NATIONAL PORT AUTHORITY

QII 2025 PERFORMANCE REPORT (APRIL -JUNE 2025)

Advancing Port Modernization, Operational Excellence, and Strategic Partnerships

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Acronyms

DGEHP	Dangerous Goods Escort & Handling Protocol
DGs	Dangerous Goods
DMDA	Deputy Managing Director for Administration
DMDO	Deputy Managing Director for Operations
ED	Executive Director
IMO	International Maritime Organization
IMSBC	International Maritime Solid Bulk Cargoes Code
ISPS	International Ship and Port Security
LPRC	Liberia Petroleum Refining Corporation
MD	Managing Director
MSC	Mediterranean Shipping Company
MT	Metric Tons
NaFAA	National Fisheries & Aquaculture Authority
NDMA	National Disaster Management Agency
NPA	National Port Authority
NRT	Net Register Tonnage
OBT	On-Board Trainer
OPs	Outstation Ports
PFSP	Port Facility Security Plan
PMAWCA	Port Management Association of West and Central Africa
PSCD	Port State Coordination Department
PSMA	Port State Measures Agreement
RMHG	Radioactive Materials Handling Guideline
SDWT	Summer Dead Weight Ton
TBT	Total Berthing Time
TEU	Twenty Foot Equivalent Unit
TPT	Total Port Time
TTT	Truck Turnaround Time

MESSAGE FROM THE MANAGING DIRECTOR

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

The second quarter of 2025 has been one of resilience and steady progress. Our ports have maintained their roles as critical gateways for Liberia's trade, with Monrovia and Buchanan driving the bulk of national cargo throughput.

While we continue to confront structural constraints, ranging from fiscal pressures, aging infrastructure and unstainable personnel driven overhead, important steps have been taken to lay and strengthen the foundation for modernization, improve operational efficiency, and to engage critical partners in advancing Liberia's port system.

Our agenda remains ambitious. We are pursuing reforms that aim to make Liberia's ports more competitive and responsive to the demands of global trade. During this period, we advanced concession agreement reviews to ensure Liberia gets its fair share and deepened collaboration with partners such as Tanger Med Engineering and MakeGroup Korea. These engagements underscore NPA's determination to attract private capital and technical expertise to drive infrastructure renewal.

Equally, we recognize that modernization is not limited to physical assets. Capacity development is central to our strategy, and we are building a pipeline of Liberian professionals—most notably with the commissioning of our first local tugboat captains and the establishment of new training pathways through the Regional Maritime University. At the same time, we have continued to call for stronger collaboration among stakeholders to reduce clearance times and enhance efficiency of port operations.

These are not final outcomes but important building blocks. The NPA remains committed to aligning with the Government's ARREST Agenda and to creating a port system that is modern, secure, and inclusive. Achieving this vision will require sustained effort, stronger partnerships, and disciplined execution. We are determined to meet that challenge

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

1.0 EXECUTIVE SUMMARY

The National Port Authority (NPA) sustained stable operations across Liberia's four seaports during the reporting period while advancing reforms to strengthen efficiency, reduce losses, and modernize infrastructure. Efforts centered on reducing congestion, improving transaction timelines, and positioning Liberia's ports for long-term competitiveness.

Digitalization progressed with the automation of human resources records, the first step toward a fully digitized operating environment designed to reduce leakages and drive efficiency. Capacity development remained a priority, highlighted by the commissioning of two Liberian captains into pilotage roles and a 50% reduction in training costs at the Regional Maritime University. In partnership with APM Terminals, new navigational aids and cargo-handling equipment were commissioned, improving vessel movement and safety while health, safety, and environmental initiatives strengthened compliance and sustained ISPS certification.

Port performance reflected 129 vessel calls and 3.49 million metric tons of cargo handled. Monrovia led imports, Buchanan dominated iron ore exports, while Greenville and Harper maintained steady activity. These operations generated USD 8.805 million in revenue, 13% below the USD 10.116 million target, driven by unrealized GTMS fees and lower loose cargo. Operating expenses reached USD 9.729 million, 5% above budget, resulting in a USD 0.925 million loss. Revenue contribution remained concentrated in Monrovia (89%).

Strategic initiatives advanced on multiple fronts. A comprehensive review of leases and tariffs revealed significant revenue leakages and inconsistencies across ports, underscoring the urgency for reform. Tanger-Med Engineering recorded progress on the Port Master Plans for Monrovia and Buchanan—due in November—which will align infrastructure investments with trade objectives, provide a coherent investment pipeline, and strengthen NPA's negotiating position. Discussions with Korea's Make Group further explored a multi-user shipyard hub at Monrovia and Buchanan.

On the financial and diplomatic front, NPA and the Government restructured Liberia's USD 6.7 million outstanding loan with the Kuwait Fund, improving credit standing and unlocking pathways to additional Arab financing. Broader engagements with the IMF, World Bank, and regional partners elevated NPA's profile. Hosting the 10th PMAWCA Harbor Masters and PFSOs Conference in Monrovia reinforced Liberia's role in regional maritime cooperation.

Challenges persisted in customs clearance, outside NPA's direct control. Truck Turnaround Time briefly met the 45-minute benchmark in June but deteriorated again due to congestion and manual exit checks. Unlocking efficiency will require deeper inter-agency coordination, faster rollout of the Maritime Single Window, and stronger stakeholder alignment.

Looking forward, NPA's priorities are clear: disciplined expense management, targeted capacity-building, tariff and lease reforms, and mobilization of private and multilateral capital. Together, these measures will position Liberia's port system as a modern, competitive gateway for trade, investment, and national development.

2.0 INTRODUCTION

This report presents the National Port Authority's performance and key developments for the second quarter of 2025. It is designed to provide stakeholders with a clear account of operational progress, financial outcomes, institutional reforms, and strategic partnerships that are shaping the modernization of Liberia's port system.

The report is structured into thematic sections covering operational efficiency, financial performance, governance, capacity development, safety and security, and external engagement. Each section highlights progress achieved, challenges encountered, and measures being taken to sustain improvements. Together, they provide a balanced picture of the Authority's achievements and the areas requiring further attention.

As readers proceed, they can expect insights on measurable gains such as improvements in vessel handling, strengthened compliance with international standards, enhanced safety culture, new capacity-building initiatives, and growing international partnerships. The report also underscores the urgency for stakeholders' collaboration to reduce custom clearance time and delays at checkout gates that are caused by multiple institutions who work outside the jurisdiction of the NPA. The financial position of the NPA and its continued efforts to strengthen credibility with lenders and attract private investment is explained.

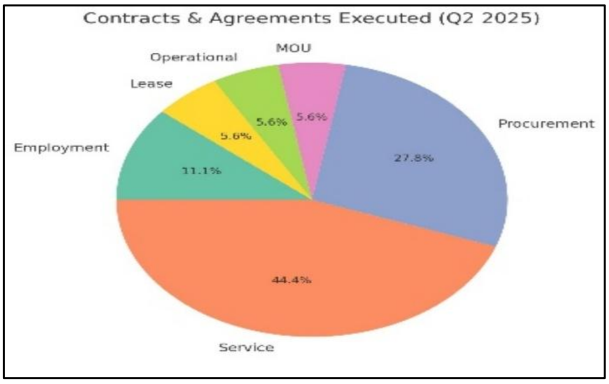
Overall, this document serves both as an accountability tool and a roadmap, reaffirming NPA's commitment to delivering efficient, secure, and competitive port services that contribute to Liberia's economic growth and regional integration.

3.0 Q2 HIGHLIGHTS: SIGNIFICANT MILESTONES AND KEY FIGURES

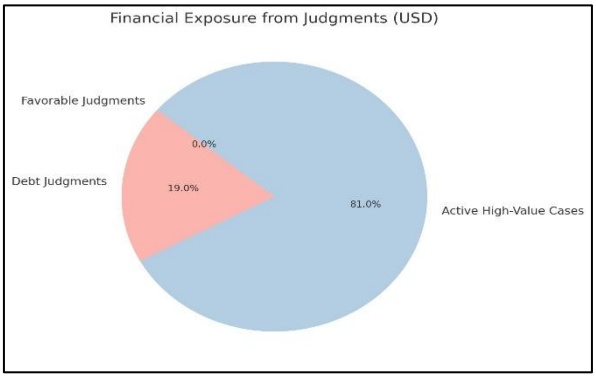
3.1 SUMMARY OF SIGNIFICANT MILESTONES

- Commenced strategic upgrade of the LMC Pier to berth vessels and reduce wait time.
- Improved vessel movement and safety and enhanced cargo handling by inaugurating new navigational aids and cargo handling equipment
- Finalized a landmark international partnership with Tanger Med Engineering to develop a comprehensive master plan for the Port of Monrovia and Port of Buchanan
- Commissioned two Liberian tugboat captains and secured 50% tuition discount at the Regional Maritime University to build staff capacity and address staff productivity gap.
- Qualified the Freeport of Monrovia and Port of Buchanan for ISPS certification
- Ensured safe and healthy through health and safety awareness and the commissioning of a modern ambulance, fire trucks, and a mini clinic.
- Rolled out digitization process and completed the enrollment of 5,00 personnel files in NPA's new digital system.
- Commenced reviews of the APM Terminals concession and established an audit compliance taskforce to strengthen governance.
- Formalized a Memorandum of Understanding with Make Group for potential investment in ship repair services.
- Adopted Standard Operating Procedures (SOPs) for vessel berth, thus laying the groundwork for improved turnaround times and better coordination across port operations.

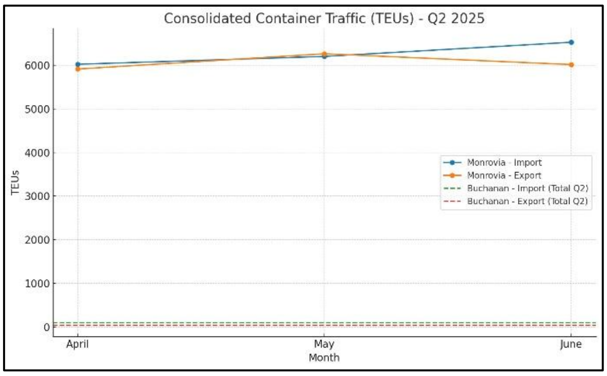
3.2 KEY FIGURES FROM Q2 2025



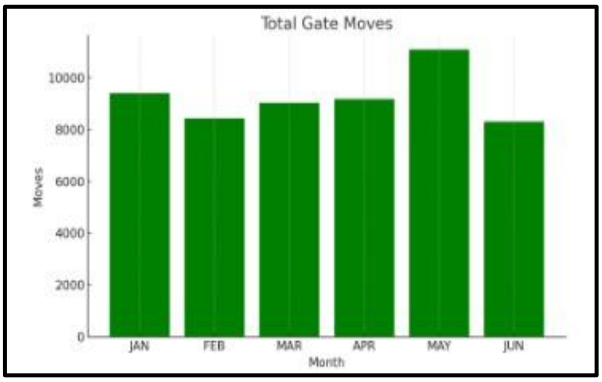
Graph-1-Contracts and Agreements Executed in Quarter II of 2025



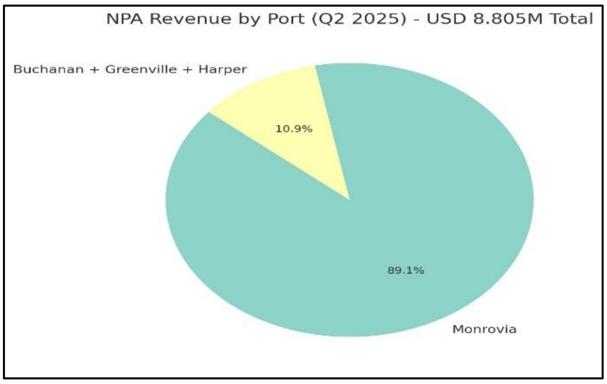
Graph-2-Financial Exposure from Judgements through legal proceedings in Quarter II of 2025



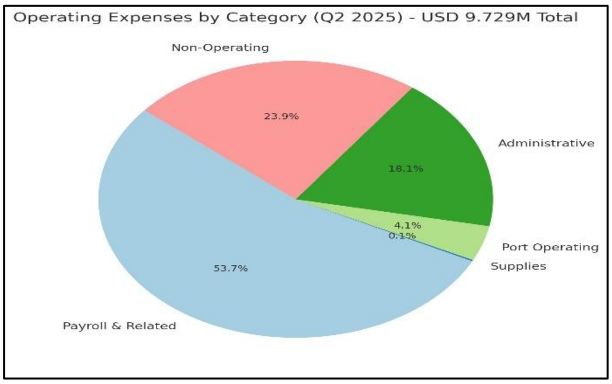
Graph-3-Quarterly Container Traffic



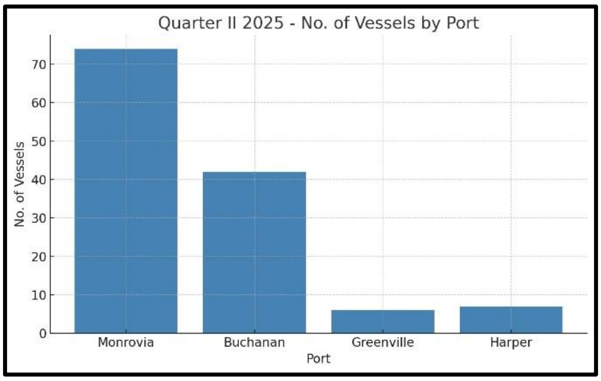
Graph-4-Gate Performance Report



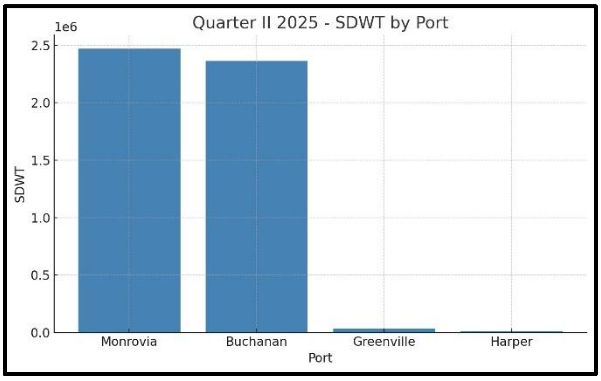
Graph-5-Quarterly Revenue Collection



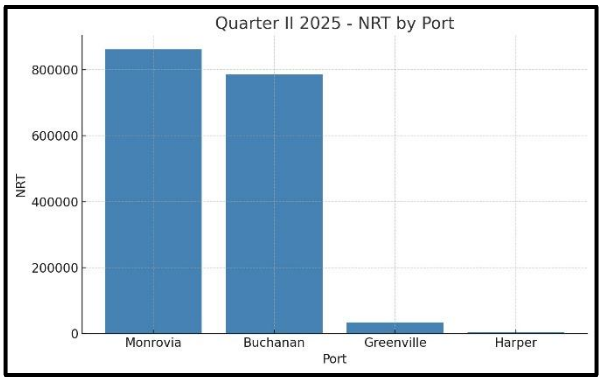
Graph-6-Quarterly Expenditure



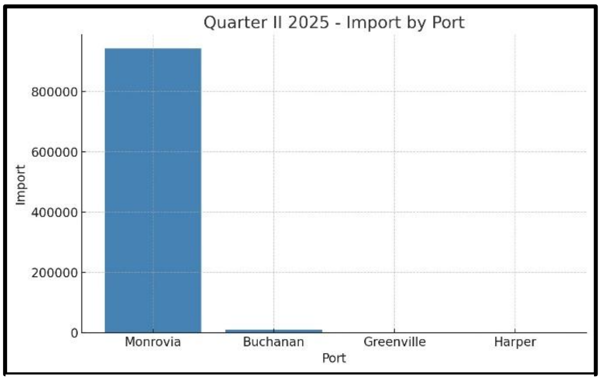
Graph-7-No. of Vessels by Port



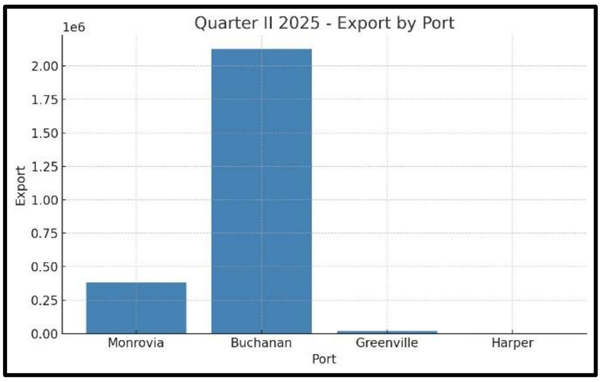
Graph-8-SDWT by Port



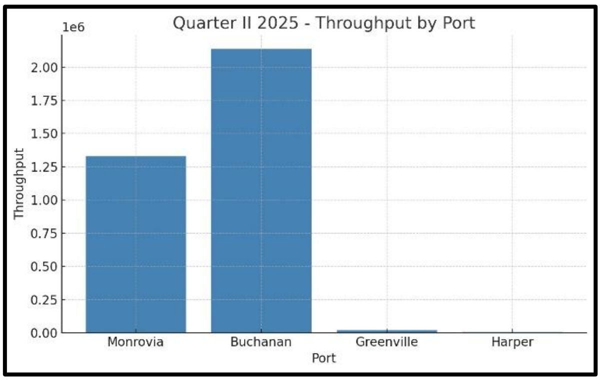
Graph-9-NRT by Port



Graph-10-Import by Port



Graph-11-Export by Port



Graph-12-Throuhput by Port

4.0 FINANCIAL PERFORMANCE AND REFORMS

The financial performance of the NPA in Q2 2025 (April–June) continue to show resilience and vulnerabilities. Total revenue reached USD 8.805 million, falling short of the budgeted USD 10.116 million by 13% for factors including unrealized revenue from the revised Cargo Tracking Note (CTN) and Advance Cargo Declaration (ACD). The NPA did not realize the CTN revenue because NPA's share of revenue has not been transferred from the escrow account. Weak and loose cargo activity also contributed to unrealized revenue. Revenue remains highly concentrated, with the Freeport of Monrovia contributing 89% (USD 7.849 million), while Buchanan, Greenville, and Harper collectively contributed only 11% (USD 0.956 million). Operating expenses totaled USD 9.729 million, exceeding budget by 5%, largely driven by payroll and administrative costs. This resulted in an operating loss of USD 0.925 million, against a projected profit of USD 0.849 million.

NPA's total assets stood at USD 176.745 million as at June 30, 2025. Cash balances were modest at USD 2.435 million, while receivables amounted to USD 52.330 million, much of which is considered uncollectible due to outdated lease arrangements. Fixed assets, valued at USD 110.418 million net of depreciation, represent 62% of total assets, though they have not been revalued in over two decades—posing a barrier to migration toward IFRS standards. Total liabilities were USD 80.344 million, including a significant USD 44 million legal judgment, leaving Owner's Equity at USD 96.401 million, representing 55% of total assets.

The NPA continues to face three major financial risks:

- Revenue concentration risk with near-total reliance on Monrovia, exposing NPA to sharp fluctuations if performance at Freeport of Monrovia weakens.
- Liquidity risk from the USD 52.3 million receivables, most of which are unlikely to be recovered without aggressive reforms.
- Legal and contractual risk from outstanding judgments and legacy liabilities, which account for over half of long-term obligations.

To address these challenges, NPA has taken steps to improve financial governance and strengthen sustainability. Key measures include automating financial transactions and reporting systems to reduce manual errors and align with IFRS; instituting mid-quarter financial reviews to better align expenditures with actual revenue; and introducing prioritization mechanisms to defer non-essential spending during periods of underperformance.

A receivables recovery strategy has also been developed to improve collections beginning with USD 1.5 million outstanding from Q2. During the quarter, the NPA also advanced its fixed asset verification process to clean up the balance sheet and prepare for eventual revaluation.

The financial performance of the quarter shows significant financial strain but strategic reforms, combined with ongoing efforts to diversify revenue across ports, attract private capital, and strengthen cost controls will position NPA to restore profitability and improve long-term financial resilience.

5.0 PORT MODERNIZATION AND INFRASTRUCTURE UPGRADE

Aging infrastructure remains a critical challenge facing Liberia's port system. Decades of underinvestment have left facilities at all the ports struggling to accommodate growing trade volumes, resulting in congestion, inefficiencies, and higher costs for importers. Addressing this is central to NPA's modernization agenda, with progress achieved during the reporting period through targeted upgrades, strategic partnerships, and the launch of long-term master planning.

At the Port of Greenville, the NPA commenced a comprehensive renovation on April 4, 2025, covering six critical facilities and the main access road. The rehabilitation is nearing completion and will improve operational capacity. Similarly, at the Port of Harper, essential works were undertaken on fenders, bollards, and administrative facilities to maintain compliance and ensure vessel safety.

The Port of Buchanan attracted high-level attention with President Boakai's April 6, 2025, visit, during which he underscored the port's strategic role and called for urgent action on the deteriorating breakwater. Technical assessments are now underway to guide coastal defense and expansion strategies. In parallel, Liberia signed a landmark agreement with Morocco's Tanger Med Engineering on May 6, 2025, to deliver Master Plans for Monrovia and Buchanan. These plans- expected in November 2025, will define a coherent long-term infrastructure strategy, prioritize modern terminals, digital platforms, and green energy solutions, and provide a bankable investment pipeline to attract private capital and development finance.

At the Freeport of Monrovia, congestion and limited berth capacity continue to drive vessel wait times of up to several weeks, costing importers an estimated USD 10,000 per day. To address this, the NPA launched a decongestion initiative on April 29, 2025, which includes redistributing vessel traffic to the LMC and BMC piers, upgrading cargo-handling equipment, and replacing outdated conveyor systems with roll-on/roll-off platforms. Rehabilitation of the LMC Pier and the installation of modern navigational aids were also initiated to improve turnaround time and safety and strengthening Liberia's competitiveness.

Looking ahead, the NPA is pursuing transformative partnerships to raise private capital and attract funding through Public Sector Investment Plan (PSIP) to begin to address the perennial infrastructure deficit that continue to undermine the competitiveness of the port, slow Liberia's growth, increase trade cost, and its corresponding increase in the price of imported commodities in Liberia.

On June 3, 2025, discussions began with Make Group Korea to establish a multi-user shipbuilding and maintenance hub at Monrovia and Buchanan. Complementing these efforts are the award of contract for the development of an automated gate systems and 24-hour surveillance at the Freeport of Monrovia.

While the challenge of aging infrastructure remains formidable, the combination of targeted upgrades, strategic master planning, and global partnerships will enable the NPA to address the infrastructure gaps and become safer, more efficient, and globally competitive gateways for trade and development

6.0 PORT OPERATIONS AND PERFORMANCE

Operational Performance Analysis:

Indicator	Monrovia	Buchanan	Greenville	Harper	Total
No. of Vessels	74	42	6	7	**129**
SDWT	2470061.1	2364487.8	34874	13713	**4883135.9**
NRT	862305.36	785899	33713	3758	**1685675.4**
Import	943270.43	10639.77	0	814	**954724.2**
Export	385389.63	2125378.6	21198.69	4587	**2536553.9**
Throughput	1328660.06	2136018.37	21198.69	5401	**3491278.1**
TEUs	36948	68	0	0	**37016**
Units	23693	37	0	0	**23730**

Table-1-Port Operation performance including vessel traffic and Cargo throughput for Quarter II of 2025

20'	10438	6	0	0	**10444**
40'	13255	31	0	0	**13286**
Berth Occupancy	98.87%				

Table-1-Operational Performance Analysis

Monrovia and Buchanan continue to account for most of the national port activity. The Freeport of Monrovia recorded the highest number of vessel calls (74), with a combined cargo throughput of approximately 1.33 million metric tons, driven primarily by imports which was 943,000 throughput or (71%). In contrast, the Port of Buchanan, with 42 vessel calls, led in exports with over 2.12 million metric tons, representing 99% of its total cargo volume of 2.14 million metric tons, largely attributed to bulk iron ore shipments. The Ports of Greenville and Harper saw relatively low activity, handling 6 and 7 vessels respectively. Greenville recorded 21,918.69 metric tons of export and imports. Harper processed just over 5,400 metric tons, nearly 85% of which were exports of crude palm oil.

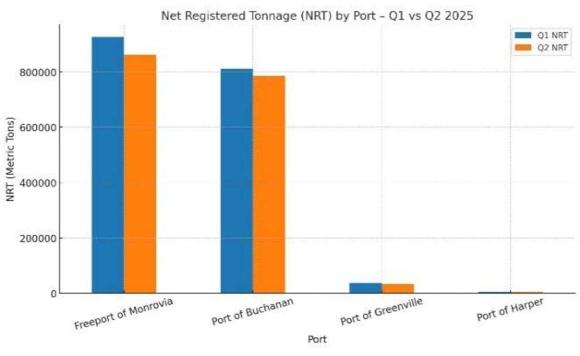
Compared to Q1, Monrovia saw a slight 1.33% decline in vessel count and Buchanan experienced a steeper 38.67% decline, largely due to fewer bulk cargo vessels. In contrast, Greenville and Harper ports recorded increases in vessel arrivals of 16.67% and 60% respectively

Containerized cargo movement remains concentrated in Monrovia and Buchanan, with Monrovia handling 36,948 TEUs and Buchanan 68 TEUs. Import container volumes showed a consistent monthly increase: from 6,023 TEUs in April, to 6,203 TEUs in May, and peaked at 6,528 TEUs in June. Export volumes, however, fluctuated slightly, rising from 5,914 TEUs in April to 6,264 TEUs in May, then slightly declining to 6,016 TEUs in June. This indicates a strong import-driven momentum while exports remained relatively stable. At the Port of Buchanan, container throughput was modest compared to Monrovia. Total import traffic for Q2 stood at 99 TEUs, and exports at 40 TEUs.

6.1 Ship Size and Cargo Capacity Trends

In Q2, Liberia's ports recorded moderate shifts in both the cargo space of ships (Net Register Tonnage, NRT) and their carrying capacity (Summer Deadweight Tonnage, SDWT). These figures show the **size of vessels calling Liberia's ports and the volume of cargo they can handle**, which directly affects revenue, competitiveness, and future planning.

Drop in Cargo Capacity of Ships That Called Liberia's Ports

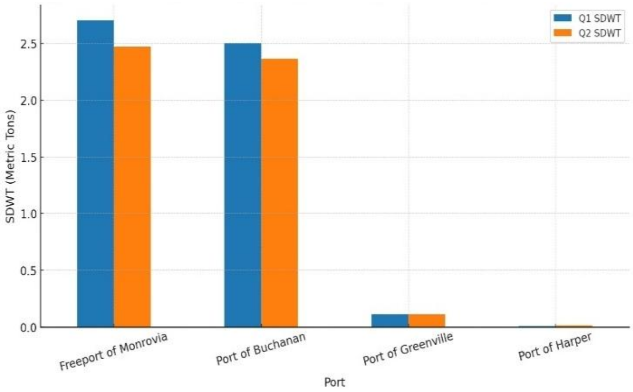


Graph-13-Comparison of NRT – Q1vsQ2

The total cargo space of ships that called the Freeport of Monrovia or (NRT) fell by 7%, from 926,303 MT in Q1 to 862,305 MT in Q2, mainly due to fewer containers and general cargo vessels, though increased RoRo and bulker activity softened the decline. Buchanan saw a smaller 3.2% drop in NRT, with a slight increase in bulker activity offsetting weaker general cargo. Greenville recorded a sharper 9.7% fall as bulker and general cargo ships were absent, though tanker tonnage rose by over 400%, showing a shift in cargo type. Harper had the steepest relative decline at 14%, driven by reduced tanker activity, despite gains in other segments.

Smaller Vessels Called Liberia's Ports Compared to Q1

On carrying capacity, Monrovia's SDWT dropped 8.6% from 2.70 million MT in Q1 to 2.47 million MT in Q2, reflecting fewer calls by large shipping lines, though new agencies entered the market. Buchanan declined by 5.5%, while Greenville remained steady at 111,208 MT. Harper, despite its smaller base, grew strongly with a 62.5% increase, signaling emerging opportunities.

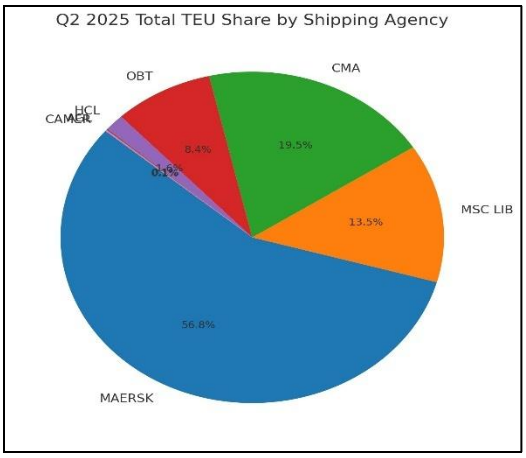


Graph-14-Comparison of SDWT – Q1vsQ2

Overall, while some segments declined, others grew, pointing to changing cargo patterns and opportunities for improved scheduling and agency engagement.

6.2 Container Traffic by Shipping Lines in Units and TEUs

TEU increased by 12.9% led by MAERSK



Graph-15-Total TEU by Shipping Agency

This quarter saw a notable increase in container throughput, with total TEUs rising from 30,304 in Q1 to 36,948 in Q2, a 21.9% growth in container handling. This uptick was primarily driven by MAERSK with a Q2 total of 20,783 TEUs, marking a 7.3% increase over Q1. Other strong performers include CMA, which nearly doubled its TEU volume (from 3,636 to 7,247), and MSC Liberia, grew (from 360,955.79 to 312,567.08) by 43.1%. New entrant HCL registered 655 TEUs in its first reported quarter. While agencies like OBT and AGL recorded modest declines in Q2, the overall upward trend suggests increasing trade volume and stronger engagement from top global carriers.

7.0 PORT EFFICIENCY: MODEST PROGRESS, BUT SIGNIFICANT CHALLENGES REMAINS; REQUIRING INTER_AGENCY COLLABORATION

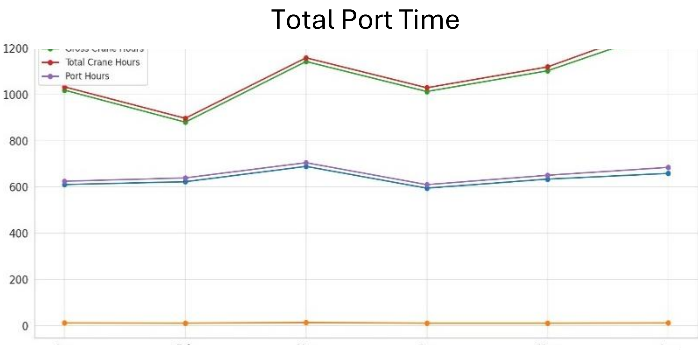
The time required to clear containers at the Freeport of Monrovia remains heavily influenced by processes outside the control of the NPA. The processes and required institutions are listed below:

TIME/ Process	Lead Institutions
Time to obtain Import Permit Declaration (IPD)	Ministry of Commerce
Time to obtain a "Clean Report"	Medtech Scientific Limited
Time to obtain customs bill and deposit fees	Liberia Revenue Authority and Commercial Banks
Time to receive invoices/ delivery orders and to deposit fees	Shipping Lines/Banks

Time to receive invoices for handling charges and to deposit fees	APM Terminals / Banks
Loading containers onto trucks	APM Terminals / NPA
Exiting NPA's gate	LRA, NPA, Security Agencies and other institutions

Once all customs and related procedures are completed, operational indicators at Freeport of Monrovia during the quarter showed progress in how quickly vessels are loaded or unloaded and how efficiently berth space is used. Crane productivity improved, with gross crane hours increasing from 880.34 in February to 1,281.14 in June, while total crane hours reached 1,307.10 in the same month. Berth hours also improved, rising from 610.58 in January to 658.85 in June, reflecting more efficient use of quay space. Although modest, both gains show that ships were handled faster, and berth capacity was better managed.

Total Port Time Increased



Graph-16-Total Port Time

Truck Turn Around Time Remains Above 45 Minutes Target

However, Truck Turnaround Time (TTT)—the period required for a truck to enter the port, load o unload a container, and exit—remained inconsistent. During Q1 and Q2 of 2025, TTT exceeded the 45-minute benchmark in every month except June, when it fell to 41 minutes. In other months, performance ranged between 49 and 59 minutes. These fluctuations were driven by yard congestion, multiple security checks, and other manual procedures at the exit gates. Streamlining these processes and strengthening inter-agency coordination will be essential to achieving consistent improvements in truck flow.

Graph-17-Truck Turnaround Time

On April 28, 2025, the Freeport of Monrovia, the NPA adjusted its operational hours, extending services into evenings and weekends to address congestion and delays. This intervention helped to avoid more congestion and improve logistics flow.

The Liberia Revenue Authority, Liberia Maritime Authority, and Ministry of Commerce are leading efforts to operationalize the National Maritime Single Window, which will consolidate all clearance processes into a single online platform. Successful implementation of this system will be critical to reducing transaction delays and creating greater predictability in port operations. In the meantime, the NPA has extended operating hours into evenings and weekends to ease congestion. This intervention has helped reduce container backlogs and prevent severe overcrowding, though further reforms—

particularly around manual check remain necessary to achieve significant reductions in overall transaction times.

8.0 IMPEROVED HEALTH, SAFETY, AND ENVIRONMENTAL CONDITIONS

On April 6, 2025, the Freeport of Monrovia and the Port of Buchanan achieved full compliance with the International Ship and Port Facility Security (ISPS) Code. This milestone enhanced Liberia's maritime security posture, strengthened international confidence in its ports, and aligned operations with global trade standards. On April 28, the NPA joined the International Labour Organization's World Safety Day, emphasizing digitalization and real-time monitoring as part of its commitment to a safety-first culture across all port facilities.

The NPA has made significant strides in strengthening the management of Dangerous Goods (DGs) and ensuring maritime safety compliance in line with International Maritime Organization (IMO) standards. During this quarter, oversight was expanded across all nine IMO classes of DGs, with the Freeport of Monrovia alone handling 212 containers, while Buchanan processed an additional 5,000 MT of Class 6.1 ammonia nitrates and 350 MT of liquefied gas. Complementing this, over 278,000 MT of solid bulk cargoes including clinker, limestone, and gypsum were monitored under the International Maritime Solid Bulk Cargoes Code (IMSBC). The NPA has also assumed operational leadership in escorting DGs from port premises, monitoring quay handling, and pressing for the redirection of revenue from concessionaires to the Authority for DG surcharges and berth cleaning. Parallel to these enforcement actions, staff capacity has been enhanced through participation in disaster planning, fisheries governance, and international maritime forums, ensuring Liberia's port system remains aligned with global best practices while mitigating safety and environmental risks.

To consolidate these achievements, seven new policy instruments were formalized to strengthen operational governance. These cover working guidelines for the PSCD, a clear organizational structure, protocols for radioactive materials, DGs handling and escort procedures, IMSBC environmental management, bunkering and port reception facilities, and cargo data validation frameworks. Together, these policies provide the governance backbone for compliance and revenue recovery, while bolstering environmental safeguards. Importantly, inter-agency collaboration has also been scaled up, with technical working groups established with LPRC on bunkering, joint protocols with EPA on radioactive materials, coordination with NaFAA on the Port State Measures Agreement, and integration with NDMA on emergency response. This collaborative framework enhances regulatory oversight, reduces risks through shared expertise, and positions the NPA to generate new revenue streams while upholding international safety and environmental standards.

During the quarter, the Authority also invested in employee welfare and emergency preparedness by dedicating a new ambulance and reopening refurbished medical facilities. In June, through its Port Women Navigating Excellence initiative, the NPA commemorated the International Day of the Seafarer under the theme "My Harassment-Free Ship," reinforcing its commitment to workplace dignity, respect, and global maritime labor standards.

Operationally, ISP complain ports maintained **Security Level 1** throughout the period, with no major disruptions. Achievements included a reduction in incident rates across all ports, procurement of modern communication equipment, and targeted training for SWAT and AGL personnel. However, systemic challenges persist, including skill gaps, limited logistics, and inadequate CCTV coverage, which continue to constrain operational efficiency and expose vulnerabilities.

Several incidents, ranging from theft and burglary to fire outbreaks, environmental spills, and vehicle accidents, were recorded but effectively managed through administrative measures and inter-agency coordination with the Liberia Coast Guard. The NPA also conducted three security drills focused on access control and material handling, which highlighted performance gaps requiring corrective training and oversight.

Compliance audits at the Port of Monrovia revealed significant improvement, with some ISPS Code requirements unmet. Addressing these deficiencies will be critical to sustaining Liberia's international compliance standing. Key priorities include enhanced training, expanded CCTV coverage, stronger logistics, and improved preventive measures to close compliance gaps and further strengthen the security and safety framework of Liberia's ports.

9.0 STRENGTHENED COLLABORATION AND PARTNERSHIPS

In Q2 2025, the NPA advanced international partnerships and enhanced its visibility through a series of strategic engagements. A landmark agreement with Morocco's Tanger Med Engineering set the foundation for modernizing the ports of Monrovia and Buchanan, while participation at the Regional Maritime University Board of Governors meeting in Ghana secured Liberia a seat on the Expert Committee.

The Authority successfully hosted the 10th PMAWCA Harbor Masters and Port Facility Security Officers Conference in Monrovia, convening 300 maritime professionals to strengthen regional coordination. At the IMF/World Bank Spring Meetings, NPA engaged key partners, building on the restructuring of Liberia's USD 6.7 million loan with the Kuwaiti Fund—an achievement that restored fiscal credibility and unlocked new financing opportunities.

Further visibility was gained at the AfricaMed Business Forum in Morocco, where the Managing Director positioned Liberia as an emerging logistics hub before 500 international stakeholders. The quarter also saw strong progress on gender visibility and inclusivity. On May 19, 2025, during the International Day for Women in Maritime, NPA's Port State Executive Director Esther Nmah highlighted women's leadership and environmental stewardship, underscoring their role in marine ecosystem protection. On June 3, 2025, the Authority celebrated women employees during a Mother's Day event, recognizing their resilience, leadership, and contributions to operational excellence. These observances reinforced NPA's commitment to inclusivity, recognition, and gender equity in the maritime sector. In Guinea-Bissau, Liberian representatives joined the Sub-Regional Seminar of Women in Maritime, contributing to discussions on port–hinterland connectivity and supporting broader regional integration under the AfCFTA.

These partnerships and initiatives remain critical to deepening regional cooperation and positioning the NPA as an active player in regional and global maritime logistics, while attracting private, bilateral, and multilateral collaboration for the expansion and modernization of Liberia's ports

10.0 DEVELOPING MARITIME PROFESSIONALS AND CLOSING CRITICAL SKILLS GAPS THROUGH REGIONAL AND GLOBAL TRAINING PARTNERSHIPS

Building a skilled and inclusive workforce remains central to the NPA's modernization agenda. Capacity gaps in technical and operational roles have long constrained efficiency and competitiveness, making investment in human capital essential.

During the quarter, the NPA commissioned two Liberian tugboat captains, Sam Jabbah and William Lassanah, after completing advanced training and certification. This milestone marks the first time Liberia has produced homegrown marine pilots, reducing reliance on foreign expertise and establishing a sustainable cadre of maritime professionals. APM Terminals played a pivotal role by providing training platforms and internship opportunities across various vessels, ensuring the full completion of the rigorous two-year certification program. The two captains have now been seconded to APM Terminals, with all salaries and benefits fully covered.

To strengthen technical training, the NPA signed a training partnership with the Regional Maritime University (RMU) in Accra, giving staff access to discounted programs in crane and forklift operations.

This initiative aligns capacity building with international best practices and ensures Liberia's workforce remains competitive in the global maritime labor market. Pilot apprentice and cadet placement programs were also expanded to build a long-term pipeline of skilled professionals.

The Authority further advanced inclusivity by conducting gender and social inclusion training in partnership with the Ministry of Gender. This initiative emphasized equal opportunity and reinforced NPA's commitment to mainstreaming gender across its policies and creating a more inclusive workplace culture.

Together, these initiatives demonstrate NPA's commitment to building the human capital needed to drive operational excellence, support modernization, and sustain Liberia's maritime competitiveness.

CONCLUSION AND PRIORITY FOR QUARTER-III

The NPA demonstrated resilience and strategic intent during this quarter in advancing port modernization, institutional reforms, and regional visibility despite persistent financial, logistical, and structural challenges. Key gains were recorded in infrastructure upgrades, operational efficiency, safety compliance, concession reviews, and capacity development, including the commissioning of Liberia's first indigenous marine pilots.

Going into Quarter III, the Authority's priorities will center on:

- Sustaining fiscal discipline through tighter expenditure controls,
- Accelerating lease and tariff reforms to close revenue leakages,
- Deepening inter-agency collaboration to reduce clearance delays,
- Fast-tracking the Port Master Plans for Monrovia and Buchanan.
- Expanding digital systems,
- Operationalizing bunkering and port reception services,
- Rolling out the Maritime Single Window,
- Strengthening workforce development through targeted technical training.

These actions are essential to positioning Liberia's ports as modern, competitive, and inclusive gateways that support national growth and regional integration.