NATIONAL PORT AUTHORITY

MID-YEAR REPORT

Duration

01 JANUARY 2024 – 30 JUNE 2024

Our Strategic Vision is for the National Port Authority to become a Premier Port Authority in the West African Region.

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LIST OF ACRONYMS

AAID	ARREST AGENDA FOR INCLUSIVE DEVELOPMENT
ACT	AFRICAN CONTINENTAL TRADE
APM TERMINALS	A.P. MOLLER-MAERSK TERMINALS
CCTV	CLOSED-CIRCUIT TELEVISION
CGM	**COMPAGNIE GÉNÉRALE MARITIME**
CM&E	CONCESSION, MONITORING, AND EVALUATION
CMA	COMPAGNIE MARITIME D'AFFRÈTEMENT
COS	CHIEF OF OFFICE STAFF
CRF	CLEAN REPORT OF FINDINGS
CTN	CARGO TRACKING NOTE
DMDA	DEPUTY MANAGING DIRECTOR FOR ADMINISTRATION
DMDO	DEPUTY MANAGING DIRECTOR FOR OPERATIONS
ED	EXECUTIVE DIRECTOR
FY	FISCAL YEAR
GDP	GROSS DOMESTIC PRODUCTS
GOL	GOVERNMENT OF LIBERIA
GTMS	GLOBAL TRACKING & MARITIME SOLUTIONS
HRD	HUMAN RESOURCES DEPARTMENT
IAD	INTERNAL AUDIT DEPARTMENT
ICT	INFORMATION COMMUNICATION AND TECHNOLOGY
ISPS	INTERNATIONAL SHIP AND PORT FACILITY SECURITY
LMC:	LIBERIA MINING COMPANY
LOA	LENGTH OVER ALL
MD	MANAGING DIRECTOR
MOTC	MONROVIA OIL TRADING CORPORATION
MOU	MEMORANDUM OF UNDERSTANDING
MSC	MEDITERRANEAN SHIPPING COMPANY
NPA	NATIONAL PORT AUTHORITY
NRT	NET REGISTER TONNAGE
OBT	ON-BOARD TRAINER
OPS	OUTSTATION PORTS
PFM	PUBLIC FINANCIAL MANAGEMENT
PFSP	PORT FACILITY SECURITY PLAN
PPCC	PUBLIC PROCUREMENT AND CONCESSION CORPORATION
PPE	PERSONAL PROTECTIVE EQUIPMENT
PR	PUBLIC RELATIONS
PREA	PLANNING, RESEARCH, AND ECONOMIC AFFAIRS
QI/II/II	QUARTER I, II, OR III
RL	REPUBLIC OF LIBERIA
SD	SENIOR DIRECTORS
SDWT	SUMMER DEAD WEIGHT TON
SOLAS	SAFETY OF LIFE AT SEA
TEU	TWENTY FOOT EQUIVALENT UNIT
TNA	TRAINING NEEDS ASSESSMENT
TW	TARE WEIGHT

USD	UNITED STATES DOLLARS

TO WHOM IT MAY CONCERN!

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

I am pleased to present the latest report detailing the significant achievements and updates from the National Port Authority (NPA) for the Mid-Year (January – June 2024). The report provides an in-depth overview of our operations, including the performance of our main ports, recent infrastructure developments, and financial summaries.

Highlights of the Report:

- **Overview of Port Facilities:** Detailed information on Liberia's primary ports, including the Freeport of Monrovia, Port of Buchanan, Port of Greenville, and Port of Harper, emphasizing their operational capacities and recent handling statistics.
- **Recent Developments:** Insights into major infrastructure projects, including the expansion of the Freeport of Monrovia with a $50 million investment and the ongoing $30 million modernization plan aimed at enhancing port efficiency.
- **Financial Performance:** A comprehensive analysis of revenue generation across ports, highlighting performance against budget expectations and contributions to government revenue.
- **Operational Improvements:** Achievements in cost reduction, operational optimization, and infrastructure enhancements, such as the renovation of the Port Clinic and accelerated dredging operations at the Freeport of Monrovia.

I hope this report provides a clear understanding of the progress and developments within the National Port Authority and the impact on Liberia's economic landscape.

Please feel free to reach out should you have any questions or require further information.

Sincerely,

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

I. EXECUTIVE SUMMARY

The Liberian Port Industry is overseen by the National Port Authority (NPA), established in 1967 by an Act of the National Legislature, later amended in 1970. This state-owned corporation is mandated to plan, construct, and manage Liberia's public ports, comprising four main facilities: the Freeport of Monrovia, Port of Buchanan, Port of Greenville, and Port of Harper. Among these, the Freeport of Monrovia serves as the largest and primary gateway, facilitating commerce, navigation, and promoting economic development with a focus on environmental sensitivity, safety, and security.

The Freeport of Monrovia boasts of the longest harbor within Liberia's port network, sheltered by rock breakwaters spanning approximately 2,300 and 2,200 meters. Its 600-meter main pier accommodates 3 to 4 ships depending on size, complemented by two functional finger piers operated by entities like Liberia Mining Company and China Union. In 2023, the port handled 275 vessels, a slight increase from the previous year's 251.

Situated 272 kilometres southeast of Monrovia, the Port of Buchanan is the network's second largest. It features breakwaters totalling 1,890 and 590 meters, along with loading quays providing ample water depths. Operations here saw 113 vessels in 2023, slightly fewer than the 123 in 2022, bolstered by agreements enhancing handling efficiency.

Located in Sinoe County, 674 kilometres from Monrovia, the Port of Greenville is protected by 400-meter breakwaters and features quays with berthing capacities ranging from 70 to 180 meters. It handled 20 vessels in 2023, down from 29 the previous year.

In the southeastern region near the Ivory Coast border, the Port of Harper is linked to the mainland by a causeway and a 150-meter breakwater, offering berthing facilities on both sides. Primarily focused on log and timber exports, future expansions anticipate increased activity from the reactivation of the oil palm sector and related economic activities.

Overall, the National Port Authority plays a pivotal role in Liberia's economic landscape, facilitating trade, ensuring navigational safety, and fostering sustainable growth across its port facilities.

1.1: BACKGROUND

Liberia has undertaken substantial initiatives to enhance the NPA, including a ratified agreement by the national legislature to grant a Concession to APM Terminal on October 15, 2010, to run the operation of the Freeport of Monrovia for 25 years. With the ratification of the APM Terminals Concession, the port deals with 735,000 tonnes of cargo and 20,000 TEUs every year. Tankers with LOA 198.1m can access the port as the draught is 9.1m.

A new dock was built measuring 600 meters in the main port area, and it has three berths. The first is the silo berth, the second is the container berth, and the third is the conventional berth. The APM terminals have built a 600 m wharf at the port. This port expansion project cost $50 million. A new port modernization plan is being implemented that would cost more than $30 million. This program would revamp the port infrastructure, including the construction of a new operations department building, pavement of yards, building new gates, installation of latest software systems to track container and cargo movements, a new drainage system, a biometric system, etc. After it is completed, it would drastically increase the port's efficiency. The new management at the port is prioritizing revenue generation through digital platforms for operational oversight within and beyond national borders. NPA has also supported infrastructure development aligned with the government's ARREST AGENDA, focusing on port electrification in Monrovia and conducting feasibility studies in Buchanan, Greenville, and Harper.

The recruitment of senior managers across various functions has bolstered productivity and introduced innovative planning and implementation approaches at the ports. However, a significant challenge remains in effectively coordinating the expanded workforce, which saw a dramatic increase in the first five months, with the ports generating $14 million in revenue and contributing an additional $2 million to government coffers.

Furthermore, the collection, analysis, and reporting of data without clear indicators pose barriers to tracking progress efficiently and generating revenues from partners. This issue is critical for quarterly and annual reporting and hampers accurate operational forecasting.

Departments responsible for coordination and data management lack adequate human capacity and technical expertise to effectively collect and analyze essential information, such as cargo data. Addressing these gaps is crucial for supporting government actions and small businesses across fiscal and monetary domains and for transforming Liberia's port operations effectively.

1.2: SIGNIFICANT ACHIEVEMENTS FOR THE QUARTER

The management of NPA has made significant strides during the period under review. These achievements can be summarized as follows: a reduction in costs, optimization of operational performance, oversight to accelerate the dredging of the Freeport of Monrovia—critical for facilitating the navigation of larger vessels and ensuring lower unit costs for imports and the supply of goods and services to the Liberian market. Furthermore, as part of the NPA's modernization plan to enhance its infrastructure, Management has renovated the Port Clinic to ensure prompt medical attention for employees and port users. Additionally, the following accomplishments highlight the key achievements of the Port for the year:

II. MANAGEMENT

The NPA is led by Hon. Sekou A.M. Dukuly, Managing Director, who is guiding the institution's strategic direction and ongoing reforms. During the reporting period, the organization implemented several key initiatives, including the development of a conceptual framework for a 'Strategic Plan' or Master Plan for the Port, as well as improvements in reporting standards.

The ongoing reform efforts focus on policy revisions and stakeholder engagement, with an emphasis on enhancing governance, transparency, and public involvement. The institution is also committed to upholding the rule of law as it addresses a significant backlog of cases and operational challenges.

In June 2024, the administration reported generating $14 million in revenue. Additionally, a $2 million deposit was made into the government revenue account as part of its $7 million budgeted contribution to the Government of Liberia. However, the NPA continues to incur substantial monthly expenses on staff salaries and wages due to overstaffing. This significant expenditure on personnel costs limits the institution's capacity to invest in critical infrastructure, including construction, renovations, electricity, and digitization.

2.1 PLANNING, RESEARCH, AND ECONOMIC AFFAIRS

In June 2024, Rechline Van Ross was appointed as the new Executive Director of the Planning, Research, and Economic Development Department. Mr. Ross has played a crucial role in refining the department's strategic planning and enhancing data-driven forecasting.

Key achievements during the quarter include the development of a conceptual framework aimed at creating a master plan that aligns with the port's long-term strategic goals. Additionally, a collaborative meeting with the Monitoring and Evaluation team was conducted to enhance coordination in planning, reporting, and documenting the port's operational successes. The department rolled out a consolidated reporting template designed to standardize and clarify institutional reporting. This template is intended to streamline the documentation process for monthly and quarterly progress, empowering Executive Directors to lead more effectively and demonstrate the value delivered.

Furthermore, the department undertook extensive research on African Continental Trade, providing valuable insights to the Managing Director. This research is expected to inform strategic initiatives that attract investment and align the port's operations with broader economic opportunities.

2.2. GOVERNMENTAL AFFAIRS

The Department serves as the key liaison between the NPA and government bodies, as well as international ports and organizations. It manages and oversees NPA projects, handles foreign correspondences, and ensures successful project execution while developing policies to enhance NPA’s interests. In the second quarter of 2024, the department engaged in various activities, including coordination meetings with Arcelor Mittal Liberia, foreign trips for training and official visits, and hosting school visitations. It participated in several national and legislative meetings and addressed issues such as employee benefits, training, and coordination among departments. Key recommendations include improving employee benefits, investing in the dry land port project, reviewing MOU agreements, and prioritizing employee development and efficient departmental functions.

2.3. PUBLIC RELATIONS

The Public Relations Department, led by Executive Director Mr. Pewee Baysah, expressed appreciation for the management’s focus on quarterly reports and is committed to enhanced performance with full support. For the second quarter of 2024, the department achieved several milestones, including a successful assessment tour of Buchanan Port, efforts to gain Senate support for addressing sea erosion issues, and a media campaign highlighting the NPA's progress under Managing Director Hon. Sekou A. M. Dukuly. They also facilitated a general tour of national ports, managed a donation for Independence Day, and participated in a key visit to Moroccan ports to foster bilateral relations and development. Despite these accomplishments, the department faces challenges such as inadequate office space, lack of essential equipment, and limited media resources. Recommendations include addressing these issues to improve the department’s effectiveness and support its ongoing initiatives.

2.4. LEGAL SERVICES

The Legal Department's quarterly report covers the period from April 1, 2024, to June 30, 2024, detailing its activities concerning active, pending, and inactive cases. The Department finalized one service contract with Power Marine for underwater inspection, hull cleaning, and leak repairs, which expired on May 30, 2024.

Litigations

The department is currently defending the NPA against former employees and institution for varying cases ranging from wrongful dismissal (Sabato Dennis, Gabriel Bull, Pewee Flomoku), debt actions (Medicare Insurance, General Spare Parts, Actos Company), and unfair labor practices (Jerry Weagba, Marcus Cooper) are ongoing. However, there are some pending cases such as (Solomon Foundation, Monrovia Oil Trading Corporation, Abranata and Son), and debt actions (The Remaining Compulsory Leave Employees).

Despite ongoing issues, the court has resolved several cases, including those involving Samir Eid Inc. and Office Ideas, which resulted in judgments. Key administrative hearings focused on unfair labor practices and debt actions took place in April and May 2024. Additionally, settlements have been reached for various claims, including those concerning former board members and unpaid salaries.

Legal Opinions: Various memos were issued:

Recommendations include pursuing legal action to terminate a lease due to rent arrears, forming a committee to resolve fringe benefits issues, and implementing disciplinary measures for the rice theft incident. It is also advised to address policy violations regarding promotions, avoid dismissals for short-term absences, and ensure proper separation packages for former board members while amending future policies. Additionally, further investigation and system review are proposed to address and prevent issues related to auction audits.

It is highly recommended that management should seek legal opinions before making administrative decisions to mitigate litigation risks.

2.6. INTERNAL AUDIT DEPARTMENT

The Internal Audit Department (IAD) has conducted several important audits and investigations to enhance institutional practices and ensure compliance. These efforts included a detailed examination of auction processes, an evaluation of human resource practices, and a comprehensive risk assessment at all outports and the NPA headquarters. Furthermore, the IAD investigated credit note management and the operations of the Marine Fire Service Department. They also created new policies concerning access passes and vehicle usage.

Following these audits, the IAD has forwarded its recommendations to the Senior Management team for swift action. These recommendations are designed to ensure adherence to institutional policies, Public Financial Management Laws, and PPCC Regulations. The IAD is committed to enhancing accountability and transparency within the organization's governance framework.

The IAD functions as a support service department and reports directly to the Managing Director, reinforcing its role in upholding the institution's standards and promoting effective management practices.

III. ADMINISTRATION

The administration of the NPA, under the leadership of the Managing Director and Deputy Managing Director for Administration, Hon. James A. Bernard, is committed to strengthening the institution. Their efforts are focused on enhancing coordination for effective program delivery. Management is currently reviewing existing agreements and contracts to ensure they align with the vision of positioning the Port as a leading hub in West Africa. Comprehensive consultations are being conducted to assess agreements, laws, and policies, ensuring they support port operations that attract larger vessels and facilitate seamless business transactions.

3.1. HUMAN RESOURCES

In February 2024, His Excellency Joseph Nyumah Boakai, Sr. appointed the Governance Board, Managing Director, and Deputy Managing Directors for Administration and Operations to advance the ports agenda and promote growth and development in the country, in line with the ARREST Agenda for Inclusive Development (AAID).

During the reporting period, the NPA welcomed 68 new employees (18 females and 50 males), each bringing extensive experience in administration and management, along with technical skills in finance, operations, compliance, planning, logistics, procurement, media, and innovation. This recruitment aims to enhance the institution's operations and support the Government of Liberia's ARREST Agenda. Additionally, staff were recruited for various positions and transferred to support the outstation ports in Buchanan, Greenvile, and Harper.

LITIGATION:

In April 2024, the new management conducted spot-checked audits and uncovered alleged financial improprieties involving ten Senior Staff members. As a result, these individuals were dismissed and forwarded for prosecution. Additionally, more than 50 personnel across various operational areas, including Logistics, Ports and Harbors, were suspended for involvement in corruption and bribery. Investigations are ongoing and reports will be forwarded to the senior management team for decision-making.

TRANSFER:

As part of the ongoing reforms under the new administration, several staff members have been transferred to outstation ports to enhance operations. Specifically, 26 employees were reassigned to Buchanan, Greenville, and Harper Ports, aimed at strengthening the system and increasing overall productivity. This strategic move is designed to optimize resources and improve service delivery across all port locations.

RETIREMENT:

By the end of July 2024, ten employees (5 males and 5 females) were honorably retired in recognition of their dedicated service to the NPA and the country. These individuals are expected to receive their retirement benefits by the end of this quarter, marking a well-deserved transition after their contributions to the institution.

REMOVAL

During the reporting period, there were a total of 29 employee removals (19 males; 10 females). The reasons for these removals included prolonged absences (12 cases), suspensions (8 cases), deaths (5 cases), and resignations (3 cases). The Human Resources Department conducted these removals in accordance with the employee handbook.

3.2. TRAINING DEPARTMENT

During the reporting period, the Training Department played a key role in developing labor skills within the organization and drafting several interdepartmental communications. On May 2, 2024, the department initiated a 'Training Needs Assessment (TNA)' for each department. Following the completion of the TNA, a comprehensive training and capacity-building plan will be formulated and implemented to empower staff both locally and internationally. Once approved, institutions offering short-term courses will be identified and contracted to enroll students in customized programs that meet the organization's specific needs.

To enhance internal capabilities, on May 13, 2024, the department proposed the establishment of a training lab to the Deputy Managing Director for Administration. This facility would support internal training, workshops, and other facilitation needs. This initiative addresses capacity requirements while significantly reducing costs associated with small-scale training. Once established, the computer lab will provide essential hands-on training for staff, ensuring their effectiveness and efficiency in their roles.

To enhance professional standards within the department, the Executive Director developed an organizational structure and drafted 'Terms of Reference' in collaboration with the Human Resources department. This document has been shared with the Deputy Managing Director for Administration for review and approval. This process aims to ensure quality standards and establish a foundation for performance appraisal.

3.3. CUSTOMER SERVICE

During the quarter, our outreach program achieved notable success, generating over one million USD in revenue by addressing outstanding payments and overdue accounts. Key activities included targeted customer visitations across three port sections, a detailed warehouse assessment revealing several abandoned or damaged facilities, and a collaborative effort to improve garbage collection.

The warehouse assessment highlighted several issues: numerous warehouses were found abandoned or in disrepair, impacting our revenue potential. Complaints from Intercontinental Fisheries regarding billing discrepancies were escalated for review.

In response, we enhanced waste management by installing garbage cans at 14 locations and proposed additional bins for nearby communities.

Beginning next quarter and moving into 2025, we will build on this success by refining our revenue forecasting, expanding customer engagement, addressing warehouse issues, and streamlining complaint resolution. Our aim is to enhance operational efficiency and strengthen customer relationships, ensuring continued growth and improved port facility management.

3.4. CLAIMS

On June 25, 2024, the Claims Department conducted a routine scrap assessment at the port facility. During their inspection, they discovered a damaged ship near the Coast Guard Base that could be valuable for scrap, though it is 90% offshore and under National Port Authority jurisdiction. Additionally, a large machine onshore was identified as potential scrap material.

The department faces challenges with transferring its responsibilities to other committees and managing overstayed containers due to customer negligence. To address these issues, it's recommended that Senior Management work with APM Terminals and hire a consulting firm to locate and remove wrecked ships from the sea. Attached are two photographs from the assessment visit.

3.5.CORPORATE RECORDS AND ARCHIVES

During the quarter, the department welcomed a new senior director who introduced fresh leadership and ideas. The team has been diligently sorting through past Board resolutions and policies to align them with future decisions, with a completion target of mid-September 2024. A key initiative this quarter is the exploration of automating and digitizing document processing to enhance efficiency and record preservation. The department has also finalized plans for a new facility as part of a legacy project.

However, the department is grappling with severe flooding and leaks that threaten its records. To address this, management is arranging a temporary move to the former Internal Audit Department building. Key recommendations include digitizing records, constructing a new building, and improving support for stationery and resources.

3.6 LOGISTICS AND AUTOMATION

During this reporting period, the department successfully managed the distribution of 9,767 bags of rice to employees and contractors, while also recovering 330 bags for efficient resource use. They compiled and submitted a comprehensive report detailing these distribution efforts. The team also participated in key meetings, including an internal staff meeting and a senior management meeting to align with organizational goals.

However, the department is facing challenges due to a shortage of essential equipment and resources, such as computers, printers, and reliable internet, which is affecting operational efficiency. To address these issues, it is recommended that top management provide necessary equipment, reintegrate storeroom management into the Logistics and Automation Department, ensure timely processing of benefits, facilitate employee training, and allocate petty cash for distribution activities.

3.7. TRANSPORT

The Transport Department manages the fleet for multiple ports, including the Freeport of Monrovia and outstation ports like Sinoe, Buchanan, and Maryland. Currently, it oversees a mix of operational and non-operational vehicles, including a recent addition of nine Hero motorbikes for security purposes. With only five out of fifteen vehicles functional and a lack of working vehicles at outstation ports, the department relies on car rentals in Monrovia for staff transportation. It also supervises eight City Cars buses for daily worker commutes.

The department, which employs 62 staff members, faces challenges such as limited office resources, unpaid rental fees, and inadequate vehicle maintenance. Despite these hurdles, it has made notable progress in managing transportation needs. To improve operations, the department recommends procuring new vehicles, ensuring timely vehicle registration and insurance, addressing maintenance issues, and enhancing office facilities. It is also collaborating with senior management to acquire a new fleet for executive and operational needs.

3.8. INFORMATION COMMUNICATION AND TECHNOLOGY

Under Acting Senior Director Joseph Blawah, the ICT Department has embarked on a series of transformative initiatives to modernize port operations. Key developments include the introduction of a biometric time-keeping system to ensure precise employee attendance, the creation of a new website to provide staff with corporate email accounts, and the restoration of internet connectivity for improved communication at the Port of Monrovia. Additionally, the department has reactivated the NPA domain controller for centralized ICT management and secured extra office space for server deployment and data monitoring.

The department's strategic plan aims to bolster the NPA's Port Operations and Digitalization strategy by focusing on network optimization, enhanced security through domain control, upgrading CCTV surveillance systems, and establishing a centralized data and traffic monitoring center. These efforts are designed to enhance infrastructure resilience and support the broader digital transformation goals of the port.

3.9. PROPERTY AND ENVIRONMENT

The Environment Department at the NPA is dedicated to maintaining the highest environmental standards for its facilities, striving to protect both local and global environments. Its mission involves rigorous waste management, regular inspections, updated environmental policies, and effective pest and drainage management. The department aims to build strong partnerships with various stakeholders to support NPA's goal of becoming the leading port in West Africa, while enhancing regional economic growth, international trade, and community development.

Currently, the department faces challenges such as insufficient personal protective equipment and limited engagement from port institutions on environmental matters. To address these issues, it recommends investing in staff training, increasing cross-departmental collaboration, and securing formal approval for its initiatives. This will enable the department to implement effective strategies that ensure environmental compliance and contribute to the port's operational efficiency and revenue growth.

IV. OPERATIONS

Under the leadership of Managing Director Hon. Sekou A.M. Dukuly, the NPA—with support from Deputy Managing Director for Operations Hon. Emmanuel O. Hortin—oversees operations in Monrovia, Buchanan, Greenville, and Harper. Monrovia is home to the largest and most profitable operations. The institution is planning a $30 million investment in infrastructure and port navigation to attract more shipments and boost revenue.

In July 2024, a delegation led by Rev. Dr. Luther K. Tarpeh, Chairman of the Governance Board, along with the Managing Director, visited the outstation ports to assess their needs and realign strategies for improvement.

4.1. PORT AND HARBORS

During the second quarter of 2024, Liberia's port operations showcased distinct roles and volumes. The Freeport of Monrovia, the nation's primary cargo gateway, handled the bulk of container traffic and cargo throughput, emphasizing its central role in imports and exports. Buchanan Port, specializing in iron ore, processed the majority of Liberia's iron ore exports, underscoring its significance in mineral trade. In contrast, the Port of Harper and Port of Greenville primarily supported domestic trade, with lower cargo volumes and no container handling. Overall, the review highlights Freeport of Monrovia and Buchanan Port as crucial to Liberia's international trade, while Harper and Greenville ports focus on regional distribution.

Overall, the Freeport of Monrovia and Buchanan Port are critical to Liberia's cargo handling and trade activities, while Harper and Greenville ports support regional trade with lower volumes. The analysis table highlights key operational dynamics and cargo handling capacities of each port, providing stakeholders with valuable insights into port performance for the second quarter of 2024.

4.2. MARINE

The Marine department is led by the Harbor Master at Monrovia port. A new Assistant Director was added to the team, bringing the total to 23. There is an urgent need to recruit more personnel with marine expertise to address the shortages in key roles such as pilots, engineers, and tugboat captains.

In terms of marine crafts, a severe weather event in September 2023 caused significant issues. The three marine vessels—m/t “Sinoe River,” m/t “Setra Kru,” and “Pilot Boat”—were moored when heavy swells broke their ropes, setting them adrift. The Pilot Boat was stranded on the beach, while the m/t “Sinoe River” and m/t “Setra Kru” grounded on rocks. “Sinoe River” suffered severe damage with leaks, almost sinking, whereas “Setra Kru” sustained minor damage. Management responded by purchasing a water pump and deploying divers, who managed to stabilize “Sinoe River” but could not fully assess the damage due to shallow waters.

Overall, the percentage change for the quarter shows no net change in the total number of vessels received compared to the same quarter in 2023. Please see below the analysis table.

4.3. MONITORING AND EVALUATION

During the reporting period, the Freeport of Monrovia welcomed the cruise vessel C/V S.H. Vega, marking the first cruise ship visit in over thirty years. This milestone is viewed as a significant advancement for Liberia's tourism sector, aligned with His Excellency President Joseph Nyumah Boakai, Sr.'s ARREST agenda.

The Concessions Monitoring and Evaluation (CM&E) team tracked 68 vessels, with a total Summer Deadweight Tonnage (SDWT) of 2,360,159.01 metric tons and a Net Registered Tonnage (NRT) of 892,288.7 metric tons. Container handling reached 30,466 TEUs, comprised of 15,609 TEUs in imports and 14,957 TEUs in exports. The port managed a total of 997,702.82 metric tons of cargo, with imports accounting for 695,604.66 metric tons and exports for 302,098.16 metric tons. This resulted in imports representing 69.7% of total cargo, while exports made up 30.3%.

However, the Concessions Monitoring and Evaluation (M&E) department is facing several challenges, including inadequate equipment, lack of mobility, insufficient personal protective equipment (PPE), and limited staff training. There is an urgent need for additional resources and support to enhance the department's ability to effectively monitor and report on port operations.

4.4. TECHNICAL SERVICES

Technical Department has been engaged in a wide range of important projects to improve infrastructure and working conditions. With over 300 staff members divided into Administration, Civil, Electrical, and Mechanical sections, it's crucial for the team to collaborate effectively across these areas. The addition of offices for Executive Directors and enhancements to work environments likely play a significant role in boosting productivity and morale.

VI. RESULTS AGAINST PROJECT OUTCOMES

Activities were implemented in accordance with the institutional strategic and organizational framework to ensure that results are reported against set outcomes and goals. This approach enables better forecasting and aims to increase revenue over time.

TABLE 1: BREAKDOWN OF CARGO VOLUME HANDLED

DRY BULK	QI			QII			VARIANCE	% CHANGE
	IMPORT	EXPORT	TOTAL	IMPORT	EXPORT	TOTAL		
Clinker	181,607.24	-	181,607.24	254,142.00	-	254,142.00	72,534.76	39.9
Black Sand	-	16,486.43	16,486.43	-	-	-	16,486.43	100
Iron Ore	-	646,461.40	646,461.40	-	974,403.60	974,403.60	327,942.2	50.7
Sub. Total	**181,607.24**	**662,947.83**	**844,555.07**	**254,142.00**	**974,403.60**	**1,228,545.60**	383,990.53	45.5
LIQUID BULK								
Petroleum Product	122,616.32	-	122,616.32	158,756.43	-	158,756.43	36,140.11	29.5
Crude Palm Oil	19,209.00	18,832.15	38,041.15	3,800.92	36,228.34	40,029.26	1988.11	5.2
Palm Oil	5,599.95	-	5,599.95	6,300.00	-	6,300.00	700.05	12.5
Sub. Total	**147,425.27**	**18,832.15**	**166,257.42**	**168,857.35**	**36,228.34**	**205,085.69**	**38,828.27**	**23.4**
GENERAL CARGO							-	
Logs	-	55,182.02	55,182.02	-	47,280.25	47,280.25	(7,901.77)	-14.3
Frozen Products	4,856.32	-	4,856.32	2,606.10	-	2,606.10	(2250.22)	-46.3
Corn Soya Beans	3,500.00	-	3,500.00	-	-	-	3,500	100.0
Vehicles	1,557.02	3	1,560.02	94,112.65	9	94,121.65	92,561.63	5,933.4
Equipment	2,045.53	826.50	2,872.03	1,565.77	-	1,565.77	(1,306.26)	- 0.5
Bagged Rice	23,305.00	-	23,305.00	34,000.00	-	34,000.00	10,695	45.9
Bulk Wheat	7,040.00	-	7,040.00	6,479.00	-	6,479.00	(561)	-8.0
Packages	16,965.01	-	16,965.01	7,370.30	-	7,370.30	(9,594.71)	-56.6
B/Bulk General	1,957.00	-	1,957.00	1,385.00	-	1,385.00	(572)	-29.2
Fertilizer	-	-	-	-	5,050.00	5,050.00	5,050	100.0
Bitumen	-	-	-	5,000.00	-	5,000.00	5,000	100.0
Sub. Total	**61,225.88**	**56,011.52**	**117,237.40**	**152,518.82**	**52,339.25**	**204,858.07**	**(48,632.41)**	**-64.8**
CONTAINERS								
Container Cargo	260,389.51	49,825.25	310,214.76	250,017.51	59,538.54	309,556.05	(658.71)	-0.2

Container Tare	-	21,335.60	21,335.60	-	24,194.60	24,194.60	2,859	13.4
Sub. Total	**260,389.51**	**71,160.85**	**331,550.36**	**250,017.51**	**83,733.14**	**333,750.65**	2,200.29	0.7
Grand Total:	**650,647.90**	**808,952.35**	**1,459,600.25**	**825,535.68**	**1,146,704.33**	**1,972,240.01**	**512,639.76**	**35.1**

During the reporting period, cargo volume handled experienced a notable decline across all categories compared to the first quarter (QI). Dry Bulk Cargo saw a 45.3% increase, with total volume dropping from 1,108,052.07 in QI to 828,403.60 in QII. This decline was driven by a significant reduction in clinker imports and a decrease in black sand handling, despite an increase in iron ore exports. As was also reported, Liquid Bulk Cargo suffered a dramatic 96.7% reduction, from 167,176.26 in QI to just 5,464.57 in QII. This drop was largely due to a sharp decline in petroleum product imports and reduced imports of crude palm oil. General Cargo experienced a 64.8% decrease, falling from 75,019.06 in QI to 26,386.65 in QII. Major reductions were noted in logs and equipment handling. Containers saw a complete drop of 100%, with container cargo handling falling from 310,214.76 in QI to zero in QII.

Overall, the grand total of cargo volume decreased by 41.7%, from 1,442,175.03 in QI to 840,254.82 in QII, reflecting a broad decline across all types of cargo.

TABLE 2: NUMBER AND SUMMER DEAD WEIGHT TON (SDWT)

	QI		QII		VARIANCE		PERCENTAGE	
AGENCY	**NO.**	**SDWT**	**NO.**	**SDWT**	**NO.**	**SDWT**	**NO.**	**SDWT**
Maersk	10	297,343.00	8	255,222.00	-2	(42,121)	-20	14.2
MSC Liberia	11	361,969.30	9	302,867.10	-2	(59,102.2)	-18.1	16.3
OBT	32	932,690.40	26	1,182,933.51	-6	250,243.11	18.75	26.8
Bollore/AGL	24	592,770.40	37	752,928.84	13	160,158.44	54.2	27.0
Camer	5	72,062.00	5	142,321.47	-	70,259.47	-	97.5
Sharaf Shipping	2	57,872.00	4	84,960.00	2	27,088	50	46.8
Greenville Shipping	1	61,266.00	2	119,076.00	1	57,810	-98	94.3
Destiny	-	-	1	10,617.00	1		100.0	100.0
Snokri	2	4,633.50	2	4,633.50	-	-	-	-
AMASCO	8	243,000.30	4	196,040.00	-4	-46,960.30	-50	-19.3
SSAL	2	1,313.00	-	-	2	1,313	100.0	100.0
Enisio	2	25,128.00	3	26,539.00	1	1,411	50	5.6
Trans Ocean Maritime	4	47,363.00	5	3,940.00	1	-43,423	25	-91.7

Joden	5	34,720	1	5,506.00	-4	-29,214	-80	-84.1
Mr Teo	1	450	-	-	1	450	100.00	100.0
CMA/Delmas	8	323,865.00	6	238,131.00	-2	-85,734	-25	-26.5
Glorious Shipping	2	15	1	7.5	-1	-7.5	-50	-50
AND	-	-	1	58,110	1	58,110	100.0	100.0
Stevent Shipping	-	-	1	1,587	1	1,587	100.0	100.0
Total:	**119**	**3,056,460.90**	**116**	**3,385,419.92**	**-3**	**328,959.02**	**-2.5**	**10.8**

The total number of vessels increased from 21 in the first quarter to 67 in the second quarter, while the total SDWT rose dramatically from 717,524.00 to 2,280,749.31. This represents a 219% increase in the number of vessels and a 217.9% increase in SDWT, highlighting a significant upturn in cargo handling activity. Maersk and MSC Liberia did not have activity in the first quarter but made a notable impact in the second quarter, with Maersk handling 255,222 SDWT and MSC Liberia 302,867.10 SDWT, each handling 8 and 9 vessels respectively. OBT experienced a substantial increase, handling 18 vessels with a total SDWT of 723,253.11, up from 6 vessels and 298,445 SDWT in the previous quarter, marking a 200% increase in the number of vessels and a 142.3% increase in SDWT. Bollore/AGL saw a significant decrease, with 7 vessels and 198,122.13 SDWT in the second quarter, down from 15 vessels and 419,079 SDWT in the first quarter, representing a reduction of 53.3% in the number of vessels and 52.7% in SDWT. Other agencies such as Camer, Sharaf, Greenville Shipping, and Destiny had modest or no activity in the first quarter but contributed with several vessels in the second quarter, totaling various amounts of SDWT. Overall, the data reflects a robust growth in both the number of vessels and the total weight handled, with notable contributions from new and returning agencies.

TABLE 3: NUMBER AND NET REGISTERED TON (NRT)

VESSEL TYPE	QI		QII		VARIANCE	PERCENTAGE
	NO.	NRT	NO.	NRT	NRT	NRT
Container	36	439,137.00	33	430,176.50	(8,960.50)	-2.0
General Cargo	24	84,909.00	24	152,660.00	67,751	79.8
Tanker	23	193,038.00	26	151,614.00	(41,424.00)	-21.4
Reefer	10	24,737.00	4	7,073.00	(17,664.00)	-71.4
Bulker	23	397,139.00	24	435,262.00	(38,123)	9.6
Roro	2	28,307.00	3	58,573.00	30,266.00	106.9
Navy	1	-	-	-	-	100.0
Break Bulk	-	-	1	328.00	328.00	100.0
Passenger	-	-	1	3,185.00	3,185.00	100.0

Total:	119	1,167,267.00	116	1,238,871.50	71,604.50	6.1

In the second quarter (QII), the vessel operations showed mixed results compared to the first quarter (QI). The total number of vessels increased from 124 to 138, while the net registered tonnage (NRT) saw a slight rise from 1,475,835.00 NRT to 1,476,181.50 NRT. General cargo vessels experienced a significant surge in NRT, up by 1,357.0%, while bulker vessels saw a notable decrease of 22.2% in NRT. Container and tanker vessels saw small declines, whereas Roro vessels recorded an increase. Reefer vessels, however, saw a substantial drop. Additionally, Navy, Break Bulk, and Passenger vessels were newly registered in QII, contributing minimally to the overall NRT.

TABLE 4 BREAKDOWN OF CONTAINER BY AGENCY IN UNITS & TEUs

AGENCY	Quarter I						QII						% Share
	IMPORT		EXPORT		TOTAL		IMPORT		EXPORT		TOTAL		
	UNITS	TEUs	UNITS	TEUs	UNITS	TEUs	UNITS	TEUs	UNITS	TEUs	UNITS	TEUs	
Maersk	4,645	7,414	4,265	6,788	8,910	14,202	5,645	8,934	5,585	8,870	11,230	17,804	56.3
MSC Liberia	1,313	2,053	1,369	2,005	2,682	4,058	1,314	1,972	1,363	1,896	2,677	3,868	12.2
CMA/CGM	1,483	2,324	1,477	2,170	2,960	4,494	1,151	1,889	846	1,387	1,997	3,276	10.4
AGL/Bollore	42	74	16	28	58	102	56	100	17	25	73	125	0.4
Camer	-	-	-	-	-	-	44	84	-	-	44	84	0.3
OBT	988.00	1,520	694	1102	1,682	2,622	2,068	3,480	1,856	2,970	3,924	6,450	20.4
TOTAL:	**8,471**	**13,385**	**7,821**	**12,093**	**16,292**	**25,478**	**10,278**	**16,459**	**9,667**	**15,148**	**19,945**	**31,607**	**100**

From January to June 2024, the breakdown of container activity by agency revealed notable distribution patterns. **Maersk** led with the highest volume, handling a total of 11,230 units and 17,804 TEUs, accounting for 56.3% of the combined total. **MSC Liberia** followed with 2,677 units and 3,868 TEUs, representing 12.2% of the market share. **CMA/CGM** handled 1,997 units and 3,276 TEUs, holding a 10.4% share. Smaller players included **Bollore**, **Camer**, and **OBT**, with their combined share being minimal, reflecting their niche roles in the market. **AGL** managed a steady 16 units and 26 TEUs across both quarters. The total container activity reached 19,945 units and 31,607 TEUs, with a dominant contribution from the major carriers.

TABLE 5: BREAKDOWN OF CONTAINER IN UNITS AND TEUs

MONTH	IMPORT						EXPORT							
	FULL		EMPTY		TOTAL		FULL		EMPTY		TOTAL		TOTAL TRAFFIC	
	UNITS	TEUs	UNITY	TEUs	UNITS	TEUs	UNITS	TEUs	UNITS	TEUs	UNITS	TEUs	UNITS	TEUs
JANUARY	2,868	4,517	2	2	2,870	4,519	649	728	1,891	3,368	2,540	4,096	5,410	8,615
FEBRAURY	2,640	4,177	-	-	2,640	4,177	897	967	2,058	3,486	2,955	4,453	5,595	8,630
MARCH	2,961	4,689	-	-	2,961	4,689	623	700	1,703	2,844	2,326	3,544	5,287	8,233
APRIL	3,596	5,683	-	-	3,596	5,683	653	716	2,330	4,029	2,983	4,745	6,579	10,428
MAY	3,157	5,081	-	-	3,157	5,081	829	999	1,829	3,164	2,658	4,189	5,815	9,270
JUNE	3,525	5,695	-	-	3,525	5,695	1,004	1,153	3,022	5,087	4,026	6,240	7,551	11,935
TOTAL	**18,747**	**29,842**	**2**	**2**	**18,749**	**29,844**	**4,655**	**5,263**	**12,833**	**21,978**	**17,488**	**27,241**	**36,237**	**57,085**
THEREOF: 20'	7,652		2		7654		4047		3,688		7,735		15,389	
40'	11,095		-		11095		608		9,145		9,753		20,848	

From January to June 2024, container traffic demonstrated robust activity with a total of 36,221 units and 57,059 TEUs processed. Imports totaled 18,733 units and 29,818 TEUs, while exports reached 17,488 units and 27,241 TEUs. Monthly figures varied, with the highest traffic recorded in June, totaling 7,551 units and 11,935 TEUs. Throughout the period, the distribution of container sizes showed 7,646 units in 20' containers and 11,085 units in 40' containers, reflecting a balanced handling of different container types. The data underscores a steady and substantial flow of containerized goods across the first half of the year.

6.1 THE NATIONAL PORT AUTHORITY CARGO VOLUME

During the mid-year, the National Port Authority handled a diverse range of cargo volumes with notable variances across locations. **Monrovia** emerged as the dominant port, managing a significant 788,914.83 in imports and 249,733.14 in exports, culminating in a total cargo throughput of 1,038,647.97. **Buchanan** followed with a strong performance in exports, handling 833,283.32, while its imports amounted to 26,971.50, resulting in a total throughput of 860,254.82.

Greenville and **Harper** contributed more modestly, with Greenville managing 3,800.92 in imports and 56,774.87 in exports for a total of 60,575.79, and Harper handling 4,722.00 in imports and 6,913.00 in exports, reaching a total of 11,635.00. The combined total cargo throughput across all ports was 1,971,113.58, highlighting the substantial role of Monrovia and Buchanan in the overall cargo operations for the year.

TABLE 6: GENERAL CARGO VOLUME

PORTS	IMPORT	EXPORT	CARGO THROUGHPUT
MONROVIA	1,415,624.76	584,390.99	2,000,015.75
BUCHANAN	49,634.9	1,247,711.41	1,297,346.31
GREENVILLE	3,800.92	113,182.28	116,983.20
HARPER	7,123.00	10,372.00	17,495.00
TOTAL:	**1,476,183.58**	**1,955,656.68**	**3,431,840.26**

6.2. ISPS COMPLIANCE

In line with international best practices and in full compliance with the ISPS Code Regime, the Management of the National Port Authority has implemented a rigorous Port Facility Security Plan (PFSP). This initiative has led to achieving ISPS Compliance level one (1) at three of its main ports, with the Freeport of Monrovia being delisted from the Coast Guard red list during the year under review.

6.3. EXPLANATIONS AS TO SIGNIFICANT VARIANCES FROM TIMELINE, IMPLEMENTATION PLAN AND BUDGET

No significant deviations from the timeline or implementation plan emerged during the reporting period that could impact the overall project delivery and achievement of project outcomes.

6.4. GENDER MAINSTREAMING

Gender mainstreaming was consistently integrated throughout the reporting period and established as a foundational theme under the new administration. The strategic adaptation of gender mainstreaming aimed to achieve transformative changes at the outcome level, going beyond mere quantitative gender parity in project components and assessing results against project outcomes, outputs, and activities.

6.5. LESSONS LEARNED AND BEST PRACTICES

Below are the lessons learned and best practices identified throughout the implementation of the project:

- **Operational Context:** NPA operates 98% manually, relying on personal accounts and WhatsApp messaging for document sharing, lacking structured document transfer systems.
- **NPA Credibility:** As the gateway to the economy, NPA aims for innovation and high-quality task delivery, ensuring reliable revenue generation and providing expert services. We remain committed to enhancing port facilities to support national trade and commerce priorities.
- **NPA Position:** NPA has built strong networking capabilities, fostering successful cooperation with various institutions and development partners. It serves as a crucial link between importers and businesses at the highest levels.
- **NPA Partnership Approach:** Stakeholders commend NPA's respectful, efficient, and effective approach to partnering with national training institutions. Internal reforms have boosted staff confidence and independence.
- **NPA Adaptation and Flexibility in Project Implementation:** Stakeholders appreciate NPA's willingness to adopt new ideas, such as the mentorship program, which has enhanced project implementation and outcomes significantly.

6.6. SUSTAINABILITY

The institution has prioritized sustainability by collaborating with national training institutions. For instance, the training department is currently conducting a training needs assessment to ensure staff capacity is systematically developed and evaluated. Following the identification of training needs, the team is developing a comprehensive capacity building plan and curriculum tailored to meet the workforce requirements within the institution.

6.7. CONCLUSION AND WAY FORWARD

NPA takes pride in its contributions to the achievements of the Government of Liberia, as evidenced by the results showcased during the National Independence Day oration. We play a crucial role in the import and export of raw or unfinished goods, as reported in the Central Bank of Liberia's quarterly GDP report. Furthermore, we are proud to have met revenue collection targets through lawful taxes collected jointly with the Liberia Revenue Authority. In summary, while the Liberian Port Industry saw growth in vessel traffic at its primary port, the overall cargo volume and tonnage experienced a notable decline. The NPA's efforts to modernize infrastructure and enhance operational efficiency are steps towards sustainable growth, though the challenges in cargo handling and throughput highlight areas for continued focus and improvement. The strategic developments and future expansions, particularly at the Freeport of Monrovia and the Port of Harper, are expected to bolster the port industry's contribution to Liberia's economy.

VII. QUARTERLY FINANCIAL REPORTS

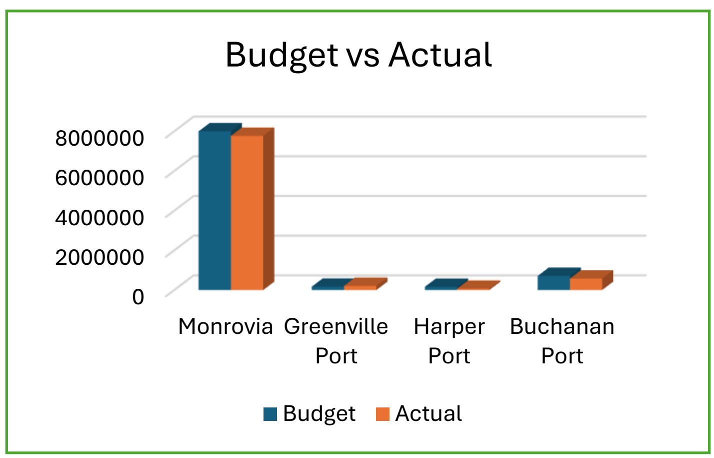
The Finance Department is pleased to present the financial report for the second quarter of 2024, covering the period from April to June. The National Port Authority of Liberia (NPA) oversees and manages four key ports: the Port of Monrovia, Buchanan, Greenville, and Harper. For this reporting period, the NPA's budget was set at USD $9,034,565.

7.1. REVENUE AND FINANCIAL POSITION

During the quarter, the NPA generated a total revenue of USD $8,613,788. The revenue sources include:

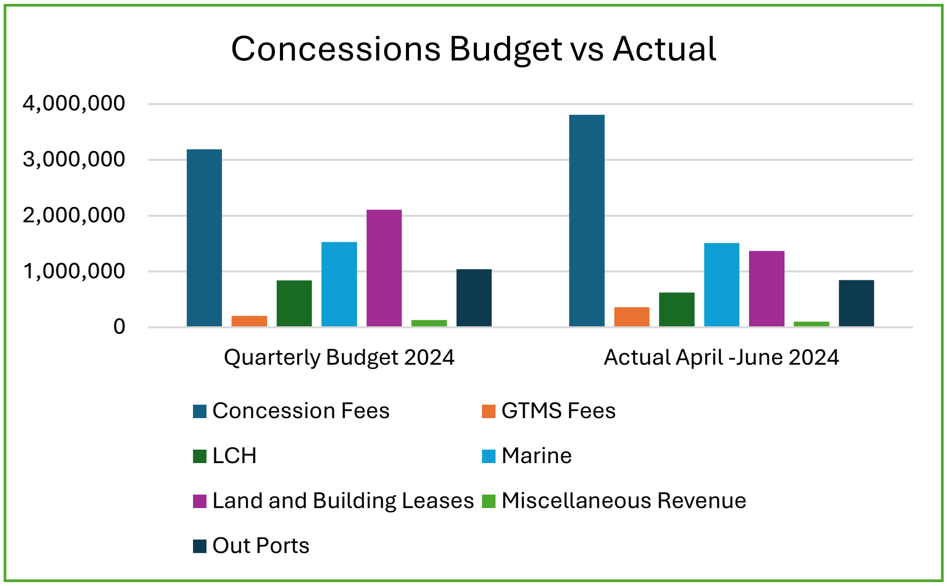
- Marine facilities operations
- Loose cargo handling
- Container handling
- Land and building leases
- Other related activities

Location	Revenue Amt	%
Monrovia	7,766,569.70	90%
Greenville Port	207,828.29	2%
Harper Port	61,517.39	1%
Buchanan Port	577,873.10	7%
Total	**8,613,788.48**	**100%**



In the latest revenue report, Monrovia led with $7,766,569.70, making up 90% of the total revenue and coming in just under its budget. Greenville Port surpassed its budget by generating $207,828.29, accounting for 2% of the total revenue. Harper Port fell short of its budget, with actual revenue of $61,517.39, contributing only 1% of the total. Buchanan Port also underperformed relative to its budget, with $577,873.10 in revenue, representing 7% of the total. Overall, the actual revenue totaled $8,613,788.48, slightly below the combined budget of $9,034,633.

7.2. REVENUE COLLECTION FROM CONCESSIONS



It has come to our attention that APM Terminals (APMT), a crucial concession and significant revenue source for the NPA, has not been providing copies of its invoices. This lack of documentation hinders the NPA's ability to verify and track revenue accurately. We advise management to revisit the GTMS Agreement with APMT to address this issue. Ensuring that APMT provides the necessary invoice documentation could enhance revenue tracking and potentially increase overall revenue for the NPA.

Additionally, a deposit of USD $2 million was made into the government revenue account. This deposit contributes towards the government's budgeted target of USD $7 million for the year.

Description	Quarterly Budget 2024	Actual April -June 2024	%
Concession Fees	3,191,288	3,809,099	46%
GTMS Fees	202,500	360,000	0%
LCH	838,809	622,021	8%
Marine	1,527,728	1,509,222	18%
Land and Building Leases	2,106,816	1,366,796	17%
Miscellaneous Revenue	128,983	99,431	1%
Out Ports	1,038,440	847,219	10%
Total:	9,034,564	8,613,788	100%

7.3. EXPENDITURES

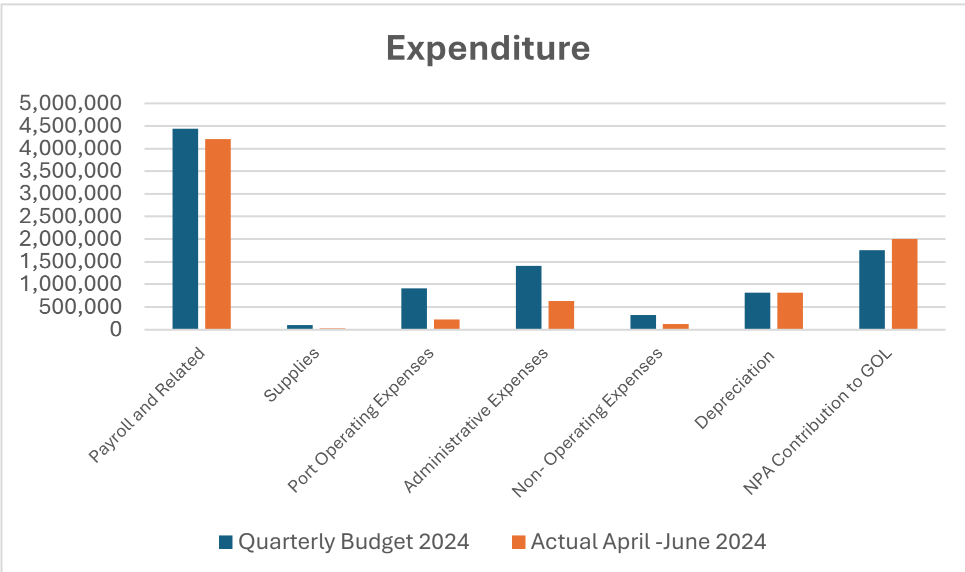
For the quarter of April to June 2024, the total budgeted expenditure was $9,763,648. The actual expenses reported for this period were $8,032,533, reflecting an overall expenditure that was 82% of the budgeted amount. This results in an underspend of $1,731,115.

- Payroll and Related Expenses
- Budgeted: $4,444,098
- Actual: $4,205,785
- Percentage of Budget: 52%
- Variance: $238,313 under budget

Description	Quarterly Budget 2024	Actual April -June 2024	Percentage
Payroll and Related	4,444,098	4,205,785	52%
Supplies	100,884	28,804	0%
Port Operating Expenses	912,570	221,962	3%
Administrative Expenses	1,414,944	631,868	8%
Non- Operating Expenses	324,152	127,114	2%
Depreciation	817,000	817,000	10%
NPA Contribution to GOL	1,750,000	2,000,000	25%
Total:	**9,763,648**	**8,032,533**	**100%**

The payroll and related expenses were slightly under budget by $238,313, which is about 5% less than anticipated. This underspend may indicate effective cost management or a potential reduction in staffing or payroll rates.

Expenditures on supplies were significantly below the budgeted amount by $72,080. This considerable underspend could suggest either a delay in supply purchases, an overestimation of required supplies, or effective procurement cost management. It is worth investigating whether this underspending could impact operations or if adjustments in future budgets are needed. Port operating expenses were drastically under budget by $690,608, accounting for only 3% of the planned expenditure. This major variance may reflect either a deferral in port-related activities or significant cost savings. It is important to review the reasons for this underspend, as it could impact port operations or indicate areas where efficiencies have been achieved.



Administrative expenses also fell short of the budget by $783,076. This represents a substantial underspend, approximately 55% less than the planned expenditure. This could be due to reduced administrative needs, delayed expenditures, or cost-saving measures implemented. Evaluating the reasons behind this could help in adjusting future administrative budgets or addressing potential operational impacts. Non-operating expenses were under budget by $197,038, accounting for only 39% of the budgeted amount. This underspend may reflect changes in planned non-operating activities or effective cost management. It is important to ensure that this does not affect non-operating activities, and that any savings are appropriately accounted for. Depreciation expenses were exactly on budget, reflecting accurate forecasting and adherence to planned depreciation schedules. This consistency suggests reliable financial planning in this area. The contribution to GOL exceeded the budget by $250,000, which is a 14% overrun. This over-expenditure should be reviewed to understand its implications and determine whether it was a one-time occurrence or a recurring issue. It may be necessary to adjust future budgets to accommodate this increase or to address the reasons for the higher contribution.

7.4. CONCLUSION

Overall, the quarter's expenses were well under budget, except for the NPA contribution to GOL. The significant underspending in various categories suggests effective cost management but warrants further investigation to ensure that it does not impact operations or reflect areas of deferred costs. Conversely, the over-budget contribution to GOL needs to be addressed to align future budgets with actual financial commitments.