SAFE PORTS
STRONGER LIBERIA
BRIGHTER TOMORROW

NATIONAL PORT AUTHORITY

QUARTER II NARRATIVE AND FINANCIAL PERFORMANCE REPORT

APRIL – JUNE 2026

Driving Efficiency, Building Capacity, Modernizing Ports, Supporting Liberia's Economic Growth

FREEPORT OF MONROVIA

PORT OF BUCHANAN

SAMUEL ALFRED ROSS PORT OF GREENVILLE

PORT OF HARPER

EFFICIENCY TODAY

CAPACITY FOR TOMORROW

MODERNIZATION FOR COMPETITIVENESS

OPPORTUNITIES FOR A STRONGER LIBERIA

Ports People Prosperity

Table of Contents

Tables:

Graphs:

Acronyms

AGL	Amazon Global Logistics
AMA	Africa Maritime Agency
APM Terminals	A.P. Moller-Maersk Terminals
Aton	Aids to Navigation
BMC	Bong Mines Company
CCTV	Closed-Circuit Television
CMA	Compagnie Maritime d'Affrètement
DOWUL	Dock Workers Union of Liberia
E-GP	Electronic Government Procurement
GOL	Government of Liberia
GTMS	Global Tracking & Maritime Solutions
HLC	Hapag-Lloyd Carrier

ICT	Information, Communication, and Technology
IMDGs	International Maritime Dangerous Goods Code.
IMO	International Maritime Organization
ISPS	International Ship and Port Security
JCC	Joint Command Ship
LMC	Liberia Mining Company
MD	Managing Director
MSC	Mediterranean Shipping Company
MT	Metric Tons
NMDC	National Marine Dredging Company
NPA	National Port Authority
NRT	Net Register Tonnage
OBT	On-Board Trainer
PFSP	Port Facility Security Plan
PIMS	Port Information Management System
PMAWCA	Port Management Association of West and Central Africa
PMCS	Performance Management Compliance System
PPEs	Personal Protective Equipment
PTZ	Pan, Tilt, and Zoom
SDWT	Summer Dead Weight Tonnage
SOC	Shipper-Owned Container
TEUS	Twenty-Foot Equivalent Unit

MESSAGE FROM THE MANAGING DIRECTOR

It is with a deep sense of purpose that I present this review of the National Port Authority's performance during the second quarter of 2026. The period now closing has been one of disciplined effort and measurable advances, in which the commitments of the RESET Strategic Plan moved steadily from intention into practice across our four ports. Across the four ports, vessel calls increased from 161 to 173, representing a 7.5% increase, while SDWT increased by 24.7% and NRT by 39.6%. Total cargo throughput, however, declined by 4.8%, reflecting changes in cargo activity and vessel utilization during the quarter.

Management also strengthened institutional capacity, reporting systems, port security, compliance, and stakeholder coordination. More than 150 technical staff received reporting and compliance training, while standardized reporting tools, departmental organizational reforms, records digitalization, and enhanced maritime data monitoring were advanced across the Authority.

Strategic international engagements in Morocco, the United Arab Emirates, and Nigeria advanced discussions on port dredging, digital and organizational transformation, professional capacity development, and the APM Terminals concession review. At the same time, critical infrastructure initiatives progressed, including the rehabilitation of LMC and BMC berthing facilities and measures to address container-yard congestion.

As we enter the second half of the year, Management remains focused on translating these foundations into measurable improvements in operational efficiency, revenue performance, digital transformation, regional-port competitiveness, infrastructure capacity, and institutional accountability. The period now closing has been one of disciplined effort and measurable advance, in which the commitments of the RESET Strategic Plan moved steadily from intention into practice across our four ports.

Thank you.

Sekou A. M. Dukuly
Managing Director, National Port Authority
Republic of Liberia

1.0 Executive Summary

234.86 m	~60	40%+	~173
Largest vessel ever berthed	Moves per hour, record turnaround	Container trade share, early 2026	Vessel calls

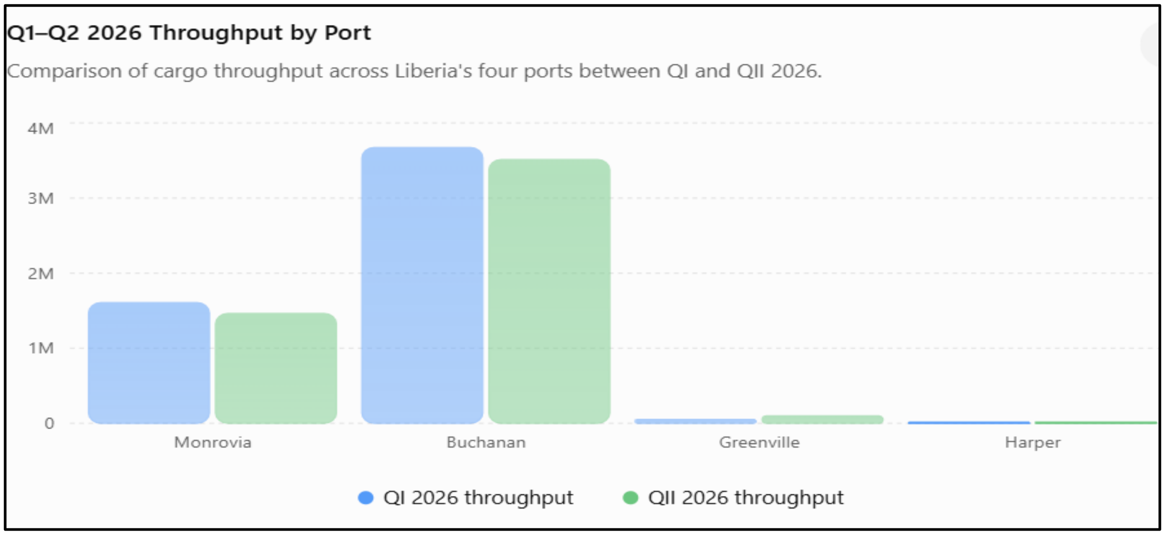
In QII 2026, the Authority's gains rest upon a coherent reform doctrine rather than isolated interventions. The RESET Strategic Plan continues to serve as the organizing logic through which the Authority sequences governance discipline, operational upgrades, international engagement, and human capital development into a single coordinated with focus on financial management, security, digitalization, and infrastructure modernization. The Authority recorded 173 vessel calls, up from 161 in QI, while SDWT increased by 24.7% and NRT by 39.6%. However, total throughput declined by 4.8%, from 5.35 million MT to 5.09 million MT, with Monrovia and Buchanan accounting for approximately 97.8% of QII throughput.

Operational pressure remained evident, particularly at the Freeport of Monrovia, where average monthly berth occupancy increased from 102.5% to 124.5%, representing a 22-percentage-point increase. This was accompanied by a 20.9% increase in total berthing time and a 15.5% increase in total port time, reinforcing the need for improved berth management, infrastructure rehabilitation, and capacity expansion.

On 9 June, the Authority berthed the largest vessel in Liberia's history, the CMA CGM Springs, measuring 234.86 meters and carrying approximately 43,000 metric tons of cargo in more than 3,000 containers. The vessel was discharged in two days at nearly sixty moves per hour, the fastest turnaround recorded for a ship of its scale at the port.

The NPA generated US$12.067 million against a quarterly budget of US$13.290 million, representing a 9% unfavorable variance, while operating expenditure recorded a 12% favorable variance. Revenue assurance was strengthened through improved commercial oversight and dangerous goods operations, which generated approximately US$175,037.50 against a US$30,000 target. Institutional and regulatory performance also improved through staff training, standardized reporting, records digitalization, security measures, and validation of 540 IMDG TEUs/containers.

2.0 High-Level Strategic Achievements (Q2 2026)



Graph 1- Q1-Q2 2026 Throughput by Port

During QII 2026, the NPA recorded increased vessel activity and vessel tonnage across its port network, with total vessel calls rising by 7.5% from 161 to 173, SDWT increasing by 24.7%, and NRT increasing by 39.6%. However, total cargo throughput declined by 4.8%, from 5.35 million MT in Q1 to 5.09 million MT in Q2. The decline was primarily driven by reductions at the Freeport of Monrovia (-9.0%) and the Port of Buchanan (-4.4%), which together continued to account for approximately 97.8% of total Q2 throughput. Greenville recorded the strongest proportional improvement, with vessel calls doubling and throughput increasing by 88.8%, while Harper recorded modest throughput growth of 4.1%.

At the Freeport of Monrovia, vessel calls increased by 5.3% and reported TEUs increased by 39.3%, although overall throughput declined by 9.0%, largely due to a 14.3% reduction in imports. Buchanan continues to grow as a competitive throughput and export port, accounting for approximately 69% of total Q2 throughput, despite a 4.4% decline in throughput. Overall, QII performance reflects stronger vessel activity and increased regional-port activity but continued concentration of cargo operations in Monrovia and Buchanan.

2.1: International & Regional Engagements

NPA continued to strengthen its international and regional technical capacity through participation in specialized maritime, port management, compliance, and professional development initiatives. These engagements supported knowledge exchange, institutional learning, and alignment with international standards and best practices, while also strengthening NPA's capacity to respond to emerging operational and strategic demands.

- **Morocco – Strategic Engagement with Tanger Med Engineering (April 10–15, 2026):** The Managing Director travelled to Tangier, Morocco, following an invitation from the Managing Director of Tanger Med Engineering, for high-level discussions with the company's Managing Director and senior executives on NPA's proposed transformation and modernization programs. The engagement focused on strategic areas considered fundamental to supporting future NPA projects, including the comprehensive dredging of the Freeport of Monrovia's entrance channel and port basin, organizational transformation, digital transformation and operational systems, and professional excellence and capacity building. The discussions provided an opportunity to explore potential technical cooperation and leverage international expertise in support of NPA's long-term modernization and competitiveness agenda.

- **United Arab Emirates – Strategic Engagements and Concession Review (June 9–21, 2026):** The Managing Director travelled to Abu Dhabi, United Arab Emirates, following an invitation from the National Marine Dredging Company (NMDC) Group, to explore potential areas of long-term strategic cooperation between NMDC and NPA. Discussions focused particularly on NMDC's expertise in port dredging and its potential relevance to NPA's strategic objective of deepening the Freeport of Monrovia to accommodate larger vessels, with the potential to enhance trade volumes and strengthen revenue generation.

- **Nigeria – Presidential Technical Team on APM Terminal Review (June 22-26, 2026)** Following the Abu Dhabi engagement, the Managing Director travelled to Lagos, Nigeria, to join the Presidential Team for the review of the APM Terminals concession, an engagement aimed at advancing the review process and strengthening the Government's position in securing appropriate economic benefits from the concession arrangement.

2.2: National & Institutional Engagements

Continued strategic engagement with government institutions, security agencies, port users, concessionaires, and other stakeholders to enhance port security, safety, regulatory compliance, labor relations, and operational effectiveness across the Authority.

- **Advanced Port Security and ISPS Compliance**: The most visible technological advance of the period was the installation of Liberia's first automatic digital gate system at the Freeport of Monrovia, procured competitively under the Public Procurement and Concessions Commission framework and inaugurated in phases from May. The platform introduces facial recognition for pedestrian entry, automatic license plate recognition for vehicles, and radio frequency identification credentials, delivered through separate automated entrance and exit gates fitted with scanning technology at the Bravo Gate. Once fully operational, the system will reduce gate congestion, accelerate cargo movement, strengthen revenue collection, and reinforce compliance with the International Ship and Port Facility Security Code, while trained security personnel remain stationed to oversee its use. The auto gate work is at 65% of the perimeter fence, construction of an automated access gate, deployment of biometric access passes, implementation of six security drills and one emergency exercise, and increased operational availability of CCTV surveillance systems.

- **Enhanced Institutional Governance and Performance Management**: Infrastructure renewal advanced on several fronts. The master planning partnership with Morocco's Tanger Med continues to guide the redevelopment of the Freeport of Monrovia and the Port of Buchanan, while preparations progressed for major dredging at the Freeport to restore its design depth of fifteen meters, currently reduced to about eleven meters by sand accumulation. Works also advanced across the wider network, with renovation at the Port of Greenville, anticipated groundbreaking for a new headquarters at the Port of Buchanan, and planned improvements at the Port of Harper intended to reclaim regional traffic currently routed through San Pedro. The Authority further signaled its intent to separate general cargo from container operations and to attract a second terminal operator to intensify competition and efficiency.

- **Expanded Strategic Partnerships and Commercial Engagements**: Convened high-level engagements with APM Terminals, the Port of Antwerp, and the Presidential Steering Committee (NPA/GOL–APMT) to strengthen operational collaboration, explore international port cooperation, advance ancillary revenue discussions, and support the ongoing review of the APM Terminals concession.
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- **Promoted Inclusive Governance and Institutional Development:** Hosted the official launch of the NPA Gender and Social Inclusion Unit Policy, participated in engagements with the Dock Workers Union of Liberia (DOWUL) on collective bargaining and labor representation, convened a Board of Directors meeting to discuss strategic financing options for port dredging, and participated in national oversight engagements, including the House Specialized Committee's review of the Ports Inspection Regime and the dedication of newly installed fire hydrants at the Freeport of Monrovia.

2.3: Operational, Financial & Commercial Achievements

NPA enhanced its port performance and compliance capabilities through technical capacity-building and evidence-gathering exercises across the four ports. More than 150 (123 F; 200 males) technical staff received training in reporting and compliance, while preparations advanced for the 2026 Midterm Performance Management and Compliance System (PMCS) Monitoring and Evaluation Exercise. The quarter also saw continued improvement in the collection, analysis, and reporting of vessel traffic and cargo data to strengthen management decision-making, port utilization analysis, and performance monitoring.

- Delivered strong financial performance and expenditure efficiency, generating US$12.067 million in revenue, achieving a 12% favorable variance in operating expenses, and maintaining a total cash position of approximately US$1.564 million as of June 30, 2026.

- Commercial and governance reforms continued to strengthen the national purse. Disciplined tariff reforms yielded measurable revenue growth while enhancing fairness, predictability, and transparency for port users. The Authority sustained momentum on the review of the principal container terminal concession and on renegotiated marine and cargo tracking agreements, advancing a structured pathway for Liberians to progressively assume services long provided by foreign parties. In June, the Authority also launched the MPA initiative to reinforce transparency, trade facilitation, and public communication.

- Significantly strengthened dangerous goods management and revenue performance, with 540 IMDG TEUs/containers validated and approximately US$175,037.50 generated in dangerous goods/overnight revenue, exceeding the quarterly target of US$30,000 by a substantial margin.

- Strengthened port-wide operational and human-capacity development through IMO, First Aid, Customer Service, In-service Reporting, and other technical training program involving staff from the Freeport of Monrovia and outstation ports.

- Advanced institutional modernization and records management through continued digitization of personnel records, implementation of records-retention measures, improved archives organization, and enhanced tracking and retrieval of institutional documents.

3.0 Strategic Objective Dashboard

Graph 2- Strategic Objective Dashboard – QII 2026

Strategic Objective 1 (Governance, International Cooperation & Stakeholder Relations): The Authority maintained strong progress in international cooperation and stakeholder engagement, achieving the Q2 milestones for partner engagement (50% against a 50% milestone) and international cooperation (40% against a 40% milestone). The identification of 18 host communities further supported the Authority's stakeholder and community-relations agenda. Governance and institutional accountability were also strengthened through compliance exercises, departmental organizational reforms, records management, and improved coordination across operational functions. However, delays in documentation, reporting, and adoption of institutional reporting mechanisms continue to affect governance effectiveness.

Strategic Objectives 2 and 3 (Operational Efficiency and Financial Management & Revenue Diversification). The NPA sustained operational continuity while recording significant revenue and efficiency gains in selected areas. Dangerous goods and overnight operations generated US$175,037.50 against a quarterly target of US$30,000, while property and lease management activities strengthened revenue assurance and compliance. Nevertheless, the overall financial management environment remains partially constrained by incomplete Q2 financial statements, outstanding bank reconciliations, procurement and E-GP gaps, uncoded assets, and continued limitations in revenue diversification and operational resources.

Strategic Objectives 4 (Port State Safety, Security & Regulatory Compliance): The Authority demonstrated strong progress in port safety, dangerous goods management, and regulatory compliance. A total of 540 IMDG TEUs/containers were validated, including 102 high-content and 438 low-content units, while weekly shoreline inspections and four-port IMO compliance and spill-response training were conducted. Security readiness was further supported through biometric access control, planned drills and exercises, and ongoing security infrastructure improvements. However, CCTV coverage, security equipment, manpower, and preventive maintenance remain areas requiring further investment and management attention.

Strategic Objectives 5 (Digital Systems, Infrastructure & Institutional Capacity): Progress was recorded in digital transformation, institutional records management, staff development, and operational infrastructure. Smart accounts were preliminarily launched, while records digitalization advanced with 39.09% of former personnel files scanned, 75% of documents reorganized and shelved, and 80% of requested archive documents successfully retrieved and tracked. The department of planning in coordination with training also expanded technical capacity across the four ports. However, PIMS remains constrained by module updates, licensing, connectivity, and user-training requirements, while shortages of vehicles, PPEs, laptops, office space, and AtoN equipment continue to constrain operational effectiveness.

Cross-Cutting Performance Management, Data & Reporting: QII marked important progress toward strengthening institutional performance management through the introduction of standardized reporting tools, consolidation of reports from the four ports, evidence-gathering exercises, and improved maritime data collection and analysis. These interventions provide a stronger foundation for evidence-based management and performance accountability. However, late departmental submissions, incomplete documentation, inconsistent cargo and financial data, limited digital integration, and continued reliance on manual processes remain significant constraints to timely and reliable institutional reporting.

4.0 Detailed Performance

4.1. Strategic Objective 1: Reform Governance and Empower Regional Ports

During QII 2026, the NPA strengthened governance, institutional accountability, compliance, stakeholder engagement, and organizational capacity across its four ports through targeted staff development, evidence-gathering, departmental reforms, improved records management, and enhanced safety and regulatory oversight. More than 150 technical staff received reporting and compliance training, departmental organograms were developed, international and stakeholder engagement targets were achieved, and 18 host communities were identified, with six school excursions facilitated. The Authority also strengthened regulatory compliance through dangerous-goods monitoring, weekly BMC/LMC pier inspections, IMO compliance and spill-response training, and the validation of 540 IMDG TEUs/containers. Institutional information management further improved, with 39.09% of former personnel files digitized, the retention policy and schedule completed, 75% of documents reorganized and shelved, and 80% of requested archive records successfully retrieved and tracked, providing a stronger foundation for accountability, evidence-based decision-making, and institutional effectiveness.

Performance Area	Key Achievements (QII 2026)	Key Challenges / Issues
Governance & Institutional Accountability	Evidence-gathering exercises conducted for the 2026 PMCS monitoring and evaluation process; departmental organograms developed to strengthen accountability and workflow.	Incomplete documentation, delays in evidence submission, and hesitation by some departments to provide requested information.
Training & Capacity Development	More than 150 technical staff trained in reporting and compliance; additional IMO, First Aid, Customer Service and reporting training conducted across the four ports.	Funding, scheduling, connectivity, and coordination challenges affected training implementation.
International & Stakeholder Engagement	Q2 international engagement milestones were achieved; 18 host communities identified and six school excursions facilitated.	Transportation and communication constraints affected community engagement and field activities.
Compliance & Regulatory Oversight	540 IMDG TEUs/containers validated; weekly BMC/LMC inspections and four-port IMO compliance/spill training conducted.	PSCD continues to face equipment, logistics, office-space, manpower and training constraints.
Records & Institutional Information Management	39.09% of former personnel files digitized; retention policy/schedule completed; 75% of documents rearranged and 80% of requested records successfully tracked and retrieved.	Limited scanners, computers, internet connectivity, backup equipment and power disruptions constrained digitalization.
Reporting & Performance Management	QII institutional report consolidated; new Divisional and Departmental Reporting Tools introduced to improve consistency and readability.	Late departmental submissions, slow adoption of new templates, and inconsistent data continue to affect reporting quality and timeliness.
Regional Port Empowerment & Coordination	Capacity-building, compliance training and operational monitoring extended across the four ports.	Regional operations remain affected by resource, equipment, manpower, infrastructure and reporting limitations.

Table 1- Governance Reform & Capacity Development

4.2: Strategic Objective 2: Enhance Operational Efficiency & Service Delivery

During QII 2026, the NPA sustained operational continuity and strengthened service delivery through improved staff capacity development, transportation and logistics support, port-user and community engagement, maritime safety oversight, and institutional support services across the four ports. NPA implemented a range of operational and technical capacity-building programs, including IMO training for 119 staff, First Aid training for 100 staff, Customer Service training for 49 staff, and In-service Reporting training for 161 staff, with significant participation from outstation ports. The institution also supported the movement of 10,000 MT of Ammonium Nitrate, while 24-hour pier monitoring and fleet management activities were sustained.

The institution also strengthened operational safety, security, and regulatory service delivery through six security drills and one exercise, continued port-facility monitoring, biometric access control, weekly BMC/LMC inspections, and IMO compliance and spill-response training across all four ports. Dangerous goods oversight was strengthened through the validation of 540 IMDG TEUs/containers, generating approximately US$175,037.50 in dangerous goods and overnight revenue, substantially exceeding the quarterly target of US$30,000.

Performance Area	Key Achievements (QII 2026)	Key Challenges / Issues
Training & Capacity Development	IMO training for 119 (23 F; 20 m) staff, First Aid for 100, Customer Service for 49, and In-service Reporting for 161 staff.	Delayed funding approvals, limited training timeframes, and communication gaps with outstation ports.
Transport & Logistics	Daily transport coordination sustained; critical departments supported; 24-hour pier monitoring maintained; 10,000 MT of Ammonium Nitrate transported safely.	Limited fleet capacity; three of nine buses unfit for service; 173 staff affected; GPS monitoring became inactive after subscription lapse.
Port Safety & Security	Six security drills and one exercise conducted; biometric access controls introduced; continued port security monitoring.	Incomplete security infrastructure, equipment limitations, manpower constraints, and CCTV availability gaps.
Maritime & Regulatory Operations	Weekly BMC/LMC inspections and four-port IMO compliance/spill training conducted; 540 IMDG TEUs/containers validated.	Logistics, equipment, training, and AtoN resource constraints affecting PSCD operations.
Community & Stakeholder Engagement	18 communities identified/engaged and six school excursions facilitated.	Transportation and communication constraints affected field and community engagement activities.
Records & Administrative Service Delivery	Improved archive retrieval and tracking; 80% of requested documents retrieved, recorded, and tracked.	ICT equipment, connectivity, power disruptions, and limited backup systems constrained digitalization.
Planning, Reporting & Institutional Coordination	QII consolidated reporting strengthened visibility of institutional performance; new reporting tools introduced.	Late departmental submissions and inconsistent data/reporting practices continue to delay consolidated reporting.

Table 2: Operational Efficiency & Service Delivery

4.3: Strategic Objective 3: Strengthen Financial Management & Diversify Revenue

During QII 2026, the NPA generated US$12.067 million in revenue, while maintaining expenditure discipline at US$9.846 million, and strengthened revenue assurance through improved lease and property administration, compliance monitoring, the renegotiated GTMS Agreement, and preliminary rollout of the Smart Automated Financial System. However, financial sustainability remains constrained by a 9% revenue shortfall, high accounts receivable of US$61.419 million, heavy revenue dependence on Monrovia (79%), limited regional-port revenue generation, and incomplete financial automation, underscoring the need to strengthen revenue collection, diversification, asset utilization, forecasting, and financial systems modernization..

Performance Area	Key Achievements (QII 2026)	Key Challenges / Issues
Revenue Performance	Generated US$12.067M in revenue; outports contributed 21%, with increased revenue contribution particularly from Buchanan.	Revenue remained 9% below budget and continues to be heavily concentrated in Monrovia (79%).
Expenditure Management	Recorded US$9.846M in expenses against a budget of US$11.236M, representing a 12% favorable variance through expenditure control.	Sustainability of cost reductions requires continued monitoring and alignment with operational requirements.
Revenue Diversification	Increased revenue contribution from regional ports, particularly Buchanan, and strengthened commercial revenue assurance through lease and property administration.	Weak revenue performance in Greenville and Harper and limited diversification of revenue streams remain concerns.
GTMS / Commercial Revenue	Renegotiated GTMS Agreement strengthened the revenue-sharing framework between the Government of Liberia, GTMS, and NPA.	Continued monitoring is required to ensure full implementation and realization of the revised revenue-sharing arrangement.
Financial Sustainability & Liquidity	Maintained approximately US$1.564M in cash balances and a strong net fixed asset position of US$108.525M.	High accounts receivable of US$61.419M presents collection and liquidity risks.
Asset Management & Capital Planning	Maintained a substantial institutional asset base and continued financial oversight of capital resources.	Asset utilization requires improvement, while structured CAPEX planning and stronger asset monitoring are needed.
Financial Systems & Automation	Progressed development/preliminary rollout of the Smart Automated Financial System to improve transaction processing and reporting.	Limited automation and weak integration between financial and operational data continue to affect real-time reporting and analysis.
Financial Reporting & Controls	Financial statements, including income statements, balance sheet, and cash-flow reporting, were prepared.	Q2 financial statements and monthly bank reconciliations were not available for validation at reporting time, creating assurance gaps.

Table 3: Financial Management & Revenue Diversification

4.4: Strategic Objective 4: Establish Inland Container Terminal to Decongest Port Yard

During QII 2026, the NPA advanced foundational measures to support the decongestion of port operations and improved cargo and port-yard management through strengthened transportation and logistics coordination, enhanced maritime and cargo data reporting, security access controls, and continued development of digital systems. The preliminary launch of Smart Accounts, alongside ongoing improvements to PIMS, connectivity, user training, and institutional data systems, provides a foundation for greater automation and integration of port operations. However, the quarter's reported activities do not provide evidence of direct physical development, financing, construction, or operationalization of the Inland Container Terminal; therefore, progress under this objective remains primarily indirect and foundational, with priority needed on establishing a dedicated implementation framework, financing strategy, defined milestones, and clear timelines for advancing the terminal project.

Performance Area	Key Achievements (QII 2026)	Key Challenges / Issues
Port-Yard & Operational Support	Transportation and logistics services sustained operational activities across the Authority.	Limited fleet capacity and equipment constraints continue to affect operational mobility.
Maritime & Cargo Data	Collection, analysis, and reporting of vessel and cargo data strengthened management visibility into port activity and utilization.	Late and inconsistent submission of cargo and maritime data continues to affect timely analysis.
Digital Systems & Automation	Smart Accounts preliminarily launched; continued development of PIMS and other digital systems.	PIMS remains constrained by module updates, licensing, connectivity, and user-training requirements.
Reporting & Performance Monitoring	Divisional and Departmental Reporting Tools introduced to improve consistency and availability of operational information.	Slow adoption of standardized reporting tools and late departmental submissions remain challenges.
Access & Port Flow Control	Biometric passes introduced to strengthen controlled access to the port facility.	Broader integrated systems for real-time port-flow and congestion management remain underdeveloped.
Inland Container Terminal Development	QII activities provided indirect institutional and operational support to the broader decongestion objective.	No direct evidence of ICT implementation, construction, financing, or operationalization of the Inland Container Terminal was reported during QII.

Table 4: Inland Container Terminal (Indirect Contribution)

4.5: Strategic Objective 5: Transform, Expand, and Modernize Port Infrastructure

During QII 2026, the NPA strengthened port security, safety, and regulatory compliance through the completion of approximately 65% of the perimeter fence, construction of an automated gate, introduction of biometric access controls, and continued CCTV deployment and maintenance, with 48 of 75 cameras operational and an additional PTZ camera installed at the BMC finger pier.

Emergency preparedness was reinforced through six security drills and one exercise, while weekly shoreline and pier inspections, IMO compliance and spill-response training across the four ports and enhanced dangerous-goods monitoring supported the Authority's safety and ISPS compliance responsibilities. The validation of 540 IMDG TEUs/containers, comprising 102 high-content and 438 low-content units, further demonstrated strengthened regulatory oversight and port safety management during the quarter.

Performance Area	Key Achievements (QII 2026)	Key Challenges / Issues
Port Security Infrastructure	65% of perimeter fence completed; automated gate constructed; biometric access passes introduced.	Security infrastructure gaps remain, particularly at outstation ports.
CCTV & Surveillance	48 of 75 CCTV cameras operational; one PTZ camera installed at BMC finger pier.	27 cameras remain non-operational due to technical, electrical, physical and infrastructure-related issues.
Security Readiness & ISPS	Six drills and one exercise conducted; second-quarter ISPS assessment completed; security documentation reviewed.	Manpower shortages, limited equipment, inadequate illumination/signage and maintenance constraints remain.
Marine & Safety Infrastructure	Weekly shoreline/BMC/LMC inspections and four-port IMO compliance/spill training conducted.	Shortages of A to N equipment, vehicles, PPEs and other operational resources.
Digital & Records Infrastructure	39.09% of former personnel files digitized; retention schedule completed; 75% of documents reorganized; 80% of requested records tracked/retrieved.	Limited scanners, computers, connectivity, backup devices and power disruptions constrain digitalization.
Fleet & Operational Assets	Transportation and fleet services sustained critical NPA operations; maintenance and rental management continued.	Three of nine buses were declared unfit; GPS monitoring became inactive; fleet capacity remains inadequate.
Infrastructure & Asset Governance	Continued support for infrastructure, equipment and operational assets across the Authority.	Preventive maintenance, asset controls, equipment availability and infrastructure investment require strengthening.
Regional Port Modernization	Compliance, training, monitoring and operational support extended across the four ports.	Regional ports continue to face infrastructure, equipment, security and resource gaps.

Table 5: Infrastructure & Operational Support

4.5.1: Berthing Facilities Rehabilitation: Building on the projects reported during the first quarter, the National Port Authority continued efforts during QII 2026 to improve vessel throughput and operational efficiency at the Freeport of Monrovia through the rehabilitation and restoration of critical berthing facilities. As part of this effort, the LMC and BMC Piers were prioritized for comprehensive rehabilitation, including the restoration of dolphins and fenders to improve the safety, reliability, and availability of berthing infrastructure. A private contractor was engaged to rehabilitate six dolphins along the LMC Pier, of which three have been fully reconstructed, with the remaining works ongoing. The BMC Pier, which supports the loading of iron ore and the discharge of rice, frozen products, and other general cargo, was also identified for major rehabilitation. Following significant damage to a mooring bollard during vessel operations, which temporarily impeded berthing activities, an immediate remedial intervention was undertaken to restore the facility and maintain continuity of vessel operations pending implementation of the broader rehabilitation works.

4.5.2: Container Decongestion: In parallel, the institution continued advancing the Container Decongestion Project to address the limited availability of container yard space at the Freeport of Monrovia, particularly the accumulation of empty containers within the APM Terminals facility. Port-wide inspections were conducted to identify alternative spaces that could potentially be allocated for the relocation and management of empty containers. Three areas were identified for possible reclamation or renegotiation with existing lessees. Areas #1 and #2, located adjacent to Conex Petroleum along the BMC Pier Road, comprise approximately 2.5 acres and 2.7 acres respectively and are currently underutilized, with portions being used for the storage of obsolete or junk materials. A third area, approximately 6.5 acres within the property leased to Gboni Oil and Gas, was identified as potentially available for renegotiation, subject to Management's assessment of the existing lease arrangements and operational requirements. The proposed reclamation and reallocation of these spaces could provide additional capacity for empty-container storage and contribute to reducing pressure on the existing container terminal.

5.0 Cross-Cutting Issues

1. **Data, Reporting & Performance Management:** Persistent delays, inconsistent data, incomplete documentation, and uneven adoption of standardized reporting tools continue to affect the timeliness, reliability, and quality of institutional performance reporting and evidence-based decision-making.
2. **ICT & Digital Transformation:** Limited automation, connectivity constraints, PIMS/ICT system gaps, and insufficient digital tools continue to hinder real-time information management, financial reporting, operational monitoring, and institutional efficiency.
3. **Infrastructure, Equipment & Maintenance:** Shortages and inadequate maintenance of vehicles, security equipment, AtoN equipment, CCTV systems, PPEs, and other operational infrastructure continue to constrain service delivery, security readiness, and modernization across the four ports.
4. **Financial Sustainability & Resource Optimization:** Revenue remains heavily concentrated in Monrovia, while high accounts receivable, limited diversification, asset underutilization, and gaps in financial automation and reconciliation present continuing risks to financial sustainability and resource optimization.
5. **Human Capacity, Coordination & Institutional Accountability:** limited participation in some capacity-building initiatives, communication challenges, and slow adoption of new systems and procedures continue to affect institutional coordination, accountability, and consistent implementation across departments and regional ports.

6.0 Risks Analysis and Mitigation

Graph 3- Risk Analysis – QII 2026

7.0 NPA Strategic Outlook

Graph 4: Strategic Objective Outlook – QII 2026

8.0 ANNEX: DETAIL DATA TABLES

ANNEX 1: PORT PERFORMANCE BETWEEN QI AND QII 2026

Indicator	QI 2026	QII 2026	Variance	% Change
Vessel Calls	161	173	**12**	**7.45%**
SDWT	7,241,767.55	9,030,172.67	**1788405.12**	**24.70%**
NRT	2,396,227.00	3,345,288.75	**949061.75**	**39.61%**
Throughput (MT)	5,346,261.88	5,088,492.57	**-257769.31**	**-4.82%**
Imports	1,016,018.86	901,977.00	**-114041.86**	**-11.22%**
Exports	4,304,647.35	4,186,515.57	**-118131.78**	**-2.74%**
Units		27,306.00	**27306**	**#DIV/0!**
TEUS	32,217.50	44,891.00	**12673.5**	**39.34%**

Table 6: Port performance between QI and QII 2026

Across the four ports, vessel calls increased from 161 in QI 2026 to 173 in QII 2026, an increase of 12 vessels or 7.5%. SDWT increased by approximately 1.79 million (24.7%), while NRT increased by about 949,062 (39.6%), indicating that the vessels handled in QII generally had greater carrying capacity and/or tonnage. Despite this increase in vessel capacity, total throughput declined from 5.35 million MT to 5.09 million MT, a decrease of approximately 257,769 MT or 4.8%. Exports also declined by about 118,132 MT (2.7%), although this was driven primarily by lower export volumes at Buchanan, while Greenville and Harper recorded substantial export growth. The data therefore suggests that higher vessel capacity did not translate directly into higher cargo throughput during QII 2026. Monrovia also recorded a strong increase in container activity, with TEUs rising from 32,217.5 to 44,891, an increase of approximately 39.3%.

46.2% share of national vessel calls handled by the Freeport of Monrovia confirms its position as Liberia's principal maritime gateway. More importantly, the concentration of 82.5% of vessel traffic in Monrovia includes container, bulker, and tanker vessels reflects the port's central role in supporting Liberia's commercial imports, exports, and essential commodity supply chains.

ANNEX 2: Consolidated Vessel Traffic by Vessel Type — QI vs. QII 2026

Vessel Type	Monrovia Vessels QI→QII	Monrovia NRT QI→QII	Buchanan Vessels QI→QII	Buchanan NRT QI→QII	Greenville Vessels QI→QII	Greenville NRT QI→QII	Harper Vessels QI→QII	Harper NRT QI→QII
Container	31 → 25	309,941 → 289,700	—	—	—	—	—	—
General Cargo	1 → 4	1,168 → 30,612	26 → 1	550,835 → 4,539	1 → 2	8,472 → 20,443	—	—
Tanker	17 → 17	173,574 → 821,052	0 → 1	0 → 4,031	2 → 5	3,802 → 12,431	6 → 9	3,594 → 4,833
Reefer	3 → 3	7,024 → 6,528	—	—	—	—	—	—
Research	0 → 3	0 → 717	—	—	—	—	—	—
Cruise	0 → 2	0 → 10,708	—	—	—	—	—	—
Bulker	22 → 24	405,257 → 396,173.75	46 → 72	881,026 → 1,695,308	1 → 1	9,828 → 8,447	3 → 0	3,594 → 0
Ro-Ro	2 → 2	38,112 → 38,907	—	—	—	—	—	—
N/A / Unclassified	—	—	0 → 2	0 → 859	—	—	—	—
TOTAL	**76 → 80**	**935,076 → 1,594,397.75**	**72 → 76**	**1,431,861 → 1,704,737**	**4 → 8**	**22,102 → 41,321**	**9 → 9**	**7,188 → 4,833**

Table 7: Vessel Traffic by Type of Vessels - QI and QII 2026

The QII 2026 vessel profile shows a differentiated operational role across the NPA port network. The Freeport of Monrovia demonstrates the most diverse vessel mix, including container, tanker, general cargo, reefer, Ro-Ro, research, and cruise activities; Buchanan remains predominantly bulker-oriented; Greenville shows an emerging mix of general cargo, tanker, and bulker vessels; while Harper is increasingly characterized by tanker activity. These changes in vessel composition are important for planning berth allocation, marine services, safety and security requirements, cargo-handling resources, and future port infrastructure investments.

ANNEX 3: CONSOLIDATED VESSEL TRAFFIC BY SHIPPING AGENCY — QI VS. QII 2026

Agency	Monrovia Calls QI→QII	Buchanan Calls QI→QII	Greenville Calls QI→QII	Harper Calls QI→QII	Total Calls QI→QII	SDWT Variance	% Change
OBT	18→19	29→37	1→3	—	48→59	1,632,096.30	58.30%
Bollore/AGL	—	42→36	1→2	6→7	49→45	-234,021.00	-10.10%
AND	8→14	0 →1	—	—	8→15	350,633.79	79.80%
Maersk	9→8	—	—	—	9→8	13,636.00	5.70%
MSC Liberia	10→7	—	—	—	10→7	-37,517.88	-14.70%
AGL	6→7	—	—	—	6→7	53,648.30	22.90%
Camer	6→3	—	—	—	6→3	-44,867.19	-29.90%
JCC	1→3	—	—	—	1→3	64,424.00	197.80%
Snokri	2→3	—	—	—	2→3	2,684.00	26.70%
Amasco	5→5	—	—	—	5→5	52,537.00	23.90%
Destiny	2→2	—	—	—	2→2	-35,881.00	-46.50%
Sharaf	1→ 0	—	—	—	1→ 0	-63,638.00	-100.00%
Gville Shipping	3→2	—	—	—	3→2	-85,385.00	-47.30%
Enisio	0 →1	1→1	2→ 3	—	3→5	36,135.00	46.30%
New Maritime	0 →1	—	—	—	0 →1	50,696.00	New
CMA/Delmas	5→5	—	—	—	5→5	14,953.90	10.40%
AMA	—	0 →1	—	—	0 →1	17,890.00	New
Sall Liberia	—	—	—	3→ 0	3→ 0	-22.5	-100.00%
Omega Shipping	—	—	—	0 →2	0 →2	403.4	New
TOTAL	**76→80**	**72→76**	**4→8**	**9→9**	**161→173**	**949,061.75**	**39.60%**

Table 8: Vessel Traffic by Shipping Agency - QI and QII 2026

Vessel activity during QII 2026 was characterized by changes in the participation and performance of individual shipping agencies across the NPA port network. The most significant contributor was OBT, whose combined vessel calls increased from 48 to 59 across Monrovia, Buchanan, and Greenville, while its SDWT increased by 1.63 million, representing a 58.3% increase. This makes OBT the most significant positive contributor to the overall increase in agency-handled vessel tonnage during the quarter.

AND recorded substantial growth, increasing its combined calls from 8 to 15, with SDWT increasing by 350,633.79 (79.8%). Its activity expanded beyond Monrovia into Buchanan during QII. JCC recorded a particularly strong proportional increase in SDWT of 197.8%, although from a relatively small base. Enisio also expanded its network presence, increasing from three to five vessel calls across Monrovia, Buchanan, and Greenville, with SDWT increasing by 46.3%.

Among the established agencies at Monrovia, AGL, Amasco, Snokri, CMA/Delmas, and Maersk recorded positive SDWT movements, while MSC Liberia, Camer, Destiny, Sharaf, and Gville Shipping experienced declines. The decline in Bollore/AGL was concentrated primarily at Buchanan, where its vessel calls and SDWT decreased, although its activity at Greenville and Harper increased.

QII also saw new agency activity, with New Maritime and AMA recording their first reported vessel activity during the quarter, while Omega Shipping commenced activity at Harper. Conversely, Sharaf and Sall Liberia recorded no QII activity in the reported data.

ANNEX 4: CONTAINER TRAFFIC BY AGENCY — FREEPORT OF MONROVIA (QI VS. QII 2026)

Agency	QI Imports	QI Exports	QI Total	QII Imports	QII Exports	QII Total	Total Variance	% Change
Maersk	6,772	7,977	**14,749**	5,809	5,617	11,426	**-3,323**	**-22.50%**
MSC Liberia	3,693	3,547	**7,240**	3,796	3,344	7,140	**-100**	**-1.40%**
CMA	2,069	1,903	**3,972**	2,711	2,941	5,652	**1,680**	**42.30%**
HLC	1,050	1,049	**2,099**	1,615	1,242	2,857	**758**	**36.10%**
AGL	2	8	**10**	7	8	15	**5**	**50.00%**
SOC	52	0	**52**	216	0	216	**164**	**315.40%**
TOTAL	**13,638**	**14,484**	**28,122**	**14,154**	**13,152**	**27,306**	**-816**	**-2.90%**

Table 9: Container Traffic by Agency in Units and TEUs – QI and QII 2026

Container traffic at the Freeport of Monrovia recorded a modest contraction in QII 2026, with total container units declining from 28,122 in QI to 27,306 in QII, representing a 2.9% decrease. Total TEUs similarly declined from 46,000 to 44,891, a 2.4% reduction. The overall decline, however, has masked significant shifts in performance among individual shipping agencies. Maersk remained the largest contributor to container traffic, but recorded the most significant decline, with total units decreasing by 3,323 (22.5%) and TEUs declining by 5,432 (21.7%). This reduction was evident in both import and export activity and was the principal factor contributing to the overall decline in container traffic. In contrast, CMA and HLC recorded strong growth during QII. CMA's total container units increased by 1,680 (42.3%), while its TEUs rose by 3,170 (49.2%). HLC also recorded an increase of 758 units (36.1%) and 1,330 TEUs (37.9%). These increases indicate a notable shift in container market activity among the major shipping agencies during the quarter. MSC Liberia remained relatively stable, with total units declining marginally by 100 (1.4%) and TEUs by 513 (4.7%). AGL and SOC recorded substantial percentage increases, but their contribution to overall container traffic remained relatively small compared with the major carriers. suggests sustained container trade activity and stable logistics demand, supported by strong import and export movements across key shipping.

TEUs Perspective				
Agency	**QI TEUs – Total**	**QII TEUs – Total**	**TEUs Variance**	**% Change**
Maersk	25,065	19,633	**-5,432**	**-21.70%**
MSC Liberia	10,873	10,360	**-513**	**-4.70%**
CMA	6,439	9,609	**3,170**	**49.20%**
HLC	3,513	4,843	**1,330**	**37.90%**
AGL	13	27	**14**	**107.70%**
SOC	97	419	**322**	**331.90%**
TOTAL	**46,000**	**44,891**	**-1,109**	**-2.40%**

Table 10: TEUs Perspective – QI and QII 2026

ANNEX 5: BREAKDOWN OF CONTAINER IN UNITS AND TEUS – QI VS. QII 2026

Indicator	QI 2026	QII 2026	Variance	% Change
Import – Full Containers (Units)	13,638	14,154	**516**	**3.80%**
Import – Full Containers (TEUs)	22,058	23,311	**1,253**	**5.70%**
Import – Empty Containers (Units)	—	—	—	—
Import – Empty Containers (TEUs)	—	—	—	—
Export – Full Containers (Units)	3,673	2,588	**-1,085**	**-29.50%**
Export – Full Containers (TEUs)	4,073	2,723	**-1,350**	**-33.10%**

Export – Empty Containers (Units)	10,811	10,564	**-247**	**-2.30%**
Export – Empty Containers (TEUs)	19,869	18,857	**-1,012**	**-5.10%**
Total Import Containers (Units)	**13,638**	**14,154**	**516**	**3.80%**
Total Export Containers (Units)	**14,484**	**13,152**	**-1,332**	**-9.20%**
Total Container Traffic (Units)	**28,122**	**27,306**	**-816**	**-2.90%**
Total Container Traffic (TEUs)	**46,000**	**44,891**	**-1,109**	**-2.40%**
20-foot Containers (Units)	10,244	9,721	**-523**	**-5.10%**
40-foot Containers (Units)	17,878	17,585	**-293**	**-1.60%**

Table 11: Q1 Breakdown of Container in Units and TEUs

Container traffic during QII 2026 reflected a mixed movement between import and export activity. Import container traffic strengthened, with full import containers increasing by 516 units (3.8%) and 1,253 TEUs (5.7%) compared with QI. This indicates a modest improvement in inbound cargo activity during the quarter.

Conversely, export container activity declined, with total export containers decreasing by 1,332 units (9.2%). The decline was particularly pronounced in full export containers, which fell by 1,085 units (29.5%) and 1,350 TEUs (33.1%). Empty export containers also declined modestly by 247 units (2.3%). This suggests that the overall reduction in container traffic was driven primarily by weaker export activity rather than imports.

In terms of container size, 20-foot containers declined by 523 units (5.1%), while 40-foot containers declined by 293 units (1.6%). The relatively smaller decline in 40-foot containers indicates that the QII container mix remained substantially weighted toward larger containers, although both categories recorded modest reductions.

Overall, total container traffic declined from 28,122 to 27,306 units, while TEUs decreased from 46,000 to 44,891, representing declines of 2.9% and 2.4%, respectively. The relatively smaller decline in TEUs compared with units suggests that the reduction in traffic was not accompanied by a proportionately larger shift toward smaller containers.

ANNEX 6: GENERAL AND BULK CARGOES BY PORT PERFORMANCE — QI VS. QII 2026

Port	Cargo Category	QI 2026	QII 2026	Variance	% Change
Freeport of Monrovia	Dry Bulk	448,444.00	713,418.76	**264,974.76**	**59.10%**
	Liquid Bulk	157,661.98	178,370.00	**20,708.02**	**13.10%**
	General Cargo	48,899.30	154,894.17	**105,994.87**	**216.80%**
	Vehicle/Ro-Ro	142.2	933.7	**791.5**	**556.60%**
Port of Buchanan	Liquid Bulk	6,203.99	7,120.64	**916.65**	**14.80%**
	General Cargo	23,375.42	—	**-23,375.42**	**-100.0%***
Samuel Alfred Ross Port, Greenville	Petroleum Product	8,162.25	18,348.74	**10,186.49**	**124.80%**
	Logs	18,152.96	33,030.50	**14,877.54**	**82.00%**
Harper Port	Petroleum Product	180	200	**20**	**11.10%**
	Crude Palm Oil	11,598.40	13,901.00	**2,302.60**	**19.90%**
	Fertilizer	1,868.00	—	**-1,868.00**	**-100.0%***

Table 12: Consolidated Cargoes (Bulk, Liquid, and Genera) for QI and QII

General cargo activity across the across the four ports showed a generally positive performance during QII 2026, with the strongest growth recorded at the Freeport of Monrovia. At Monrovia, Dry Bulk cargo increased significantly, driven primarily by clinker and iron ore, while Liquid Bulk also recorded moderate growth from petroleum products and palm oil. General Cargo experienced a particularly strong increase, supported by higher movements of commercial rice, frozen products, break bulk, equipment, and other non-containerized commodities. Vehicle/Ro-Ro activity also increased during the quarter, although from a relatively small base.

At Buchanan, reported activity was concentrated mainly in liquid bulk, particularly vegetable oil during QII, while the QI data included vegetable oil, petroleum products, packages, and logs. Greenville recorded notable growth in both petroleum products and logs, indicating increased activity in its liquid-bulk and export-oriented cargo streams. Harper also recorded moderate growth in petroleum products and crude palm oil, although QII fertilizer activity was not reported in the source data.

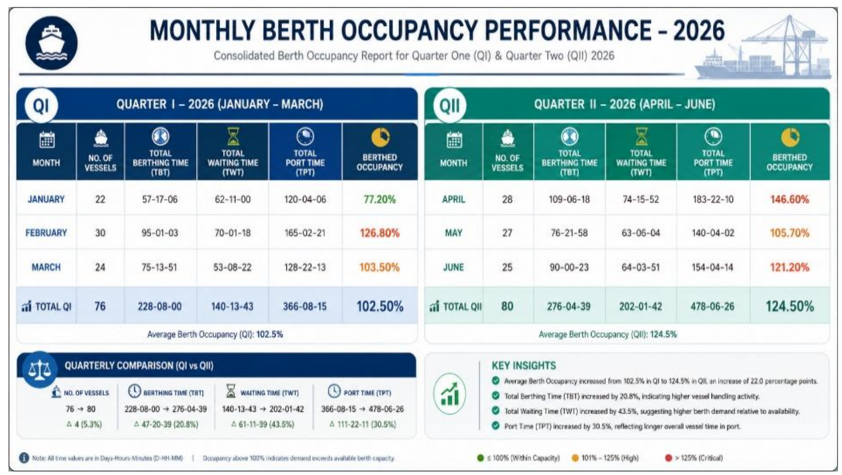
ANNEX 7: CONSOLIDATED BERTH OCCUPANCY REPORT — QI & QII 2026

Indicator	QI 2026	QII 2026	Variance	% Change
Number of Vessels	76	80	**4**	**5.30%**
Total Berthing Time (TBT)	228-08-00	276-04-39	**-12**	**20.90%**
Total Waiting Time (TWT)	185-20-40*	203-01-47*	**5**	**9.20%**
Total Port Time (TPT)	414-04-40*	478-06-26*	**17**	**15.50%**
Average Monthly Berth Occupancy	**102.50%**	**124.50%**	**+22.0 percentage points**	**+21.5%**

Table 13: Consolidated Berth Occupancy for QI and QII 2026

Berth utilization increased significantly during QII 2026, with the average monthly reported berth occupancy rising from 102.5% in QI to 124.5% in QII, representing 22.0 percentage points. The increase was accompanied by a 20.9% rise in total berthing time, while total waiting time increased by a comparatively lower 9.2%. Total port time also increased by 15.5%, reflecting greater utilization of berth and port resources during the quarter.

The sustained occupancy levels above 100% warrant continued monitoring of berth capacity, vessel scheduling, waiting time, turnaround time, berth allocation, and port congestion. The QII increase in berthing time, coupled with high occupancy, may indicate growing pressure on existing berth infrastructure and reinforce the importance of planned modernization and capacity expansion under the NPA's strategic infrastructure agenda.



Graph 5: Monthly Berth Occupancy for QI and QII 2026

ANNEX 8: BMC PIER CARGO WEIGHING OPERATIONS — QII 2026

Performance Indicator	Reported Result	Key Observation
Total Vessel Calls	24	24 vessel calls were recorded during the reporting period.
Vessels Monitored	16	Sixteen vessels were monitored during the reporting period.
Fishing Vessels	19	Six fishing vessels reportedly landed frozen fish cargo.
Bulk Cargo Vessels	4	Four vessels exported iron ore.
Total Cartons Received	88,707	No cargo was reportedly received in cartons. This requires clarification because the reported quantity conflicts with the observation.
Bags of Frozen Fish	49,750	Frozen fish cargo was received in bags.
Declared Fish Weighings	400	The observation states that 220 declared weighings were conducted, which is inconsistent with the reported result of 400.
Verified Fish Weighings	400	All declared fish weights were reportedly verified.
Iron Ore Verified	179,620 MT	Total iron ore exports verified during the reporting period.
Compliance Rate	100%	All reported declared fish weights matched the verified weights.

Table 14: BMC Pier Cargo Operations

Cargo weighing operations at the BMC Pier during QII 2026 focused primarily on the verification of frozen fish and iron ore cargo movements. The operation covered fishing and bulk cargo vessels, with 49,750 bags of frozen fish reportedly received and 179,620 MT of IRON ORE exports verified. The weighing process recorded a reported 100% compliance rate, with all declared fish weights reportedly matching the verified weights, demonstrating effective cargo verification and control at the facility.

The results indicate strong compliance in cargo-weighing and verification activities; however, several data points require reconciliation before final publication of the report. In particular, the reported 24 total vessel calls do not reconcile with the stated 19 fishing vessels and four bulk cargo vessels, while the reported 400 declared weighings conflicts with the observation that 220 weighings were conducted. Similarly, the reported 88,707 cartons received conflicts with the observation that no cargo was received in cartons. These discrepancies should be clarified with the operational unit responsible to ensure the QII report presents a fully consistent and auditable performance record.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