

**Report of the
Pre-qualification Evaluation Panel**

Established by the

Forestry Development Authority



January 4, 2008

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1.0 EXECUTIVE SUMMARY

This report consists of the terms of reference (TOR) of the panel, the methodology adopted for the evaluation process and finally the outcome of the evaluation process itself.

A total of eighty-six (86) Timber Companies applied to be pre-qualified to bid for logging concessions when the Liberian Timber Sector reopens for logging operations in 2008. Companies that failed to meet the deadline for the submission of pre-qualification applications were not considered during this evaluation. Only companies that met the deadline applications were considered for review by the Prequalification Evaluation Panel during its sitting over the last twelve (12) weeks.

Following a thorough evaluation of the applications and supporting documentations, thirty-eight (38) companies were pre-qualified by the panel. Eighteen (18) of these companies were pre-qualified to bid on Large Forest Management Contracts (Large FMC); seven (7) for Medium Forest Management Contracts; seven (7) Small Forest Management Contracts; and six (6) Timber Sale Contracts (TSCs). An additional six (6) companies have been provisionally pre-qualified pending the submission of outstanding documents to complete their files. Three (3) of these companies applied for pre-qualification to bid on Small Forest Management Contracts, one (1) for Medium Forest Management Contract and two (2) for Timber Sale Contracts.

Forty companies failed to meet the minimum criteria for pre-qualification.

Two companies, Togba Timber Corporation and Liberian Logging and Wood Processing Corporation (TTCO/ LLWPC), were also not pre-qualified by the panel; even though they acquired sufficient points to pre-qualify. The two companies were recommended for debarment by the Forestry Concession Review Committee (FCRC). These companies were treated as a special case based on this situation. A presentation on their case is provided in section 4.2 (Results of the Evaluation Process) of this report. Their case has to be considered and resolved to determine whether or not they will be allowed to re-enter the logging sector. The decision should also clearly address the fate of all companies and individuals recommended for debarment; irrespective of whether or not they acquire a TRC clearance in the future.

This report is intended to inform the Government of Liberia, through the Forestry Development Authority, and other stakeholders of the activities of the Panel. The full lists of pre-qualified and provisionally pre-qualified companies, along with those not pre-qualified are presented in this report.

2.0 INTRODUCTION

The Prequalification process evolved from the Public Procurement and Concession Act (PPCC Act). This Act provides in section 32(5) Standards and sets criteria for pre-qualifying companies or business entities wishing to bid for public contracts or concessions. Furthermore, the National Forestry Reform Law of 2006 (NFRL) in Section 19.1(a) (c) provides that the Authority may issue Regulations concerning any matter subject to the Law. Section 5.2 (a) (i) (iii) of the NFRL on Basic Qualification also provides that the Disposal of Government assets must be through National and International Competitive Bidding.

To implement these provisions in the Law, Regulation 103-7 and the 3rd Phase Forestry Concession Review Report were adopted¹. This regulation establishes the procedures for how logging companies should be pre-qualified to participate in competitive bidding for forest concessions, i.e. Timber Sales Contracts and Forest Management Contracts. This regulation further provides that to achieve sustainable commercial development of the forest, the government must ensure that forest users possess integrity of character and respect for the rule of law as well as financial and technical capacity and ability.

¹ FDA Regulation 103-7, adopted by the Board of Directors on 10th September 2007

3.0 THE PREQUALIFICATION EVALUATION PANEL

3.1 The Prequalification Evaluation Panel

The FDA is required by Regulation 103-07 Section 42 to appoint a prequalification panel. The composition of the panel would be as follows:

- 1) National Investment Commission (1)
- 2) Ministry of Justice (1)
- 3) Ministry of Finance (1)
- 4) Civil society (1)
- 5) Expert on forest management from FDA (1)
- 6) Expert on Forest Management outside the FDA (1)
- 7) The FDA Procurement Unit (1)

The FDA, in accordance with the provisions of the Regulation formally requested each of these Ministries and agencies as well as the NGO Coalition to nominate one person to serve on the Panel. Based on the nominations made by the different agencies, the Prequalification Panel was constituted, and the panel commenced its work on October 12, 2007.

Box One

CONTEXT AND MISSION STATEMENT OF THE PANEL

Prequalification is a process by which an objective panel is established to review prequalification applications submitted to the FDA Procurement Unit. Prequalification will help the Government of Liberia, represented by the FDA, to rapidly determine the qualification of a multitude of companies to operate in the Liberian forestry sector. This process is to also review companies' respective capacities and technical abilities to complete different categories of contracts applied for.

The Evaluation Panel operated with three fundamental assumptions:

1. Pre-qualification is not an approval for operations or winning a contract. Prequalification only establishes that a company has met the threshold standards under which the Government of Liberia will accept for all companies to operate in Liberia.
2. Pre-qualification is not a judgment on quality rather an objective decision on whether or not a company meets a specific set of standards.
3. The larger the pre-qualification pool (number of companies qualified) will increase competition and thus, in theory, increase likelihood that the GOL will capture more closely the value of the timber markets to benefit all Liberians.

It is understood that the Procurement Unit holds these applications under lock and key according to its pre-assigned protocol and will deliver the applications to the Panel for evaluation on the first day of the evaluation process.

For each sitting of the Prequalification Evaluation Panel, it is understood that the evaluation process begins only after the Panel has met and agreed to the basic ground rules and methodology for the evaluation process. The Panel will agree and establish protocols for the conduct of members, schedule or timing of meetings or proceedings, etc.

The Panel understands and endorses the fact that each evaluation process should be based on the pre-established set of criteria defined in the regulations. The Panel agrees to formulate and agree on the best methodology for evaluation. As part of each Evaluation Session Report, the Panel agrees to make recommendations on how to improve the process as this is the first Panel session.

3.2 Terms of Reference (TOR) of the Prequalification Evaluation Panel

The TOR of the Prequalification Evaluation Panel are as follows:

- a) The evaluation should be free from bias and prejudice;
- b) The Panel will uphold provisions concerning the pre-qualification requirement forms distributed to logging companies applicants;
- c) The Panel will design and approve an evaluation methodology, timeline and budget to complete;
- d) Panel should keep records of all events, issues, decisions and open file for documents of each company that submitted a pre-qualification requirement form;
- e) The Panel will design and approve an application catalogue system;
- f) The Panel will catalogue all submitted pre-qualification forms;
- g) The Panel will catalogue the completeness of each application and establish lists as needed to define any deficiencies in the applications;
- h) The Panel will inform companies at the earliest time possible of any deficiencies and request any additional submission of information in a timeline acceptable to the Panel; and
- i) The Panel will form a list of companies that have outstanding issues that would prohibit them from being pre-qualified and present this to the Managing Director of the FDA with recommendations for action.

4.0 THE PREQUALIFICATION EVALUATION PROCESS

The FDA in accordance with its mandate issued a public announcement calling for interested companies to apply for pre-qualification to bid on new concessions. A final announcement was published on October 17, 2007. Interested companies applied and submitted their applications to the FDA². These applications were later turned over the Pre-qualification Evaluation Panel at its first sitting.

4.1 Methodology

Overall, members of the Panel agreed to maintain the highest ethical standards for an independent-review, apply the agreed criteria without any bias or prejudice, and evaluate each application on the basis of its substance or content.

The Prequalification Evaluation Panel used the NFRL, Regulations 103-7, the 3rd Phase Forestry Concession Review Report and other relevant documents to:

1. establish the context for the evaluation process;
2. develop a standard set of criteria for the review process;
3. develop a methodology outlining how the criteria would be applied;
4. establish ground rules to govern the process³; and
5. establish standards and procedures for the entire process⁴.

The review was conducted in three parts. Part one focused on cataloguing the completed applications⁵. This included recording the names of all the companies applying for pre-qualification, recording their Significant Individuals or share holders (and members of their Board of Directors), category applied for and using a 'yes' or 'no' notation to record all the other documents and clearances requested in the application form. These documents and clearances included:

- 1) Articles of Incorporation to prove that the entity is duly incorporated and exhibits their Significant Individuals including shareholders, board members and top managers;
- 2) Tax clearance from Ministry of Finance to indicate that the company is cleared of all tax obligations to the Government of Liberia;
- 3) Audited Financial Statement to indicate the company's financial capacity and financial management practices;
- 4) FDA Clearance to confirm that the applicant has not committed any significant breach in the past and does not owe forestry related taxes or fees;
- 5) Social Security Clearance to demonstrate that the applicant met all labor requirements and that social security taxes are paid;

² See Annex I: Receipt and documentation of pre-qualification form

³ See Annex II: Ground Rules

⁴ See Annex III: Procedure and guidelines for evaluation of pre-qualification requirement form

⁵ See Annex IV: Sample spreadsheet for cataloguing application forms and supporting documents

- 6) Public Procurement and Concession Commission clearance as proof that the applicant is eligible to bid for government contract;
- 7) A Business Plan to demonstrate the applicant's ability and capacity to complete or manage the category of concession applied for;
- 8) Truth and Reconciliation Commission (TRC) clearance to demonstrate that the applicant has appeared before the TRC, responded to allegations of human rights abuses or involvement in civil unrest in the past; and
- 9) Affidavit of Forest Certification as proof that the applicant will apply for forest certification if they acquire a Forest Management Contract.

Part two of the evaluation process focused on a review of the Business Plans. Companies applying for Forest Management Contracts or FMCs (Small, Medium or Large FMC) were particularly required to demonstrate technical and financial capacity in their Business Plans.

The key elements of the Business Plan were scored or given points based on its level of importance⁶ in terms of what is needed to complete the contract for which they would bid. Each member of the panel conducted an independent evaluation of each company's business plan and scored them accordingly.

Companies that secured a total of minimum four hundred ninety (490) points from all of the seven panelists or an average of 70% were "*Provisionally Pre-qualified*" or would be pre-qualified if they submitted all outstanding documents and clearances. Those that failed to secure 490 points total or 70% average were automatically considered "*Not Pre-qualified*".

Companies that secured the minimum points and considered provisionally pre-qualified were formally requested and given one week to submit the additional documents that should have accompanied their applications. These documents included clearances from the Ministry of Finance, National Social Security and Welfare Corporation (NASSCORP), Public Procurement and Concession Commission (PPCC), the Truth and Reconciliation Commission (TRC) and the Forestry Development Authority (FDA).

Companies that provided all the required documents were then formally pre-qualified and certificated. However those that did not provide all requirements were maintained on the list of provisionally pre-qualified companies. Companies recommended for debarment by the 3rd Phase Forestry Concession Review Committee (FCRC) were not pre-qualified.

⁶ Annex V: Sample Business Plan Evaluation and Scoring Spreadsheet

4.2 Results of the Evaluation Process

Based on the agreed standards and criteria, thirty-eight (38) applicants were pre-qualified. An additional six (6) applicants were provisionally pre-qualified pending the submission of outstanding documentation. Forty (40) applicants were not pre-qualified and two companies, recommended for debarment by the 3rd Phase Forestry Concession Review Committee were not pre-qualified.

The following companies were pre-qualified:

No.	Name of Company	Category
1.	Alpha Logging and Wood Processing Company	Large FMC
2.	API Liberia Corporation	“
3.	Atlantic Resources Limited	“
4.	Binhai Forestry Liberia Co.	“
5.	Bopolu Development Corporation	“
6.	China Resources Liberia Ltd.	“
7.	Euro Liberia Logging Company	“
8.	Geeblo Liberia Inc.	“
9.	Global Wood Industries	“
10.	International Consultant Capital	Large FMC
11.	Liberian Natural Resources	“
12.	Olam Liberia Ltd.	“
13.	Southeast Resources Inc.	“
14.	Southeastern Trading Corporation	“
15.	Taakor Liberia Ltd.	“
16.	Texas International Group.	“
17.	Timbertek	“
18.	Unitimber	Large FMC
19.	Bengoma Corporation	Medium FMC
20.	ECO Timber	“
21.	Grand Bassa Logging Inc.	“
22.	Kparblee Timber Corporation	“
23.	Lone Start Global Trading & Investment Corp.	“
24.	Tropical Reserve Entrepreneur Enterprise	“
25.	Precmin Logging & Wood Processing	Medium
26..	D. C. Wilson Incorporated	Small FMC
27.	Edgail Incorporated	“
28.	E. J & J Investment Liberia Ltd.	“
29.	Hengda Import & Export Company	“
30.	Quantum Resources	“
31.	Liberia Tree & Trading Inc.	“
32.	West Wood Corporation	Small FMC
33.	L. K. Love Enterprise	TSC

34.	B & V Timber Company	”
35.	Bargor & Bargor	“
36.	New Liberia Resources International, Inc.	“
37.	Tarpeh Timber Company	“
38.	Yonah Agricultural & Mineral Resources Group	TSC

The prequalification of the following companies are provisional pending the submission of additional document. However, outstanding documents are expected to be submitted to the panel on or before January 15 2007.

No.	Name of Company	Category
1.	Universal Forestry Corporation	Medium FMC
2.	Boe & Acquilla Agriculture Forestry Corporation	Small FMC
3.	Franbrook (Liberia)	Small FMC
4.	Tropical Logging Company	Small FMC
5.	Planning & Development Enterprises	TSC
6.	Smile International Logging Company	TSC

The forty companies that were not pre-qualified are:

1. Ana Wood
2. Advance Timber and Development Corp
3. B & Sons Logging Corporation
4. Comex International Trading Inc.
5. Covalma Liberia Inc.
6. C. S. Liberia International
7. EACO
8. FAPCO
9. F & F Global Industries Inc.
10. Global Trading N. J. Liberia Inc.
11. Goyah Timber Management Inc.
12. Gaye Karr Saity Corporation Inc.
13. G4 WAO Inc.
14. Global Liberia Logging Corporation
15. Harmony Tropical Wood Corporation
16. Hope 2007 Initiative Project
17. IAM
18. International Forestry & Materials Corp.
19. International Venture Inc.
20. Keita Brothers Corporation
21. KATCO
22. Liberi Timber Inc.
23. Liberia Veneers Inc.
24. Liberia Initiative for Strategic Services

25. Mandin Enterprises Inc.
26. Mohaganet Industries Group of Co.
27. Muna Group of Companies
28. Malavasi
29. Nimley Equipment
30. Pavillion Resource Partner Inc.
31. Pearl International Inc.
32. Pimex Lumber Corporation
33. Platinum Forestry Development Corp.
34. Tutex
35. RAD Forest Products Company Ltd
36. Liberia Trade and Timber Industries Inc.
37. Tropical Logging & Wood Company
38. Timber Industries Processing Company
39. Timber Incorporated
40. West Coast Corporation

Box two

The Case of Togba Timber and the Liberian Logging & Wood Processing Corporation¹

The Togba Timber Corporation and the Liberian Logging & Wood Processing Corporation were not pre-qualified. Both companies met the minimum requirement established by the Panel for pre-qualification, and were provisionally pre-qualify, however requested to submit their outstanding requirement. Additionally, based on the case presented below and the Regulation on Pre-qualification (Regulation 103-07), the Panel could not pre-qualify these companies; although they presented a Truth and Reconciliation Clearance title (Unconfirmed mistaking identity). See TRC Clearance Attached

Below is a summary of their case:

The TTCO and LLWPC were recommended for debarment by the 3rd Phase Forestry Concession Review Committee. At the time of the concession review Nassir Charafeddine and Nansour Charafeddine held 83% and 17% shares respectively in both companies. Prior to this Rached Fardoun held 30% while other Charafeddines held a combined 70%. Nassir Charafeddine as a Significant Individual for both companies was also recommended for debarment.

1. The companies failed to submit to the review process. They ignored the entire process even though they maintained a presence at their camp, where they also maintained a sawmill, in Pugbakein, Maryland County.
2. The UN Panel of Experts documented one shipment of timber from the company that was offloaded in Dakar, Senegal on July 23, 2003 (UN Panel Report S/2003/937). The UN sanction on Liberian timber was then in effect.
3. The UN Panel of Experts documented allegations that Mr. Nassir Charafeddine negotiated with MODEL troops to continue logging (UN Panel Report S/2003/937).
4. Concession contract not ratified by Legislature.
5. No record of company paying performance bond.
6. No survey permit, survey report or approval of a report prior to allocation of their concession
7. TTCO overlapped with at least seven other concessions and LLWPC overlapped with five other companies.

Source: 3rd Phase Forestry Concession Review Report (May 2005)

5.0. Recommendations

The Panel recommends that:

1. The Government of Liberia, through the Forestry Development Authority (FDA), takes a decision on the recommendation for debarment as presented in the report of the 3rd Phase Forestry Concession Review Committee; and
2. Work with the Panel to review and revise the Pre-qualification application based on the lessons learnt from the first sitting of the Panel.

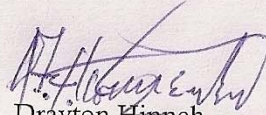
Respectfully submitted by:

G.W. Korvayan
Getrude W. Korvayan
Chair

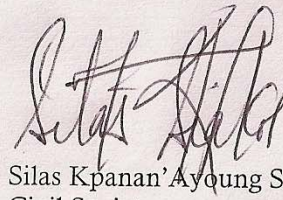
1. Pete Norman
National Investment Commission
Co-chair



3. Drayton Hinnah
Ministry of Finance
Member



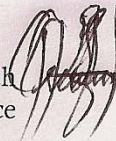
5. Silas Kpanan' Ayung Siakor
Civil Society



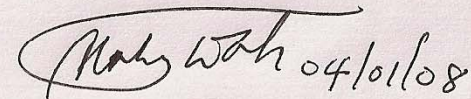
2. Robert Spears
Forestry Development Authority
Secretary



4. Cllr. Joseph Jallah
Ministry of Justice
Member



6. David K. Wah
Environmental Protection Agency
Member



Annex I: Documentation of form

STANDARDS OF RECEIVING AND STORING OF PREQUALIFICATION APPLICATIONS FROM:

1. All Prequalification Applications shall be kept confidential. This includes, but is not limited, to the following:
 - a. the category the applicant is attempting to prequalify for (TSC, FMC small, medium or large);
 - b. All details of the application itself.
2. All Prequalification Applications shall be delivered to a designated Prequalification Custodian or alternate Prequalification Custodian. The Prequalification Custodian and alternate Custodian shall be delegated authority in writing by the
3. The duties of the Prequalification Custodian are as follows:
 - a. Receive all Prequalification Applications
 - b. Place each application into a large envelope and seal the envelope.
 - c. Write the custodian name, the date and the time the application was received across the edge of the envelope in such a manner that the envelope can not be opened without cutting the envelope across a side or disturbing the name, date and time the custodian wrote across the envelope flap when it was sealed.
 - d. The Custodian shall have a safe to store all applications in at all times. Only the Custodian and the Alternate Prequalification Application Custodian shall have access to the safe.
 - e. The Custodian shall not disclose any information relating to the applications to anyone.
4. The Custodian shall issue a receipt to the person delivering the application or if the application was delivered through the mail the receipt shall be filled out and mailed to the applicant. A copy of all receipts shall be kept by the Custodian.
5. The Custodian or alternate Custodian shall maintain a register of all Applications received. Designated Custodians of Prequalification Applications should establish a register of Prequalification Applications showing, at a minimum, the date the application was submitted, who the application was submitted to, whether the applications is for a TSC, or FMC [divided into Small FMC, (50,000 – 99,999 ha, Medium FMC (100,000 – 249,000 ha or large FMC (250,000 – 400,000 ha)]. If the application was hand delivered or delivered through the mail system, and the name of the applicant. Register should be signed or initialed by Prequalification Application Custodian for each application received. (See draft Prequalification Register)
6. The Custodian shall forward all of the applications to the chairperson or the vice-chairperson. The chairperson or vice chairperson shall sign a receipt listing the applications delivered by the custodian. The original receipt shall be kept by the custodian.
7. The Chairperson or vice-chairperson shall follow all standards for maintaining and storing applications.

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Annex II: Ground rules

- 1) Pre-qualification Evaluation Panel members agree to uphold the highest integrity of the selection process.
- 2) The Panel members also agree that any influence, relationship or conflict of interest with any company or companies that is not disclosed prior to the pre-qualification evaluation panel will result in disqualification of the member and entity will be asked for his/her replacement.
- 3) That all evaluation panel members agree to serve on the panel and attend all meetings to the best of their ability. Except by an advance notice of absence.
- 4) The Panel agrees to uphold the prequalification Regulation #103 – 7 prequalification requirement form, PPCA as guides and instruments in the selection process.
- 5) The panel will sign previous corrected minutes during next meeting minutes to attest to all decisions made in writing at the end of that meeting day.
- 6) Panel agrees to set up a prequalification methodology that is consistent with the application form, Public Procurement and Concession Act (PPCA), regulation 103-7 etc; to be agreed to by all members of the panel before the application are open.
- 7) The panel members agreed that decision making is by majority vote and five (5) members of the panel shall constitute a quorum as specify in section 43 (f) of the pre-qualification regulation 103-7.
- 8) Those members agree that all deliberations, conclusions transactions and decisions of the panel are to be kept confidential until otherwise ordered. Anything to the contrary will leave the panel with no other alternative but to report to the entity for replacement of that panel member and such member be subjected to Laws of general applications of the Republic of Liberia.
- 9) The panel agrees that all cell phones are to be off or put on silence during deliberation to avoid distraction during the process.
- 10) The panel agrees to work hard and complete and submit report to FDA Management in the last week of November 2007.
- 11) All minutes will be annexed to the prequalification evaluation panel report and the report attested by panel members.
- 12) Excluding the seven members of the panel, the panel may allow resource persons but such persons will sit with the panel but will not have voting rights and will sign the confidentiality document.
- 13) If there is an existing conflict that is not disclosed to the panel, and a vote taken that impacts accompany selection primarily and later discovered that, that panel member has interest in that company, that company prequalification will be subject to recall and matter taken to the appropriate authority for redress.

The members of the panel agreed these ground rules as their first working tool.

Annex III: Procedure and guidelines for evaluation of pre-qualification requirement form

1. Sort all applications by the size category the applicant wished to participate in. Evaluate applications by size category.
2. Is the Prequalification Application signed?

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- i. Yes, proceed with evaluation
- ii. No, document the deficiency and proceed
- b. Has the declaration been signed?
 - i. Yes, proceed with evaluation
 - ii. No, document the deficiency and proceed
- c. Review the application in the following order
 - i. Part I. Company Information - Has the necessary information been provided
 1. Yes, proceed with evaluation
 2. No, document the deficiency and proceed
 - ii. Part II: Questionnaire for Pre-qualification (“YES” or “NO” answer). Have all questions been answered and necessary certificates been provided?
 1. Yes, proceed with evaluation
 2. No, document the deficiency and proceed
 - iii. Is the applicant business plan complete and attached to application
 1. Yes, proceed with evaluation
 2. No, document the deficiency and proceed
 - iv. Are all the attachment checklist attached
 1. Yes, proceed with evaluation
 2. No, document the deficiency and proceed
 - v. Financial Review: Review Panel should forward financial Portion of Business Plan to an accountant to analysis and determine if the company has adequate financial capability to complete contract.
 - vi. Has the Logging record been completed?
 1. Yes, proceed with evaluation
 2. No, document the deficiency and proceed
 3. Logging specialist on Panel should review available equipment and determine if it is adequate to complete logging by termination date of the contract. Use RANGE OF EQUIPMENT NEEDED FOR TSC AND FMC for guidance. However, take into account that each contract may be different. The table was developed using a concept of average TSC and FMC’s and may need to be adjusted for a specific contract such as a special FMC.
 - vii. Compile deficiency list and determine if more information is needed and can be obtained from applicant.
 1. If the applicant has met the requirements for debarment and requirements to bid on contract in Liberia they can not be prequalified.

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2. If the applicant is eligible to be prequalified notify applicant of the additional information needed before a final decision can be made

by the review panel. Give the applicant a set time frame to respond to the panel.

3. If the applicant responds with the additional information complete the review and notify the applicant of the results of the review.

After the panel went through the above analysis of each prequalification form submitted by a company, each active member of the panel individually evaluated and scored each pre-qualify requirement form as follows:

PART I: Company information

1. Applicant
2. Logging Record
3. Category of concession
4. Forest certification (FMC)

PART II: Questionnaire for Pre-qualification (Yes or No)

1. All questions answered Yes or No
2. All required attachments from PPCC, Article of incorporation, Business Certificate Ministry of Finance, Social Security, Ministry of Commerce, FDA, Truth and Reconciliation Commission attached
3. Are explanations given as required under this section?

PART III: Company's Business – 100pts

1. General information – 20pts
 - Executive Summary
 - Business Profile
 - Business Strategy
 - Business objective
 - Implementation strategy
 - Processing plan
 - Labor requirement
 - Policies on Environment, Commercial, Community, Conservation and Social Issues
 - Shareholders and their percentages
2. Capitalization – 30pts
3. Management Team-30pts
4. Technical ability to complete requirement of contracts-20pts

After observing all of the above activities companies submitting all required documents, completing all the yes –no section with positive or appropriate explanation and scoring of 70pts on the Business plan scoring of each active individual panel member shall receive a prequalification certificate

Annex V: Catalogue of Application Form and Supporting Documents

No.	Name of company	Significant individuals	Category	Article of Inc.	Financial Record	Audited financial statement	List of equipment	Business Plan	Required Clearances				Affidavit FSC or FSC	Comments
									Social security	FDA	Tax	PPCC		

Acknowledgments:

The Liberian Forest Initiative Long-Term Advisor to the FDA, Mr. Robert Simpson of the US Forest Service, and Mr. Alfred Kotio provided valuable technical assistance and guidance to the panel throughout its sitting. Ms. Wynet Smith, UN Panel of Experts, also observed the Panel work and made some valuable observations.

Mr. Lawrence Sartiah (Ministry of Finance), Peter Mulbah (Civil Society) and James Zazay (National Investment Commission) served as alternates to their focus persons on the Panel. Their inputs to the work of the Panel is also greatly appreciated.

The Panel is grateful to all of these individuals for their time and guidance during its deliberations.