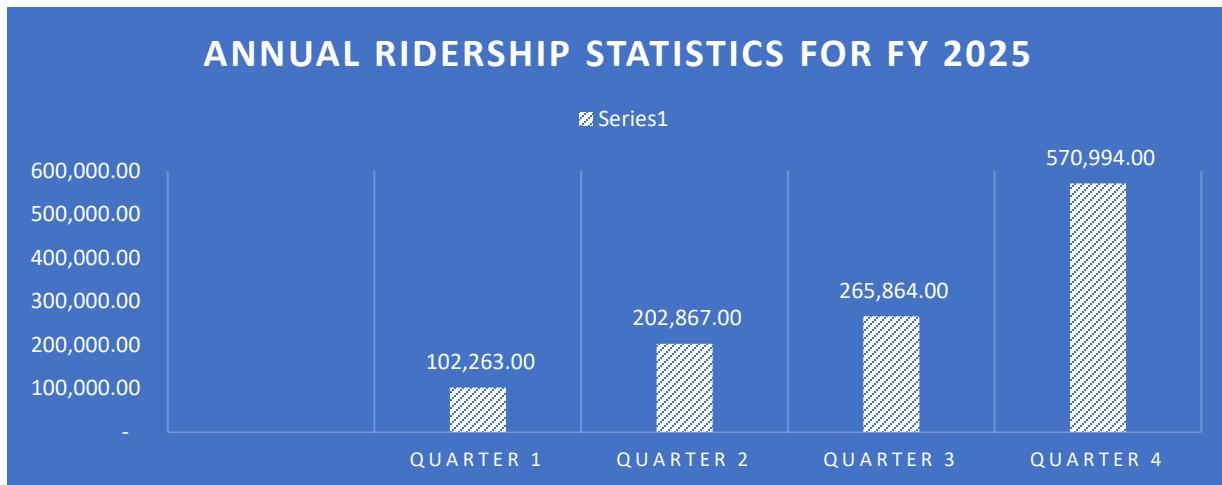


Figure 1: Graph Showing the Annual Ridership Statistics for FY 2025

### Regular or Paid Riders and Free Riders

Over the course of the year, the National Transit Authority recorded a steady increase in both paid and free riders. In **Quarter 1**, there were **102,263 paid riders** and **3,093 free riders**, representing **3.0% of total ridership as free riders**. By **Quarter 2**, paid ridership nearly doubled to **202,867**, with **5,205 free riders**, maintaining a similar proportion of **2.5% free riders**. **Quarter 3** saw a moderate increase in paid riders to **260,734**, while free riders slightly decreased to **5,130**, accounting for **1.9% of the total**. The largest surge occurred in **Quarter 4**, with paid riders reaching **561,144** and free riders totaling **9,850**, representing **1.7% of total ridership**.

Overall, **paid riders accounted for the vast majority of ridership throughout the year**. In contrast, free riders consistently represented **around 2–3% of total ridership**, reflecting a steady growth in the NTA's service utilization. The graph below shows the number of paid and free riders. Note: Free riders refer to unpaid passengers, including children under five years of age, across the country, uniformed security officers in Monrovia, and persons with physical disabilities.



Figure 2: NTA Ridership by Type in FY 2025

## Categories of Free Riders

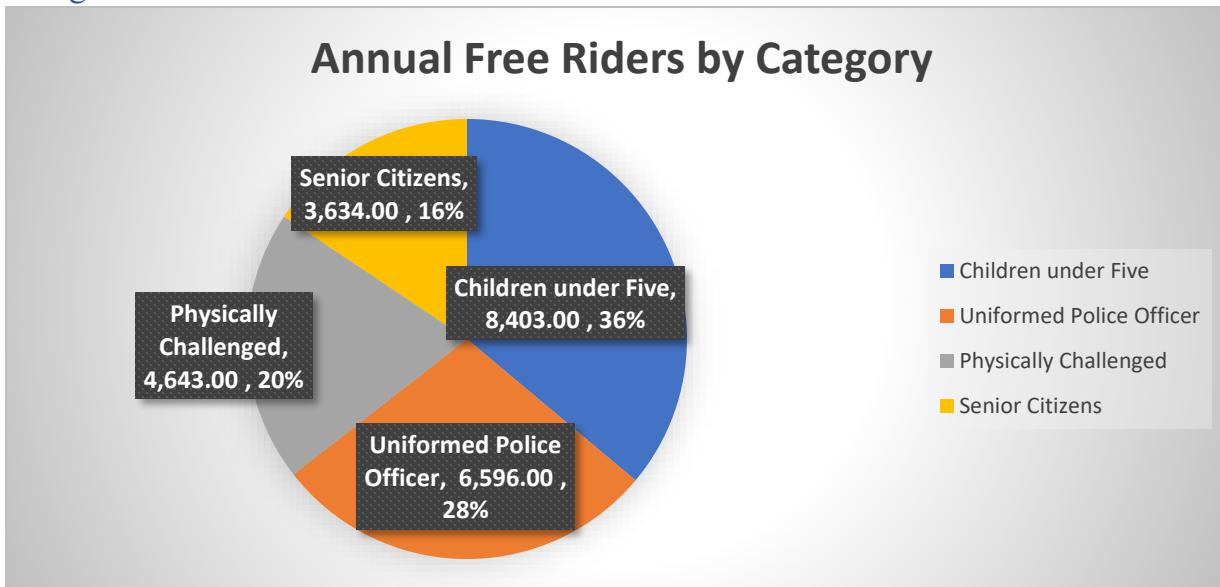


Figure 3: Annual Free Ridership by Category for FY 2025

## Key Achievements under this section

- Increased the number of passengers' trips from 18,600 in March 2024 to 1,141,988 in December 2025
- Increased the number of free riders (Children under 5 years, uniformed officers in Monrovia, physically challenged, and very senior citizens from 115 in March 2024 to 23,278 passenger trips.

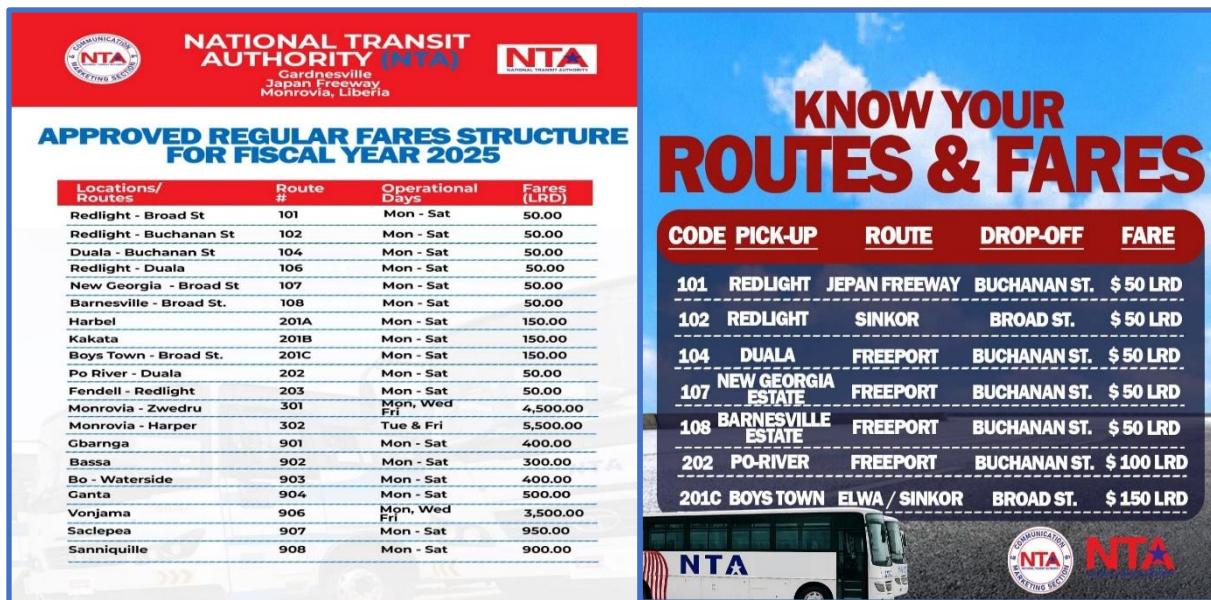


Figure 4:Approved Regular Transit Fares Structure and Routes for FY 2025

## Section II: Improving and Expanding Mobility Across the Country

The National Transit Authority (NTA) is committed to improving and expanding mobility across Liberia as a key driver of national development, economic growth, and social inclusion. Its goal is to provide safe, reliable, affordable, and accessible public transportation services that connect communities, enhance access to jobs and essential services, and improve the overall quality of life for citizens. Through the expansion of transit routes, strengthening of inter-city and rural connectivity, modernization of its fleet, and the adoption of efficient operational systems, the NTA seeks to reduce travel barriers and commuter costs. By prioritizing equitable access and sustainable transport solutions, the Authority aims to build a more integrated and resilient national transportation network that supports inclusive growth and long-term development across the country.

1. Increasing the number of transit vehicles: During the year under review, the management of the National Transit Authority (NTA) undertook bold and transformative measures to revitalize public transportation services and strengthen the authority's institutional capacity. In response to rising urban mobility challenges and changing government transport policies, management demonstrated strategic leadership by expanding the NTA's operational fleet, improving service delivery, and aligning transit interventions with long-term infrastructure development goals. These efforts not only improved the authority's ability to meet the transportation needs of commuters but also reinforced its commitment to supporting national safety policies and sustainable urban mobility in Monrovia and beyond.

During the year under review, the Management of the National Transit Authority (NTA) significantly strengthened the Authority's operational capacity by increasing the number of transit buses from five (5) barely functional units to an impressive fleet of fifty-six (56) buses. This milestone marked a major turnaround in the NTA's service delivery and its ability to respond to growing public transportation needs within Monrovia and its environs.

In January 2025, Management received three (3) brand-new TATA buses delivered directly to the NTA by the TATA Company in India. These additions formed part of a broader fleet expansion initiative supported by the Government of Liberia (GOL). The initial three (3) buses received earlier in the year were acquired through government funding earmarked for the construction of the NTA Administrative Head Office located along the Japan Freeway in Monrovia.

This government subsidy coincided with the GOL's policy decision to restrict the movement of motorbikes and tricycles (known in Liberia as Kekehs) in several parts of Monrovia, a measure aimed at reducing the high incidence of road accidents and criminal activities affecting commuters and residents. In response to the transportation gaps created by this restriction, NTA Management adopted an innovative and strategic approach to ensure continuity in public transport services while advancing the administrative building project.

Accordingly, Management resolved to procure three (3) additional buses at a total cost of US\$225,000. This intervention was designed to address the shortfall left by motorcyclists and Kekeh operators in restricted areas, improve commuter mobility, and simultaneously generate revenue to support the construction of the NTA Administrative Head Office. Through this initiative, the NTA effectively aligned service expansion with institutional development, reinforcing its mandate to provide safe, reliable, and sustainable public transportation services.



*Photo 5: Three new TATA buses procured by the NTA with funding from the national budget*



*Photo 2: Maryland passengers board the bus on the NTA Compound and the 35 New Buses*

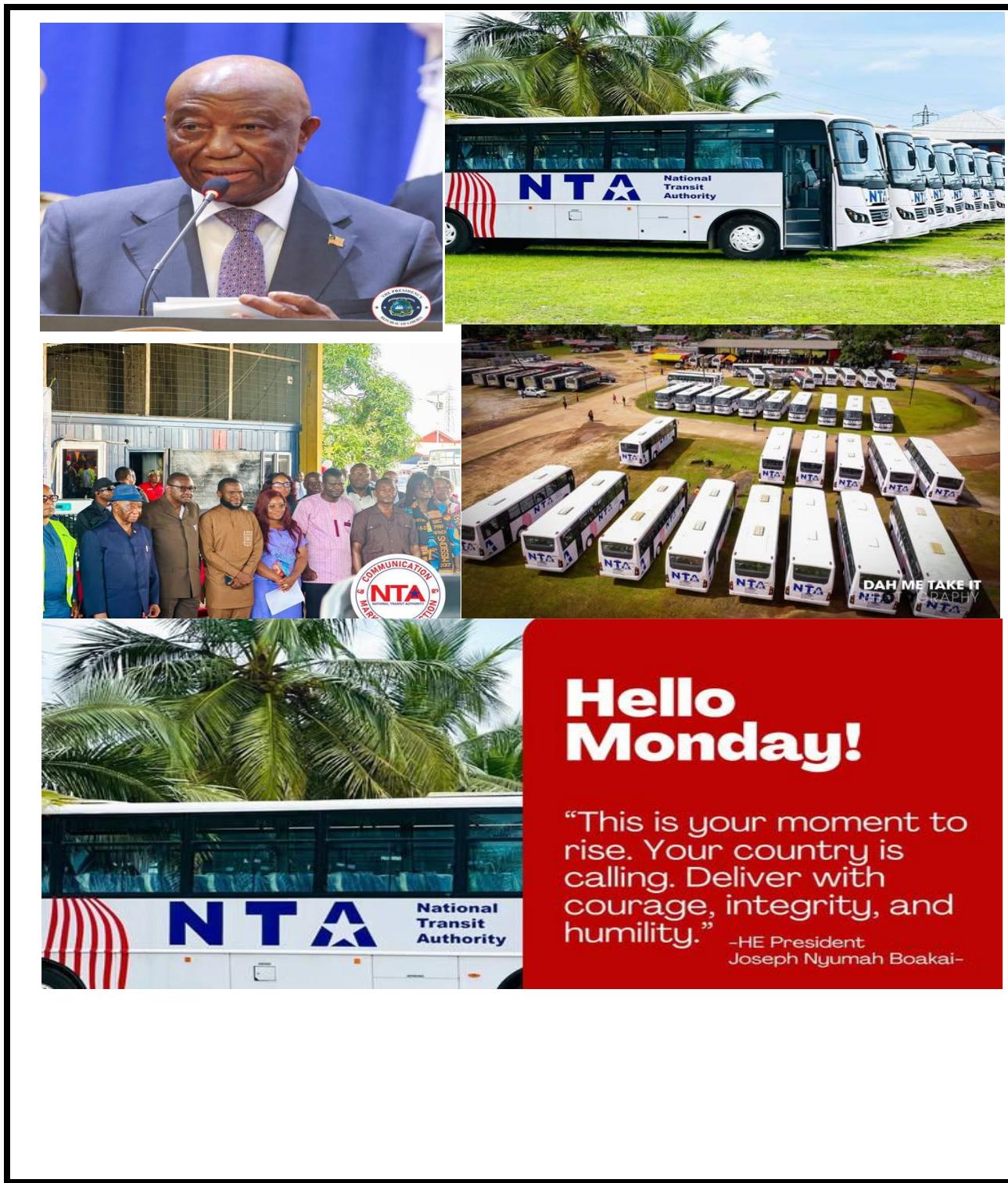


Figure 6: Photos of the new buses and their dedication by H.E. Joseph Nyumah Boakai on the Compound of the NTA in FY 2025

2. Increasing Transit Operations on Several Routes Nationwide: As a direct result of the increase in the number of transit buses during Fiscal Year (FY) 2025, the National Transit

Authority (NTA) significantly expanded its transit operations across several routes in Monrovia and other parts of the country. Following the arrival of the first three (3) new buses in January 2025, Management increased service frequency on major urban corridors, specifically Routes 101 (Red Light to Broad Street via Sinkor) and 102 (Red Light to Broad Street via the Japan Freeway), thereby improving passenger capacity and reducing waiting times along these high-demand routes.

Furthermore, with the delivery of an additional thirty-four (34) buses in November FY 2025, Management expanded bus deployment on multiple routes nationwide. This expansion enabled the NTA to improve route coverage, enhance service reliability, and extend transit services to additional communities outside Monrovia. However, Management noted that the sustained operation of buses on certain routes remains contingent upon the condition and motorability of road infrastructure, particularly during the rainy season.

To ensure effective utilization of the new fleet, the NTA developed a comprehensive **Bus Deployment Plan**, which outlines route allocations, service frequency, and operational considerations for each deployed bus. The deployment plan serves as a strategic tool to guide operational decision-making and maximize the impact of the expanded fleet on public transportation delivery. The following pictures show an increase in the number of NTA buses on old or new routes across the country, as well as our Bus Deployment Plan for the operations of new and old buses.

**Table 1: The NTA Bus Deployment Plan for FY 2025**

NTA MASS TRANSIT BUSES DEPLOYMENT PLAN							
MONROVIA ROUTES							
ROUTE	FROM	VIA	TO	CURRENT	NEW	OLD	TOTAL
<b>Route-101</b>	RedLight/Telecon	Sinkor	Broad Street B. W. Harris	1	2	-	2
<b>Route-102</b>	RedLight/Police Station	Japan Freeway	Buchana Street	1	1	-	1
<b>Route-104</b>	Dualla Piont-4 Junction	FreePort	Buchana Street	1	2	-	2
<b>Route-106</b>	RedLight/Police Station	FreePort Junction	Dualla	0	1	-	1
<b>Route-107</b>	New-Georgia Estate	Japan Freeway	Buchana Street	0	1	-	1
<b>Route-108</b>	Bardnersvill Estate	Japan Freeway	Buchana Street	0	1	-	1
<b>Route- 202/RISK INST.</b>	Po-River	FreePort	Buchana Street	1	1	-	1
<b>Route- 203/UL</b>	Cocacola Factory		Fendell	0	2	-	2
<b>Route-204</b>	Caldwell Junction		Luziana	0	1	-	1

<b>Route-201C</b>	Boys Town	Elwa Junction	Broad Street B. W. Harris	1	1	-	1
<b>SUB TOTAL</b>				<b>5</b>	<b>13</b>		<b>13</b>
<i>OUTSTATION ROUTES</i>							
ROUTE	FROM	VIA	TO		NEW	OLD	TOTAL
<b>Route-201A</b>	ELWA Junction		Harbel	0	1	-	1
<b>Route-201B</b>	Ma Kebeh Gas Station		Kakata	0	1	-	1
<b>Route-901</b>	Cocacola Factory		Gbarnga	0	1	1	2
<b>Route-902</b>	ELWA Junction	Harbel	Buchana	1	1	1	2
<b>Route-903</b>	Dualla St. Mary		Bo-Waterside	1	-	1	1
<b>Route 904</b>	Cocacola Factory		Ganta	2	1	2	3
<b>Route 905</b>	Dualla St. Mary		Gbarpolu	0	-	1	1
<b>Route-906</b>	Cocacola Factory	Vojama	Foyah	0	-	2	2
<b>Route-907</b>	Cocacola Factory		Secleapeae	0	1	1	2
<b>Route-908</b>	Cocacola Factory		Saniquille	2	-	2	2
<b>Route-302</b>	NTA Compound	Zwedru	Harper	2	-	2	2
<b>Route-302C</b>	Harper		Pleebo	1	1	-	1
<b>Route-302D</b>	Harper	Fishtown	Kanweaken	0	1	-	1
<b>Route-303</b>	NTA Compound	Buchana	Greenville	0	-	1	1
<b>Route-304</b>	NTA Compound	Buchana	Cestos	0	1		
<b>SUB TOTAL</b>				<b>9</b>	<b>9</b>	<b>14</b>	<b>22</b>
<b>CHARTER</b>					<b>5</b>	-	<b>5</b>
<b>SPECIAL SERVICE</b>					<b>7</b>	-	<b>7</b>
<b>SUB TOTAL</b>				<b>14</b>	<b>12</b>	-	<b>12</b>
<b>GRAND TOTAL</b>					<b>34</b>	<b>14</b>	<b>47</b>

**3. Enhancing Feeder Road and Cargo Transport Across the Nation:** As part of the management's transformative initiative to revitalize public transportation throughout the country, the management collaborates with ABK Group of Companies Limited to provide

twenty (20) units of 18-seater mass transit buses for operations on feeder roads. The purpose of these buses is to facilitate the movement of commuters, particularly students, who often face exorbitant transportation costs for short distances due to commercial vehicles, motorbikes, and tricycle riders. By expanding transit services on feeder roads, the NTA aims to offer relief to struggling parents who are burdened by high tuition and registration expenses at numerous private schools across the nation.

Crucially, by offering transit services on feeder roads in Monrovia and various regions of Liberia, the NTA intends to enhance mobility by linking underserved communities to main roads, markets, schools, healthcare facilities, and job opportunities. This initiative lowers transportation expenses for residents, improves safety by reducing dependence on motorcycles and informal transportation, and alleviates congestion on primary routes by directing passengers from local areas to central corridors. Feeder-road transit also fosters social inclusion, bolsters local economic activities, optimizes the advantages of government investments in road infrastructure, and reinforces the National Transit Authority's mission to provide equitable and dependable public transportation across the nation.

By the end of the first quarter of fiscal year 2026, management plans to launch transit service on various feeder roads in Monrovia and other areas of the country and initiate cargo truck service for mainly farmers and business people in Liberia. The photos below show the type of feeder road buses that are anticipated, as previously mentioned:



*Photo 1: Photos of NTA 18-Seater Buses Purchased in FY 2025*

**4. NTA Increased Its Transit Service Nationwide:** The National Transit Authority (NTA) has commenced structured transit operations in the central, western, northern and southeastern region with the primary objective of providing relief to citizens in counties, where residents have historically faced high commercial transportation fares. This intervention forms part of the Government's broader effort to improve mobility, reduce the cost of living, and promote inclusive national development.

Through the deployment of government-subsidized transit buses, the NTA has introduced regulated and affordable fares on key intercity and intra-county routes linking major population centers, markets, and administrative hubs. The presence of NTA buses has not only reduced transportation costs for passengers but has also influenced market dynamics by compelling private transport operators to moderate their fares, thereby creating a more competitive and affordable transport environment.

In addition to easing passenger movement, the operation of NTA buses in the southeastern counties has positively affected the prices of basic commodities. Lower transportation costs have reduced the expense of moving goods from production areas and ports of entry to local markets, resulting in improved price stability for food items and essential household goods. This impact is particularly beneficial to market women, farmers, students, civil servants, and low-income households who rely heavily on affordable transportation.

The NTA's fare policy in the region is standardized, publicly displayed, and strictly enforced to prevent overcharging and ensure transparency. Bus services are operated using medium- and high-capacity buses, with service frequency determined by passenger demand, road conditions, and seasonal accessibility. While daily services are maintained on major corridors, operations on certain routes may be adjusted based on road motorability, especially during the rainy season.

Overall, the commencement of NTA transit operations in southeastern Liberia represents a significant step toward reducing regional transportation disparities, enhancing economic activity, and strengthening the government's presence in delivering reliable and equitable public transportation services across the country.

*Table 2: Matrix Depicting Comparison of Transit Fare Nationwide*

Primary Route Coverage (Illustrative)	Average Distance (mile)	NTA Approved One-Way Fare (LRD)	Prevailing Commercial Fare (LRD) set by Ministry of Transport	Fare Difference	NTA Service Frequency
Monrovia to River Gee	396 miles	5,500.00	9,000.00	(3,500.00)	2 Days a week
Monrovia – Tubmanburg	33 miles	TBD	600.00	N/A	Daily

Monrovia – Gbar (alternate)	37.4 miles	400	550.00	(150.00)	Daily
Monrovia – Gbarnga	121 miles	400	900.00	(500.00)	Daily
Monrovia – Totota	80.3 miles	400	700.00	(300.00)	Daily
Gbarnga – Voinjama	123 miles	TBD	3,000.00	N/A	2 Days a week
Monrovia- Kolahun	269 miles	TBD	5,500.00	N/A	2 Days a week
Monrovia – Buchanan	88.3 miles	300	900.00	(600.00)	2 Days a week
Monrovia – Zwedru	296 miles	4500	7,000.00	(2,500.00)	2 Days a week
Monrovia – Barclayville	378 miles	TBD	14,000.00	N/A	TBD
Monrovia – Voinjama	242 miles	3500	4,000.00	(500.00)	2 Days a week
Monrovia – Zorzor	184 miles	TBD	2,500.00	N/A	2 Days a week
Monrovia – Kakata	42.3 miles	150	300.00	(150.00)	Daily
Monrovia – Harbel	35.2 miles	150	300.00	(150.00)	Daily
Monrovia- RIA	39.6 miles	150	200.00	(50.00)	Daily
Monrovia – Harper	475 miles	5500	11,000.00	(5,500.00)	2 Days a week
Monrovia – Pleebo	459 miles	5500		5,500.00	2 Days a week
Monrovia – Ganta	162 miles	500	1,500.00	(1,000.00)	Daily
Monrovia – Sanniquellie	185 miles	900	2,000.00	(1,100.00)	Daily
Monrovia - Saclepea	187 miles	950	2,500.00	(1,550.00)	Daily
Monrovia - Bong Mines	47.99 miles	TBD	700.00	N/A	TBD
Monrovia – Cestos City	140 miles	TBD	3,500.00	N/A	TBD
Monrovia – Greenville	212 miles	TBD	6,000.00	N/A	TBD
Monrovia- Bo- Waterside	78.8 miles	400	1100	(700.00)	Daily



Figure 7: NTA Bus Gbarnga Highway



Photo 2: Back view of some of the Thirty-Five New Buses



Photo 3: NTA Nationwide Operations and the New Buses on the New Compound on the NTA in FY 2026



# NATIONAL TRANSIT AUTHORITY (NTA)

Japan Freeway  
Monrovia, Liberia



Service that you can trust.

## OUR CORE VALUES

- Accountability	- Integrity
- Professionalism	- Humanity
- Organization	
- Teamwork	
- Humanity	

## COUNTIES WE COVER

- Montserrado	- Maryland
- Margibi	- Grand Kru
- Grand Bassa	- River Gee
- Bong	- Bomi
- Nimba	- Cape Mount
- Grand Gedeh	



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## Key Achievements under this Section

- Increased the number of transit vehicles from 5 in March 2024 to 55 in 2025
- Acquired 20 units of 18-seater mini-buses for feeder road transit service, especially for students, marketers, employees (Delivery expected soon)
- Acquired 5 units of cargo trucks to boost the movement of goods and animals nationwide (Delivery expected soon)
- Increased the number of transit buses Monrovia from zero in Monrovia to 13 and the number of outstation (inter-city) transit buses from 5 to 22
- Increased the number of charter and special service buses from 3 in March 2024 to 12 in December 2025

## Section III: Strengthening Existing Infrastructure

**Progress Report on Key Infrastructure Development Projects Aligned with the NTA Five-Year Strategic Plan and the AAID of Liberia – Administrative Building Project, Mini-Office and Powerhouse Project (Quick Impact), Restroom Project, and Mini-Bus Terminal Projects.**

5. **Efforts to Rebuild the Administrative Headquarters:** In 2022, the administrative building of the National Transit Authority (NTA) was destroyed by a fire and entirely burned down. The garage was in poor condition, with a leaking roof that caused flooding in the workshop and mechanic pits during rainfall. Most employees were working in worn-out buses, cramped offices, and any available space as makeshift offices. The situation for employees was utterly miserable, which adversely affected the productivity of the workforce. In 2024, this management commenced stakeholder engagement with the government of Liberia to fund the rebuilding of the entity's administrative head office valued at US\$590,633. In 2025, the Management of the National Transit Authority commenced the construction of a modern Head Office of the entity. The Project is estimated to be completed by the end of the second quarter of FY 2026.



Photo 4: Photo of the current status of the Administrative Building Project

6. **Construction of a Mini-Office Building and Powerhouse:** During the fiscal period under review, the management of the NTA initiated the construction of a mini-office building to house the Managing Director and his team of technicians. The project is part of the quick-impact initiative undertaken by management to improve the working conditions of the entity. The

Project is expected to provide four offices and a powerhouse at the bottom. Upon completion of the new administrative building, this mini-office and powerhouse will be given to other lower staff for occupancy.



*Photo 5: Pictures of the completed Foundation Work of the NTA New Powerhouse Project*

7. **Finalization of Six-Bathroom Restroom Facility:** Additionally, as part of its continuous efforts to improve infrastructure, the National Transit Authority (NTA) has finalized the construction of a contemporary six-bathroom restroom facility. This initiative was launched to uplift hygiene and sanitation standards within the Authority's grounds and to create a clean, secure, and accessible environment for both employees and the commuting public.

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

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

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

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

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



*Photo 6: Pictures of the Newly Completed Six-Bathroom Restroom Facility*

- 8. Phase two (2) of the Project to Construct Mini-bus Terminal Adjacent Coca Cola Factory Completed:** Phase two (2) of the project to construct a mini-bus terminal of the National Transit Authority (NTA) near our current parking stations for our inter-county (outstation) operations seeks to deliver, amongst other things, a mini terminal with a parking space for at most four buses at a time, several offices, lavatory facilities, cafeteria and mini warehouse to preserve commuters cargoes at US\$29,500. The Project was awarded to M2 Construction Company, a local construction group. The final output of phase two (2) is to

complete the foundation and walls of the structure up to lintel level. Management intends to move to the final phase of the project, which seeks to complete the roofing and furnishing works of the building. The total cost of phase two is US\$29,500.

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



*Photo 7: Picture of work in progress of the NTA's minibus terminal near the Coca-Cola Factory*

9. **Efforts to Restore Water Supply and Electricity:** The compound lacked a running water system and was out of electricity for the greater part of the day due to irregular power supply by the Liberia Electricity Corporation (LEC). The fleet cleaning and tire storage facilities were all broken down. The roofs of both facilities were completely damaged and appeared to have been abandoned for several years. More than ninety percent of employed drivers were without valid driver's licenses, while both active and inactive buses were uninsured. The entity does not have a single operational vehicle. Mechanics cannot easily respond to breakdowns due to the lack of vehicles. The Managing Director and his deputies are without an assigned management vehicle. When we took over, we restored regular electricity by purchasing one (1) 100KVA and one (1) 20KVA generator. We also installed a polytank to supply the entity with water. In FY 2025, management restored water supply and electricity and ensured that all drivers obtained licenses from the Ministry of Transport.

Additionally, the NTA agreed with the Liberia Electricity Corporation to provide a personal transformer for the entity. An initial payment was made to LEC, and the project has commenced, and it's expected to be completed in this fiscal period.



*Photo 8: Photos of Ongoing and Completed Construction Projects – NTA Corporate Head Office (Middle), Mini-Bus Terminal (Middle Right), Ongoing Mini-Office (Lower Left), Completed Six-Bedroom Lavatory (Lower and Upper Right)*

**10. Report on the Strategic Alignment of the National Transit Authority and the LIGIS in the Completion of NTA Bus Route Map:** In FY 2025, the National Transit Authority (NTA) formed a strategic alliance with the Liberia Institute of Statistics and Geo-Information Services (LISGIS) to create the inaugural Bus Route Map for the NTA. This pioneering mapping effort signifies an important achievement in the modernization and digitization of Liberia's public transit system. The primary aim of this initiative is to improve service delivery, enhance operational efficiency, facilitate data-driven planning, and increase passenger convenience.

The Bus Route Map was created with several objectives in mind: to offer a detailed visual depiction of all NTA operational routes nationwide, to enable effective planning and coordination of inter-city and urban bus services, to enhance accessibility and public awareness

of NTA services, to support data-driven decision-making for future route expansion and optimization, and to foster transparency and accountability in the management of public transport.

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

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

Moreover, this project aligns with the AAID's aims for infrastructure development, digital innovation, and inclusive urban services. By enhancing public transportation accessibility, it fosters economic inclusion, job creation, and urban mobility—essential elements of the AAID framework. In addition, the Bus Route Map advances multiple Sustainable Development Goals (SDGs), including: SDG 9 (Industry, Innovation, and Infrastructure—through the implementation of GIS technology for transport planning), SDG 11 (Sustainable Cities and Communities—by advocating for safe, affordable, and accessible public transport), and SDG 13 (Climate Action—by aiding in the reduction of greenhouse gas emissions through improved route efficiency). This initiative furthers Liberia's Nationally Determined Contributions (NDCs) by encouraging sustainable public transport solutions that lessen reliance on fossil fuels and decrease emissions from the transportation sector.

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



Photo 9:Figure 9: Presentation of Completed Bus Route Map and OFNLINE's highest Award to NTA's Managing Director

### Summary of Achievements under this section

- **Construction of a Two-Storey Administrative Head Office is ongoing (40 percent Completion)**
- **Foundation of a mini-office and powerhouse two-storey completed and ongoing work actively progressing (25 percent completion)**
- **Six-Bedroom Rest room facility completed and operationalized for workers and commuters (100 percent completed)**
- **Construction of a mini-bus terminal adjacent to the Coca-Cola Factory is ongoing (75 percent completion).**
- **Electricity and Water Supply Restored on the Compound**
- **Purchased personal transformer from LEC to boost power supply**
- **Bus Route Map for Monrovia completed**

## Section VI: Improving Corporate Governance

**11. Strategic Plan and Other Policy (Office of the MD):** Throughout the review period, management successfully developed several policy documents, including a comprehensive five (5) year strategic plan. The total investment for the entity's five-year strategic plan amounts to US\$39,548,340 (Thirty-Nine Million Five Hundred Forty-Eight Thousand Three Hundred Forty United States Dollars). The Board of Directors at the National Transit Authority has approved this strategic plan. This initiative aims to elevate the entity from its current dismal situation by the mandate assigned to it by the National Legislature Act. The four primary focus areas that the Board and Management aim to enhance from 2024 to 2029 are: 1) improving and expanding mobility both domestically and regionally, 2) boosting economic vitality, 3) enhancing the overall quality of life for all citizens, and 4) reinforcing current infrastructure and corporate governance. To achieve these objectives, the NTA plans to obtain a total of 300 buses within six (6) years, build multi-purpose terminals equipped with climate-controlled warehouse facilities, enhance access to transportation in both rural and urban areas, reconstruct, furnish, and equip the damaged administrative building of the NTA, and strengthen the corporate governance of the organization.

Management from the Administration Department collaborated with various internal and external experts and firms, including Affinity Link, to update and establish NTA's administrative and operational policies. The key policies encompass human resources, risk and compliance, procurement, finance, revenue, logistics, and marketing. More than 90% of the departmental Standard Operating Procedures (SOPs) have now been finalized, and approved by the Board of Directors awaiting printing and distribution of copies. In addition, several critical internal policies have been created, including those for warehouse management, powerhouse operations, fuel usage, scratch card usage, and revenue management. These policies are essential for NTA's daily functions and fully comply with the Audit recommendations from the General Auditing Commission (GAC) for the most recent audit period.

Importantly, management through the Administrative Department carried on several infrastructure and facility improvements on the main compound of the entity. Some of these services include the repair of the main gate, clearing, and facelifting of the compound, installation of a new submersible water pump, and restoration of running water throughout the compound, renovation of offices, etc.

Table 3: Lists of Policies Completed and approved by the Board of Directors of the NTA

No#	Description	Status
1.	Strategic Plan	Approved
2.	Operation sop	Approved
3.	Procurement sop	Approved

4.	Revenue SOP	Approved
5.	Risk & compliance SOP	Approved
6.	SOP for bank Reconciliation on daily income	Approved
7.	SOP for Payroll processing	Approved
8.	SOP for petty cash disbursement & replenishment	Approved
9.	SOP for preparation of voucher & Replenishment	Approved
10.	SOP for Receiving & Depositing	Approved
11.	Marketing SOP	Approved
12.	Logistic SOP	Approved
13.	Fuel Policy	Approved
14.	Gas and search card Policy	Approved
15.	Powerhouse Policy	Approved
16.	Warehouse policy	Approved
17.	Maintenance Plan	Approved
18.	Bus Deployment Plan	Approved

## 12. Performance Management and Compliance System's (PMCS) FY 2024 Report

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

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

switching to institutional email. All of the gaps are now being fully implemented by Management.

*Table 4: NTA Overall Performance Rating for FY 2024*

Field	Description
<b>Overall Performance Rating (%)</b>	93.34%
<b>Summary of Strengths &amp; Key Achievements</b>	Full and abridged SDC developed and circulated; multiple internal systems strengthened across HR, Finance, Procurement, and Communications.
<b>Major Gaps &amp; Areas for Improvement</b>	Full SDC not yet published on website; need to switch to institutional emails and ensure timely digital publication.
<b>Final Performance Rating</b>	EXCELLENT 
<b>Recommendations for Improvement</b>	Change individual emails to institutional; publish full SDC online; submit all supporting documentation to PMCS.

*Table 5: Final Performance Rating, Scores, and Weights*

7. FINAL PERFORMANCE RATING		
<b>Final Score (%)</b>	<b>Performance Rating</b>	
93.34% EXCELLENT 		
SCORING & WEIGHTING FRAMEWORK		
<b>Category</b>	<b>Weight (%)</b>	<b>Score (%)</b>
<b>SDC Development &amp; Completeness</b>	20%	20%
<b>SDC Publication &amp; Accessibility</b>	20%	14.34%
<b>Internal Systems Strengthening</b>	50%	50%
<b>Performance Reporting &amp; Compliance</b>	10%	9%
Final Performance Rating Guide		
<b>Final Score (%)</b>	<b>Performance Rating</b>	
90% – 100%	EXCELLENT 	
70% – 89%	VERY GOOD 	
50% – 69%	GOOD 	
30% – 49%	FAIR 	
Below 30%	POOR 	

**13. NTA Mid-Term Performance Score for FY 2025:** During the period under review, the Cabinet Secretariat of the Ministry of State for Presidential Affairs conducted a mid-term performance evaluation of the National Transit Authority (NTA) as part of the Government of Liberia's Performance Management and Compliance System. The objective of the evaluation was to assess institutional performance, service delivery effectiveness, and alignment with national development priorities.

The evaluation covered key performance areas, including the development and implementation of the NTA Strategic Plan, execution of the Service Delivery Charter, resource mobilization,

systems efficiency improvement, institutional capacity building, and performance monitoring using the managerial indicator matrix. The assessment relied on a weighted scoring methodology, with emphasis on documented evidence of milestone achievement across all categories.

Findings from the review indicated that the NTA demonstrated strong compliance with approved plans and policies, effective implementation discipline, and measurable progress in improving public transport services. The Authority showed notable strengths in strategic alignment, operational execution, and accountability mechanisms.

Based on the final composite score of **95.25 percent**, the NTA's performance was rated **Outstanding**. This rating reflects exceptional overall performance and a high level of conformity with national performance standards.

Notwithstanding the strong results, the evaluation identified priority areas for improvement, including strengthening the regularity and documentation of Senior Management Team (SMT) meetings, enhancing the effectiveness of customer complaints resolution processes, and further institutionalizing Monitoring and Evaluation (M&E) systems to support continuous performance improvement and evidence-based decision-making.

Overall, the mid-term evaluation concluded that the NTA is on track in delivering its mandate and contributing meaningfully to national transport and development objectives, while also demonstrating readiness to address identified gaps to sustain and improve performance.

*Table 6: Final Compliance Score Summary*

Target Area	Weight (%)	Score	Comment
<b>Strategic Plan Development &amp; Implementation</b>	50	50	The strategic plan is in place, published, and being implemented, with all required steps (development, publication, and implementation) verified; no deductions applied.
<b>SDC Implementation</b>	15	15	All services were delivered consistently
<b>Resource Mobilization</b>	10	9.9	The revenue framework is in place, and petroleum levy performance exceeded target, but vehicle registration and axle-load revenues fell substantially below planned levels, leading to a reduced score.
<b>Systems Efficiency Improvement</b>	5	5	All planned systems-efficiency activities (financial protocols/SAGE300, staff training, and quarterly financial reporting) were completed with supporting evidence, earning full points.
<b>Institutional Capacity Building</b>	10	6.67	Capacity Needs Assessment and trainings held. No training plan verified.
<b>Managerial Indicator Matrix</b>	10	8.68	Managerial indicators showed strong performance in complaints resolution, audit-query response, and procurement compliance, but less-than-target AWP implementation and other minor gaps lowered the score slightly.
<b>Total Mid-Term Score: 95.25/ 100</b>			



Photo 10: Photos of the M&E Team from the Different Ministries Conducting NTA Mid-Term Evaluation

14. **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 a brochure that are displayed on the customer service desk and in the lobby. Following 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.
  
15. **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 at 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 (SOEs) 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 for our employees to the 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.

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

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

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



**Photo 11:** Pictures of the Managing Director at the Chinese Cultural Festival (below) and the Managing Director's Award from the Online Freelance Reporters Union of Liberia.



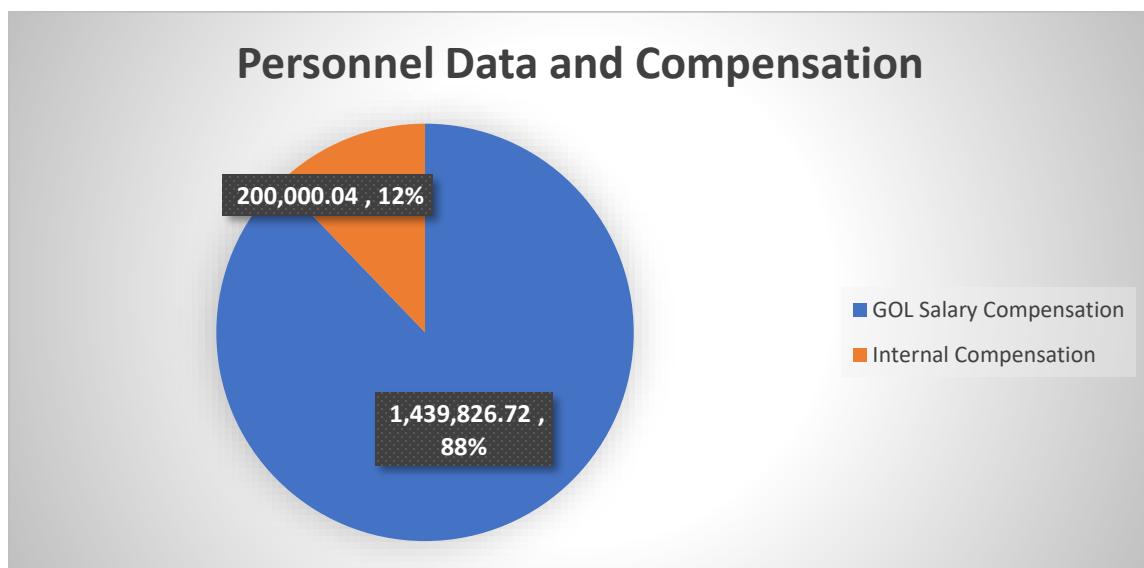
### Summary of Achievements under this Section

- Strategic Plan developed, launched and fully implemented
- Obtained a score of 93.2 percent for full compliance with the Performance Management and Compliance System for FY 2024
- Obtained a mid-term evaluation score of 95.25 percent for full compliance with the Performance Management and Compliance System for FY 2025
- Fully implementing the Service Delivery Charter and continuing to respond to customer feedbacks
- Received Awards from the Online Freelance Reporters Union of Liberia (OFARUL) for transformative work at NTA

## Section V: Maintaining Accurate Personnel Data and Building the Capacity of Staff Members

**Personnel Data:** Personnel data at the end of the fiscal year reveals that the National Transit Authority employs a total of 405 citizens. Out of this number, 364 persons are directly employed by the Government of Liberia (GOL), representing 90% of the total workforce, while the remaining 41 employees represent contractors, in-house employees, consultants, and pensioners paid internally by the management. The total amount paid in salary through budgetary support from GOL and authorized allocation from the NTA amounts to **US\$1,639,826.72**. Of this amount, compensation from the GOL accounts for **US\$1,439,826.72**.

Fourteen (18) of our employees are compensated through internally generated revenue, representing 5% of the total workforce. Staffer paid internally includes in-house employees (13), contractors (22), interns (2), and consultants (5). 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 a pension and other benefits. **The total compensation paid internally by the management of the NTA accounts for US\$200,000.**



*Figure 8: Personnel data and Compensation for FY 2026*

This distribution highlights that **88%** of NTA's operations are predominantly supported by government-employed personnel, while the remaining **12%** represents specialized, temporary, and support roles filled by non-GOL categories. The presence of **2% interns** and **5% consultants** also reflects ongoing capacity-building and technical support efforts within the Authority.

1. **Personnel Actions for FY 2025:** Throughout the reporting period, a total of 50 disciplinary actions were logged at the National Transit Authority (NTA). Out of these, six (6) personnel were dismissed, eleven (11) were suspended for various reasons, and twenty-seven (27) were issued warning letters. The larger number of warnings implies that the majority of offenses were minor and could be addressed through corrective actions rather than severe penalties. This indicates that management is focusing on behavioral correction and employee development instead of punitive measures. Nonetheless, the existence of dismissals and suspensions also demonstrates NTA's strong commitment to maintaining discipline and upholding professional standards.

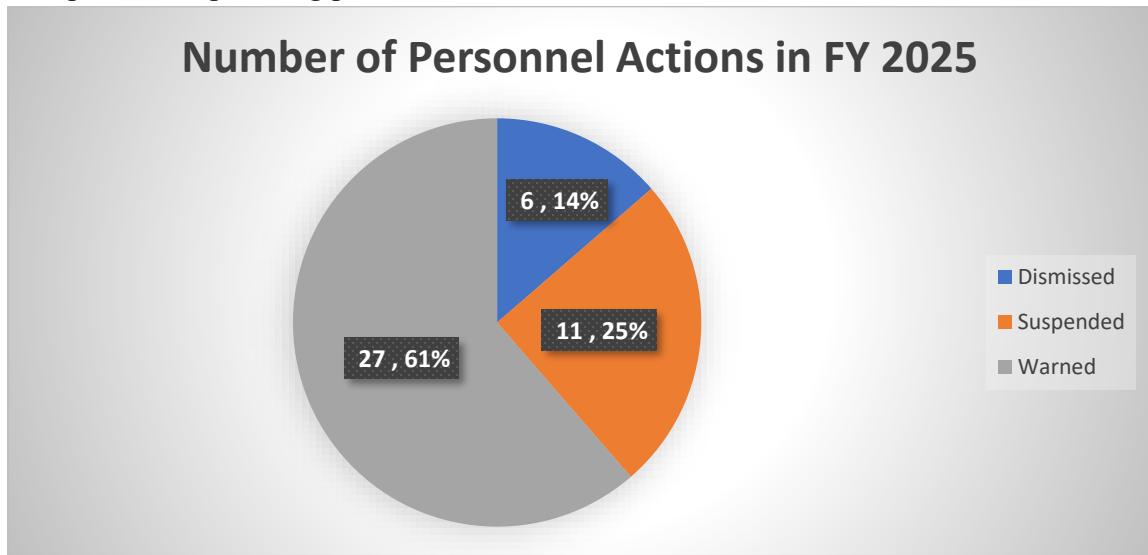


Figure 9: The Number of Personnel Actions in FY 2025

A total of **forty-four disciplinary actions** were recorded during the fiscal period — **6 dismissals (14%), eleven suspensions (25%), and twenty-seven warnings (61%)**. The data shows that most cases were minor, requiring corrective action rather than severe penalties, reflecting management's balanced approach to maintaining discipline and accountability within the workforce.

2. **Strengthening the HR Data Management System:** Management through the ICT section collaborated with the HR department to complete the HR database project. This project 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.

Other key sections that benefited from system strengthening by management include the warehouse and archive sections. Staffers received training in data storage and retrieval

using File Promakers. Management continued to strengthen its data collection, storage, and retrieval.

3. **The TVET internship Program at the NTA commenced:** This internship presents a valuable chance for students and aspiring professionals to acquire practical experience in public service, transportation management, and administrative operations. During this reporting period, Management received a request from the Gateway Vocational School to allow two of their plumbing students the opportunity to enhance their skills through hands-on practice in the NTA's General Services Department. These two interns were accepted and are receiving training in their respective fields. Additionally, Management offers a small stipend to assist with their transportation costs.
4. **Internal Capacity Building:** During the year under review, Management conducted several internal trainings. Some of these trainings include facilitation of five (5) consecutive days of training for the archive team. The goal of this training was to equip Archive Staff with familiarity in FileMaker Pro, a contemporary software that enables users to arrange information into databases and monitor inventory. Participants engaged with 30 percent theory and 70 percent practical instruction in digital record creation, file tagging, and data management. Key topics included metadata organization, search and reporting tools, as well as data integrity protocols. The training concluded with a thorough review and a practical assessment led by the users.

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

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

During the fiscal year 2025, the HR Department facilitated access to an internal training initiative offered by the Government of India. This program was designed to enhance professional competencies across a range of disciplines, including technology, management, public administration, and health services. A total of eight employees from various departments expressed interest and formally applied to participate in the training. Their chosen fields reflect both individual career aspirations and strategic organizational needs. Applications are currently under review by the Indian authorities, and approval is pending.

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



*Photo 12: Photo of NTA Staffers in Training Session*

### **Key Achievements under this Section**

- Continued to Maintain Accurate Personnel Data and Attendance Record in full compliance with the Civil Service Standing Order and the Decent Work Act of Liberia
- Procured ICT Software aimed at strengthening the Data Management System for Several departments, including the HR, Warehouse, Archive, Finance, amongst several others.
- Continued to provide training for interns from vocational and professional institutions and the GOL
- Continued to provide internal and external training for employees to promote effectiveness and a knowledge-based merit system.
- Continued to increase job opportunities for several Liberians

## Section VI. Enhancing Repairs, Maintenance, and Transit Operations

The Operations and Technical Department of the NTA oversees the daily management and execution of transit bus services. This includes, among other tasks, tracking vehicle movements, modifying schedules based on current conditions, handling disruptions on transit buses, assigning drivers, managing service interruptions, and 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.

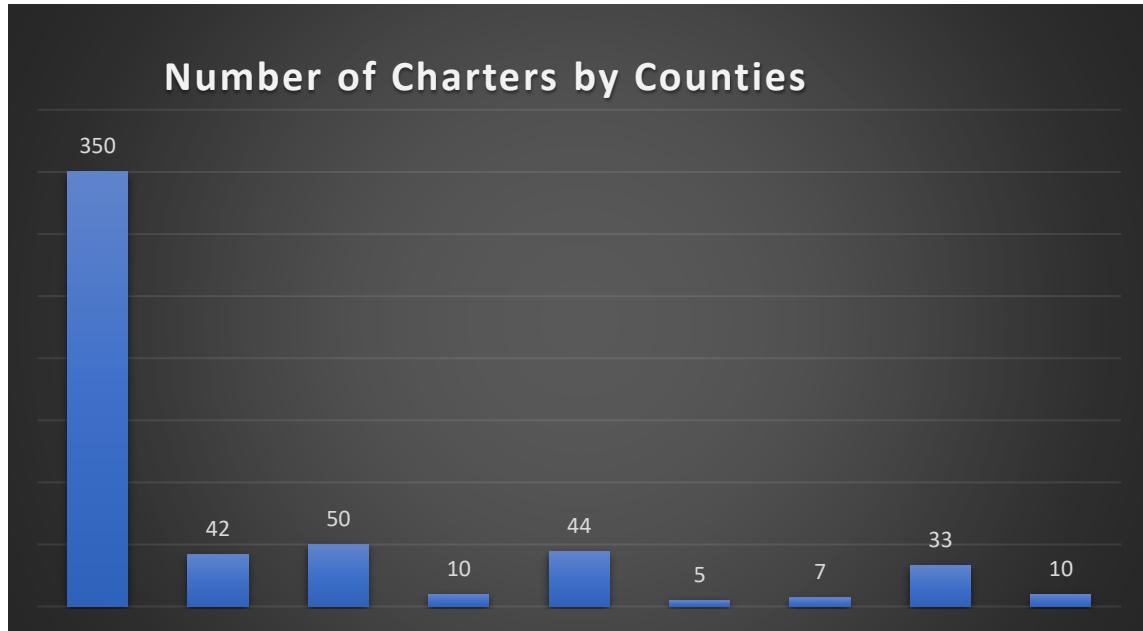
In FY 2025, the management, via the Operations and Technical Department, achieved numerous milestones and deliverables as listed below:

5. **Repairs and Maintenance of Buses:** Between January and December, 2025, the Operations and Technical Departments continued the repair and maintenance exercise of several buses. Management completed the repairs and maintenance of 18 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.

6. No	# of Active Buses	No	# of Active Buses
1	<b>Bus 51132</b>	10	<b>Bus 51153</b>
2	<b>Bus 51133</b>	11	<b>Bus 51156</b>
3	<b>Bus 51135</b>	12	<b>Bus 51158</b>
4	<b>Bus 51141</b>	13	<b>Bus 51160</b>
5	<b>Bus 51143</b>	14	<b>Bus 51161</b>
6	<b>Bus 51144</b>	15	<b>Bus 51169</b>
7	<b>Bus 51149</b>	16	<b>Bus 51170</b>
8	<b>Bus 51150</b>	17	<b>Bus 51171</b> <sup>1</sup>
9	<b>Bus 51151</b>	18	<b>Bus 51135</b>

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

7. **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, especially with the arrival of 35 new transit buses. The graph below indicates the annual charter by counties recorded during the year 2025. The growing number of charters for funerals, wedding and many other occasions highlights the depth of public trust imposed in the entity.



*Figure 10: Number of Charters by Counties*

8. **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 LRD 59,000 from the NTA management to clean the areas currently used by the NTA as pick-up and drop-off locations and to install bus sign poles. The Kakata mayor promised that NTA's management poles would be planted immediately. The Kakata City Corporation and NTA's Management have previously worked well together, and they plan to strengthen their relationship even further.

9. **Three Hundred (300) Bus Stop Completed for Installation in Monrovia:** The Management of the National Transit Authority (NTA) has completed the fabrication of three hundred (300) bus stop signs that will be placed along major routes in Monrovia. This initiative seeks to enhance the organization, safety, and accessibility of public transport services. By installing standardized bus stop signs, clear and designated locations for passenger pick-up and drop-off are established, which reduces roadside congestion and

improves traffic management. It also aids commuters in easily identifying official NTA bus routes and stops, fostering predictability and convenience in public transportation. Moreover, this project boosts institutional visibility and facilitates data collection for route planning and service efficiency. The endeavor aligns with the NTA's Five-Year Strategic Plan and the ARREST Agenda for Inclusive Development, contributing to safer, more dependable, and environmentally sustainable mobility services across the nation.

10. **The incidence of breakdowns among old buses has significantly decreased:** Due to a stringent bus management plan put in place by the NTA Garage, the occurrence of buses breaking down during operational hours has significantly decreased. Currently, the NTA has 18 old buses in operation, and this figure is anticipated to grow as repair work continues. The typical number of breakdowns per quarter is around 0.643. This means that on average, a bus breaks down approximately once every 1.5 months, leading to a total of nine (9) breakdowns each month. This assessment indicates that breakdowns happen with some regularity; however, given the age of the frequently failing buses, along with the reasons and expenses related to the breakdowns, and considering that these buses are currently the only option available to management, this situation is deemed acceptable.
11. **Other Major Achievement of FY 2025:** 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 on board 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.

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

- Completed replacement, repairs, and maintenance of 18 out of a total of 29 old buses
- Continued to operationalize 52 mass transit buses nationwide
- Relocated damaged buses from the workshop and cleared vehicle pits
- Completed and installed bus stop signs in Kakata
- Completed the fabrication of 300 bus stop signs for Monrovia
- Reduced the incidence of breakdowns of old buses and improved bus crew customer relations

## Section VII: Financial Performance Report for the Period January – November 2025

This Financial Performance Report presents the actual revenue and expenditure position of the National Transit Authority (NTA) for the period January to November 2025. The report consolidates internally generated revenue and Government of Liberia (GOL) subsidy support, together with related expenditures, in order to assess the Authority's overall financial performance, accountability, and fiscal discipline during the period under review.

The report is prepared for management, the Board of Directors, and relevant oversight institutions in accordance with public financial management and reporting standards.

### 12. Revenue Performance

#### 12.1 Internally Generated Revenue (NTA)

During the reporting period, the National Transit Authority generated a total of **US\$919,863.00** in internally generated revenue. This revenue was realized primarily from transit operations and service-based activities. General Transit operations accounted for the largest share of internal revenue, amounting to **US\$601,832.00**, reflecting sustained passenger patronage across NTA routes.

Special Transit services related to construction activities generated **US\$83,746.00**, while Charter services contributed **US\$203,757.00**, indicating steady demand for specialized transport services. Other miscellaneous income sources collectively generated **US\$30,528.00**.

#### 12.2 Government of Liberia (GOL) Subsidy

In order to support the operational sustainability of the Authority, the Government of Liberia provided a total subsidy of **US\$2,107,028.93** during the period under review. This subsidy was utilized to finance critical expenditures, including salaries, fuel, capital investments, and essential operational and administrative costs.

#### 12.3 Total Revenue Position

The combined revenue position for the period January to November 2025 is summarized as follows:

- Total Internally Generated Revenue (NTA): **US\$919,863.00**
- Total GOL Subsidy: **US\$2,107,028.93**
- **Total Revenue (NTA + GOL): US\$3,026,891.93**

### 13. Expenditure Performance

Total expenditures incurred during the period amounted to **US\$2,973,340.82**, comprising NTA-funded expenditures and GOL-funded expenditures.

### 13.1 NTA-Funded Expenditures

NTA-funded expenditures totaled **US\$899,219.58**. Major expenditure categories included fuel and lubricants, vehicle repairs and maintenance, spare parts and garage materials, office materials and supplies, professional services and consultancy, training, insurance, public relations, and other general administrative costs.

A significant portion of internal expenditures was also allocated to **other general expenses and arrears**, covering statutory obligations, legacy payments, security services, volunteer services, pension-related costs, and other operational contingencies necessary for the smooth functioning of the Authority.

### 13.2 GOL-Funded Expenditures

GOL-funded expenditures for the period totaled **US\$2,074,121.24**. The largest component of this expenditure was salaries and wages, amounting to **US\$1,311,428.22**, ensuring workforce stability and continuity of operations.

Additional GOL-supported expenditures included fuel and lubricants (**US\$199,814.00**), capital investment in transit vehicle purchases (**US\$500,000.00**), electricity, ICT-related costs, spare parts, and procurement of machinery, furniture, and equipment to support operational efficiency and infrastructure development.

### 13.3 Total Expenditure Position

- Total NTA Expenditures: **US\$899,219.58**
- Total GOL Expenditures: **US\$2,074,121.24**
- **Total Combined Expenditures: US\$2,973,340.82**

## 14. Financial Outcome and Variance Analysis

A comparison of total revenue against total expenditures for the period under review indicates that the National Transit Authority recorded a positive financial position.

- Total Revenue (NTA + GOL): **US\$3,026,891.93**
- Total Expenditures (NTA + GOL): **US\$2,973,340.82**
- **Positive Variance (Surplus): US\$53,551.11**

This positive variance reflects prudent financial management, effective cost control measures, and disciplined utilization of both internally generated revenue and government subsidy.

## 15. Other General Expenses and Arrears (Disclosure)

The expenditure line item classified as **Other General Expenses and Arrears** includes, but is not limited to, the following:

1. Payments to George Gono
2. Payments to Emmett A.K. Metzger
3. Production of the Financial Manual
4. Statutory payments to NASSCORP and LRD
5. Payments for official meetings' lunch and transportation
6. Payments related to pensioners' programs and benefit packages
7. Payments to police officers assigned to protect NTA buses
8. Payments for voluntary services rendered to NTA
9. Settlement of obligations related to ghost riders and other legacy operational issues

## 16. Conclusion

The financial performance of the National Transit Authority for the period January to November 2025 demonstrates improved fiscal discipline and effective financial management. While the Authority continues to rely significantly on Government of Liberia subsidy support, internally generated revenue remains a critical complement to sustaining operations.

The recorded surplus underscores NTA's commitment to prudent resource utilization, transparency, and accountability, while ongoing investments in fleet expansion and infrastructure development position the Authority for improved service delivery and long-term sustainability.

**Table 7: Financial Performance Report January - November, 2025**

	<b>2025 Actual Activities</b>	
	NTA	GOL Subsidy
<b>Revenue</b>	Jan. - Nov. 2025	Jan-Nov. 2025
General Transit	601,832.00	
Special Transit - Construction	83,746.00	
Special Services		
Charter	203,757.00	
Cargo		
Advertisement		
Others	30,528.00	
Subsidy		2,107,028.93
<b>Total</b>	<b>919,863.00</b>	<b>2,107,028.93</b>
<b>Total Rev. NTA &amp; GOL Sub.</b>	<b>3,026,891.93</b>	
<b>Expenditures Jan. to Nov. 2025</b>	<b>NTA</b>	<b>GOL</b>
Salaries	115,706.90	1,311,428.22
Local & Foreign travels	54,944.94	
Rent	8,152.73	
Fuel & Lubricants	98,057.68	199,814.00

Gasoline	47,426.18	
Communication - ICT	27,841.75	2,370.00
Vehicle repairs & maintenance	99,037.30	
Office materials & supplies	81,640.68	
Prefessional services & Consultancy	40,846.50	
Spare parts & garage materials (Local)	40,102.34	32,991.58
Spare parts & garage materials (Foreign)	-	
Training	5,634.14	
Insurance	15,740.89	
Public relations & advertisement	12,422.83	
Bank charges	2,720.92	
Debts payment	29,866.00	
Other general expenses & arrears	86,004.89	
Electricity - LEC	1,102.56	8,897.44
Printing & Production	6,628.00	
General maintenance	1,140.00	
Security Guard Service	27,300.00	
Transit vehicle purchase	-	500,000.00
Generator Room Construction	9,709.61	
Redlight Terminal construction	19,321.14	
Restroom Construction	16,910.17	
Shipping & Handling	24,021.45	
Machinery, Furniture & Equipment	12,169.98	18,620.00
Administrative building construction	14,770.00	
<b>Total</b>	<b>899,219.58</b>	<b>2,074,121.24</b>
<b>Note: Jan-Nov. 2025</b>		
Total Internal Rev.+GOL Subsidy	<b>3,026,891.93</b>	
Total Internal Expenditures +GOL Exp.	<b>2,973,340.82</b>	
<b>Positive variance:</b>	<b>53,551.11</b>	
Note:		
The below listed constitutes other general expenses & arrears		
1. All the payments to George Gono		
2. Payment to Emmett A.K. Metzger		
3. Production of the Financial Mannual		
4. Payment to NASSCORP & LRD		
5. Payment for all meetings' lunch & Transportation		
6. Payment for the Pensioners' program & Package		
7. Payment to Police officer for protecting NTA's bus		
8. Payment for Volunterity Service to NTA		
9. Payment to ghost riders		

## 17. Interpretation of the Financial Report

The Financial Performance Report for January–November 2025 indicates that the National Transit Authority (NTA) maintained a **stable financial position**, recording total revenue of **US\$3.03 million** against total expenditures of **US\$2.97 million**, resulting in a **positive surplus of US\$53,551.11**. This outcome reflects prudent financial management and effective expenditure control during the period under review.

The report further confirms that the **Government of Liberia (GOL) subsidy remains the Authority's principal source of funding**, particularly for salaries, fuel, and capital investments, while internally generated revenue—mainly from general transit and charter services—continues to provide complementary support.

However, with the **expansion of the fleet from 16 buses to 78 buses**, operational and capital expenditures are expected to **increase significantly**. The enlarged fleet will result in higher costs related to **staff salaries, fuel and lubricants, vehicle maintenance, insurance, and other recurrent operational expenses**. In addition, the Authority will require **increased government funding to support loan repayment obligations** for **60 units of vehicles**, with a total loan exposure estimated at **US\$3,440,000**, as well as to meet associated capital and operational cost escalations.

In light of these developments, the report underscores the need for **enhanced and sustained government financial support** to ensure the Authority's financial sustainability, effective fleet management, and continued delivery of affordable and reliable public transportation services nationwide.

## Summary of the Annual Report

This Annual Report presents a comprehensive account of the National Transit Authority's (NTA) performance during Fiscal Year 2025, reflecting achievements, challenges, and institutional progress across administration, operations/technical, and finance. It is prepared in fulfillment of statutory reporting obligations and serves to inform the Legislative and Executive branches of Government, development partners, the general public, and other stakeholders on the utilization of public resources, operational outcomes, and the Authority's contribution to national development.

The National Transit Authority was established by the Government of Liberia on September 11, 2008, with its enabling Act signed into law on March 24, 2009. The Authority was created to provide systematic, efficient, safe, and affordable public transportation services, ensuring the reliable movement of people and goods throughout Liberia in accordance with legislative mandates. Since its establishment, the NTA has remained a critical instrument for enhancing mobility, reducing transportation costs, and supporting economic and social activities nationwide.

During the period under review, management recorded significant progress in institutional governance, service delivery, and financial management. The report highlights notable achievements under the second year of the current administration, including the acquisition of thirty-five (35) new buses to strengthen nationwide transit operations, the commencement of construction of the National Administrative Head Office, and the restoration of services on several key routes within Monrovia that had previously been underserved. These routes include Sinkor–Monrovia (101), Gardnersville–Monrovia (102), Caldwell, Barnesville (108), Po-River (202), and Duala–Monrovia (104). Beyond the capital, the NTA continued to operate across multiple counties, including Nimba, Bomi, Bong, Grand Bassa, Grand Cape Mount, Grand Gedeh, River Gee, Maryland, and Montserrado.

Operational performance during Fiscal Year 2025 was strong, with the Authority facilitating a total of 1,141,988 regular passenger journeys, alongside charter and special transport services. The NTA continued to fulfill its social mandate by providing free transportation to children under five years of age, uniformed security personnel, persons with disabilities, and senior citizens. In Monrovia, free transit services were extended specifically to uniformed police officers and persons living with disabilities, reinforcing the Authority's commitment to inclusive and equitable public transportation.

From a financial perspective, the Statement of Receipts and Payments shows that total revenue for Fiscal Year 2025 amounted to US\$3,026,891.93, while total expenditures for the eleven months under review stood at US\$2,913,340.82. Major expenditure items included personnel costs, bus acquisitions, construction activities, procurement of spare parts, and the development of critical policies and operational frameworks. These expenditures reflect management's focus on strengthening operational capacity, improving service reliability, and addressing long-standing institutional gaps.

Significant strides were also made in governance, compliance, and institutional strengthening. Management implemented key audit recommendations inherited from the previous administration,

developed a five-year strategic plan, and formulated several essential policy documents that were previously absent. The Authority also re-engineered its management and staffing structures to align employee roles with qualifications and professional experience, resulting in improved productivity, accountability, and operational efficiency.

The preparation of this Annual Report followed a structured and rigorous methodology to ensure transparency, accuracy, and consistency. Data were sourced from all departments, drawing on monthly and quarterly reports that captured operational performance, financial results, strategic initiatives, and human resource activities. Operational data addressed fleet performance, service delivery, maintenance schedules, and driver efficiency. Financial data were compiled by the Finance Section and independently reviewed by the Risk and Compliance Section to ensure adherence to government policies and internal control standards.

Additional inputs were provided by the Department of Corporate Affairs and Strategic Planning, particularly in areas relating to contracts, charter services, ICT installations, and strategic initiatives. Human resource information included staff placement, credential verification, and records of disciplinary actions taken to reduce inefficiencies, prevent wastage, and strengthen transparency.

To ensure data integrity and credibility, multiple verification layers were applied. The Technical Assistant in the Office of the Managing Director validated departmental milestones and deliverables, while the Risk and Compliance Section ensured regulatory and policy compliance across all reported activities. The Internal Audit function reviewed and authorized all payment transactions before disbursement, with denied transactions required to meet established standards before clearance.

Overall, this Annual Report demonstrates the NTA's growing role in national development, improved urban and inter-county mobility, enhanced financial discipline, and strengthened institutional governance. It provides stakeholders with a clear and reliable account of how public resources were utilized and how strategic and operational decisions translated into tangible outcomes. With continued government support and sustained improvements in management and operations, the National Transit Authority remains well-positioned to further support the Government of Liberia in implementing its national development agenda and improving the quality of life for citizens.