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OMB No. 1124-0006; Expires October 31, 2026

U.S. Department of Justice
Washington, DC 20530

Exhibit A to Registration Statement Pursuant to the Foreign Agents Registration Act of 1938, as amended

INSTRUCTIONS. Furnish this exhibit for EACH foreign principal listed in an initial statement and for EACH additional foreign principal acquired subsequently. The filing of this document requires the payment of a filing fee as set forth in Rule (d)(1), 28 C.F.R. § 5.5(d)(1). Compliance is accomplished by filing an electronic Exhibit A form at https://www.fara.gov.

Privacy Act Statement. The filing of this document is required by the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide this information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the FARA Unit in Washington, DC. Statements are also available online at the FARA Unit's webpage: https://www.fara.gov. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public online at: https://www.fara.gov.

Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .22 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, FARA Unit, Counterintelligence and Export Control Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name of Registrant
Blackwood International Strategic Advisors, LLC

2. Registration Number
7542

3. Primary Address of Registrant
1500 John F Kennedy Boulevard, Suite 1130, Philadelphia, PA 19102

4. Name of Foreign Principal
President's Delivery Unit (PDU), Ministry of State for Presidential Affairs

5. Address of Foreign Principal
Executive Mansion
Monrovia, Liberia
LIBERIA

6. Country/Region Represented
LIBERIA

7. Indicate whether the foreign principal is one of the following:
- ☒ Government of a foreign country [1]
- ☐ Foreign political party
- ☐ Foreign or domestic organization: If either, check one of the following:
  - ☐ Partnership
  - ☐ Corporation
  - ☐ Association
  - ☐ Committee
  - ☐ Voluntary group
  - ☐ Other *(specify)* _____
- ☐ Individual-State nationality _____

8. If the foreign principal is a foreign government, state:
a) Branch or agency represented by the registrant
President's Delivery Unit (PDU), Ministry of State for Presidential Affairs

b) Name and title of official(s) with whom registrant engages
Varfin V. Donzo

1 "Government of a foreign country," as defined in Section 1(e) of the Act, includes any person or group of persons exercising sovereign de facto or de jure political jurisdiction over any country, other than the United States, or over any part of such country, and includes any subdivision of any such group and any group or agency to which such sovereign de facto or de jure authority or functions are directly or indirectly delegated. Such term shall include any faction or body of insurgents within a country assuming to exercise governmental authority whether such faction or body of insurgents has or has not been recognized by the United States.

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9. If the foreign principal is a foreign political party, state:

a) Name and title of official(s) with whom registrant engages

b) Aim, mission or objective of foreign political party

10. If the foreign principal is not a foreign government or a foreign political party:

a) State the nature of the business or activity of this foreign principal.

b) Is this foreign principal:

Supervised by a foreign government, foreign political party, or other foreign principal	Yes ☐ No ☐
Owned by a foreign government, foreign political party, or other foreign principal	Yes ☐ No ☐
Directed by a foreign government, foreign political party, or other foreign principal	Yes ☐ No ☐
Controlled by a foreign government, foreign political party, or other foreign principal	Yes ☐ No ☐
Financed by a foreign government, foreign political party, or other foreign principal	Yes ☐ No ☐
Subsidized in part by a foreign government, foreign political party, or other foreign principal	Yes ☐ No ☐

11. Explain fully all items answered "Yes" in Item 10(b).

12. If the foreign principal is an organization and is not owned or controlled by a foreign government, foreign political party or other foreign principal, state who owns and controls it.

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EXECUTION

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date	Printed Name		Signature
02/18/2025	Ahsan Nasratullah	Sign	/s/Ahsan Nasratullah
		Sign	
		Sign	
		Sign	

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EXECUTION

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Date	Printed Name	Signature
2-9-25	Chaka Fattah	Chaka Fattah
2-9-25	Ahsan Nasratullah	

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U.S. Department of Justice

Washington, DC 20530

Exhibit B to Registration Statement Pursuant to the Foreign Agents Registration Act of 1938, as amended

INSTRUCTIONS. A registrant must furnish as an Exhibit B copies of each written agreement and the terms and conditions of each oral agreement with his foreign principal, including all modifications of such agreements, or, where no contract exists, a full statement of all the circumstances by reason of which the registrant is acting as an agent of a foreign principal. Compliance is accomplished by filing an electronic Exhibit B form at https://www.fara.gov.

Privacy Act Statement. The filing of this document is required for the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, for the purposes of registration under the Act and public disclosure. Provision of the information requested is mandatory, and failure to provide the information is subject to the penalty and enforcement provisions established in Section 8 of the Act. Every registration statement, short form registration statement, supplemental statement, exhibit, amendment, copy of informational materials or other document or information filed with the Attorney General under this Act is a public record open to public examination, inspection and copying during the posted business hours of the FARA Unit in Washington, DC. Statements are also available online at the FARA Unit's webpage: https://www.fara.gov. One copy of every such document, other than informational materials, is automatically provided to the Secretary of State pursuant to Section 6(b) of the Act, and copies of any and all documents are routinely made available to other agencies, departments and Congress pursuant to Section 6(c) of the Act. The Attorney General also transmits a semi-annual report to Congress on the administration of the Act which lists the names of all agents registered under the Act and the foreign principals they represent. This report is available to the public online at: https://www.fara.gov.

Public Reporting Burden. Public reporting burden for this collection of information is estimated to average .32 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to Chief, FARA Unit, Counterintelligence and Export Control Section, National Security Division, U.S. Department of Justice, Washington, DC 20530; and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

1. Name of Registrant	2. Registration Number
Blackwood International Strategic Advisors, LLC	7542

3. Name of Foreign Principal

President's Delivery Unit (PDU), Ministry of State for Presidential Affairs

Check Appropriate Box:

4. ☒ The agreement between the registrant and the above-named foreign principal is a formal written contract. If this box is checked, attach a copy of the contract to this exhibit.

5. ☐ There is no formal written contract between the registrant and the foreign principal. The agreement with the above-named foreign principal has resulted from an exchange of correspondence. If this box is checked, attach a copy of all pertinent correspondence, including a copy of any initial proposal which has been adopted by reference in such correspondence.

6. ☐ The agreement or understanding between the registrant and the foreign principal is the result of neither a formal written contract nor an exchange of correspondence between the parties. If this box is checked, give a complete description below of the terms and conditions of the oral agreement or understanding, its duration, and the fees and expenses, if any, to be received.

7. What is the date of the contract or agreement with the foreign principal? 12/12/2024

8. Describe fully the nature and method of performance of the above indicated agreement or understanding.

To provide consulting and strategic advisory services focusing on improving US-Liberia relations and addressing challenges in the rice sector.

The strategic advisory services will be designed to help strengthen Liberia's strategic ties with the United States, advise on reforming the rice import and distribution sector, and assist in securing foreign aid and technical collaborations.

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9. Describe fully the activities the registrant engages in or proposes to engage in on behalf of the above foreign principal.

See Appendix for Response

10. Will the activities on behalf of the above foreign principal include political activities as defined in Section 1(o) of the Act.[1]

Yes ☐ No ☒

If yes, describe all such political activities indicating, among other things, the relations, interests or policies to be influenced together with the means to be employed to achieve this purpose. The response must include, but not be limited to, activities involving lobbying, promotion, perception management, public relations, economic development, and preparation and dissemination of informational materials.

11. Prior to the date of registration[2] for this foreign principal has the registrant engaged in any registrable activities, including political activities, for this foreign principal?

Yes ☐ No ☒

If yes, describe in full detail all such activities. The response should include, among other things, the relations, interests, and policies sought to be influenced and the means employed to achieve this purpose. If the registrant arranged, sponsored, or delivered speeches, lectures, social media, internet postings, or media broadcasts, give details as to dates, places of delivery, names of speakers, and subject matter. The response must also include, but not be limited to, activities involving lobbying, promotion, perception management, public relations, economic development, and preparation and dissemination of informational materials.

Set forth below a general description of the registrant's activities, including political activities.

Set forth below in the required detail the registrant's political activities.

Date	Contact	Method	Purpose

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12. During the period beginning 60 days prior to the obligation to register[3] to the date of registration for this foreign principal, has the registrant received from the foreign principal, or from any other source, for or in the interests of the foreign principal, any contributions, income, money, or thing of value either as compensation, or for disbursement, or otherwise?

Yes ☐ No ☒

If yes, set forth below in the required detail an account of such monies or things of value.

Date Received	From Whom	Purpose	Amount/Thing of Value

13. During the period beginning 60 days prior to the obligation to register[4] to the date of registration for this foreign principal, has the registrant disbursed or expended monies, or disposed of anything of value other than money, in connection with activity on behalf of the foreign principal or transmitted monies to any such foreign principal?

Yes ☐ No ☒

If yes, set forth below in the required detail an account of such monies or things of value.

Date	Recipient	Purpose	Amount/Thing of Value

1 "Political activity," as defined in Section 1(o) of the Act, means any activity which the person engaging in believes will, or that the person intends to, in any way influence any agency or official of the Government of the United States or any section of the public within the United States with reference to formulating, adopting, or changing the domestic or foreign policies of the United States or with reference to the political or public interests, policies, or relations of a government of a foreign country or a foreign political party.

2,3,4 Pursuant to Section 2(a) of the Act, an agent must register within ten days of becoming an agent, and before acting as such.

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EXECUTION

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date	Printed Name		Signature
02/18/2025	Ahsan Nasratullah	Sign	/s/Ahsan Nasratullah
		Sign	
		Sign	
		Sign	

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EXECUTION

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date	Printed Name	Signature
2-9-25	Chaka Fattah	Chaka Fattah
2-9-25	Ahsan Nasratullah	

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Appendix
Response to Item 9

Item 9: Describe fully the activities the registrant engages in or proposes to engage in on behalf of the above foreign principal.

Blackwood shall provide consulting and strategic advisory services to the Republic of Liberia as follows:

1. Strategic Relations Focus - High level engagement with the Office of the US President and key legislative committees to strengthen bilateral relations between the United States and Liberia.

2. Rice Sector Overhaul - Comprehensive reform of Liberia's rice import and distribution networks, including addressing market manipulation and collaborating with U.S. agencies for technical support.

3. Collaborative Agricultural Development - Establish technical collaborations between U.S. agencies and Liberia to address food security and build a sustainable agricultural framework focused on rice production.

4. Engagement with U.S. Authorities - Strategic outreach to key U.S. actors to secure foreign aid for Liberia's agricultural and infrastructure development.

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ASSIGNMENT OF CONTRACT

This Assignment of Agreement (the "**Assignment**") is entered into as of February 10, 2025, by and between **JNA Capital, Inc.,** a Pennsylvania Corporation and **Fattah Capital Advisors, LLC**, as Pennsylvania Limited Liability Company (collectively, the "**Assignors**"), and **Blackwood International Strategic Advisors, LLC**, a Pennsylvania Limited Liability Company ("**Assignee**") (collectively, the "**Parties**").

WHEREAS, Assignors entered into a Consulting and Advisory Services Agreement with the Republic of Liberia dated December 12, 2024 (the "**Agreement**"); and

WHEREAS, Assignors' parent companies are the two Members of Assignee and are parties to Assignee's Operating Agreement dated February 10, 2025;

WHEREAS, as part of Assignors' respective capital contributions to Assignee, Assignors are assigning the Agreement to Assignee;

NOW THEREFORE, in consideration of the mutual covenants herein contained, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

1. Assignors hereby assign, transfer and set over to Assignee all of their rights, titles and interests in and to the Agreement, and Assignors warrant and represent the Agreement to be free of any adverse liens, claims or encumbrances; provided, however, that this Assignment shall only be effective upon the execution by the Assignee of the "Consent to Assignment" appearing at the end of this Assignment and the delivery to Assignee of such execution. Assignee hereby assumes all of Assignors' obligations under the Agreement and agrees to indemnify and hold Assignors harmless therefrom as to obligations occurring on and after the effective date hereof. Assignors hereby agree to indemnify and hold Assignee harmless with respect to Assignors' obligations under the Contracts that accrued prior to the date hereof, but expressly reserve their rights as to any defenses to such obligations.

2. Assignee may subsequently assign the Agreement to a third-party (including an equity holder of Assignee) who assumes Assignee's duties and obligations under the Agreement, and Assignee may subcontract the performance of its duties and obligations under the Agreement to a third party or parties. Assignee may pledge the Contact as security for the performance of any obligations owed to a member of Assignee.

3. This Assignment shall be binding upon and shall inure to the benefit of the Parties hereto and their successors and assigns.

4. This Agreement may be executed in one or more counterparts, each bearing the signatures of one or more parties. Each counterpart shall be considered an original and all of the counterparts shall constitute a single agreement binding all the parties as if all had signed a single document. For purposes of executing this Agreement, a document signed and transmitted by electronic means (such as in PDF format via e-mail or via facsimile machine) is to be treated as an original document. The signature of any party thereon, for purposes hereof, is to be considered as an original signature, and the document transmitted is to be considered to have the same binding effect as an original signature on an original document.

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IN WITNESS WHEREOF, the Parties have executed this Assignment as of the date f written above.

ASSIGNOR:

JNA Capital, Inc., a Pennsylvania Corporation

By: _____

Its: President

ASSIGNOR:

Fattah Capital Advisors, LLC, a Pennsylvania Limited Liability Company

By: _____

Its: President

ASSIGNEE:

Blackwood International Strategic Advisors, LLC, a Pennsylvania Limited Liability Company

By: _____

Its: Partner Partner

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CONSENT TO ASSIGNMENT

The undersigned, being the recipient of services under the Agreement and a party thereto, hereby acknowledges and consents to the foregoing Assignment by Assignors of the Agreement and the Assumption by Assignee of Assignors' duties and obligations under the Agreement. The undersigned further acknowledges (1) Assignee's right to subsequently assign or pledge the Agreement as provided for above and consents in advance to any such assignment or pledge and (2) Assignors' and Assignee's instructions to it as to the making of future payment under the Agreement.

Dated this 10th day of February, 2025.

Blackwood International Strategic Advisors, LLC, a Pennsylvania Limited Liability Company

By: _____ AHSAN NASRATULLAH

Its: MANAGING PARTNER

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MINISTRY OF STATE FOR PRESIDENTIAL AFFAIRS

THE EXECUTIVE MANSION
MONROVIA, LIBERIA

Office of the Minister
of State without Portfolio

REF: MB/MOSWP/RL/0200/2024

December 12, 2024

Attention: Fattah Capital Advisors LLC and JNA Capital, Inc.

Subject: Introduction of Mr. Varfin V. Donzo as Focal Person for Contract Implementation

I present my compliments and write to formally introduce Mr. Varfin V. Donzo, Head of the President's Delivery Unit (PDU), as the focal person and primary point of contact for all matters related to the Professional Consulting and Strategic Advisory Services Agreement between the Republic of Liberia and JNA Capital, Inc. and Fattah Capital Advisors LLC.

Mr. Donzo will be responsible for overseeing the implementation of this contract on behalf of the PDU and ensuring effective communication and collaboration among all stakeholders. His extensive experience in strategic project management and his deep understanding of the priorities outlined in this Agreement position him as the ideal liaison to facilitate the successful execution of this partnership.

For all inquiries, correspondence, and coordination related to this Agreement, please contact Mr. Donzo at the following:

- **Email:** vdonzo24@gmail.com
- **Phone:** +231-77 0413-866
- **Office Address:** Presidential Delivery Unit, Executive Mansion, Monrovia, Liberia

We are confident that Mr. Donzo's leadership and expertise will ensure the timely achievement of the objectives outlined in the Agreement, including enhancing U.S.-Liberia relations, reforming the rice import and distribution sector, and securing foreign aid for Liberia's agricultural development.

Thank you for your cooperation, and please do not hesitate to reach out to Mr. Donzo directly should you require any further assistance.

Sincerely,

MINISTER OF STATE WITHOUT PORTFOLIO
REPUBLIC OF LIBERIA

Hadja Mamaka Bility
Minister of State without Portfolio

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Updated: December 12, 2024

President's Delivery Unit (PDU)

Office of the President of Liberia

Professional Consulting and Strategic Advisory Services Agreement

This Professional Consulting and Strategic Advisory Services Agreement (the "Agreement") is entered into on December 12, 2024, by and between JNA Capital, Inc. and Fattah Capital Advisors LLC (collectively, the "Consultants") and the President's Delivery Unit (PDU) on behalf of the Republic of Liberia (the "Client"), with reference to the following:

Recitals

WHEREAS, the Consultants are experienced and qualified to provide consulting and strategic advisory services in U.S. government relations, PL 480 Title I programs, and agricultural reform; and

WHEREAS, the President's Delivery Unit (PDU) seeks to engage the Consultants to assist in enhancing its strategic relations with the United States, reforming the rice import and distribution sector, and securing foreign aid and technical collaboration; and

WHEREAS, the Consultants agree to provide such services to the Client under the terms and conditions set forth in this Agreement;

NOW, THEREFORE, in consideration of the mutual covenants contained herein, the parties agree as follows:

1. Scope of Work

The Consultants shall provide consulting and strategic advisory services to the Client in accordance with the following scope of work, including the scope of work and deliverables outlined in Attachment – A initialed by both parties:

a. **Strategic Relations Focus**: High-level engagement with the Office of the U.S. President and key legislative committees to strengthen bilateral relations between the United States and Liberia.

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b. **Rice Sector Overhaul**: Comprehensive reform of Liberia's rice import and distribution networks, including addressing market manipulation and collaborating with U.S. agencies for technical support.

c. **Collaborative Agricultural Development**: Establish technical collaborations between U.S. agencies and Liberia to address food security and build a sustainable agricultural framework focused on rice production.

d. **Engagement with U.S. Authorities**: Strategic outreach to key U.S. actors to secure foreign aid for Liberia's agricultural and infrastructure development.

2. Term

This Agreement shall be for an initial term of two (2) years, commencing on the date of execution. The Agreement may be extended upon mutual written agreement of the parties.

3. Fees and Payment

The Client agrees to pay the Consultants a Retainer fee of Forty-Five Thousand U.S. Dollars (USD $45,000) payable at signing of this Agreement. A monthly fee of Forty-Five Thousand U.S. Dollars (USD 45,000) is payable for services rendered under this Agreement at the end of each month. Invoices shall be submitted monthly by the Consultants and shall be payable within thirty (30) days of receipt.

4. Termination

This Agreement may be terminated by either party upon thirty (30) days' written notice. In the event of termination, the Client shall compensate the Consultants for services rendered up to the effective date of termination.

5. Lobbying Firm Oversight and Management

The Consultants shall assist the Client in vetting and selecting a U.S.-based lobbying firm to represent Liberia's interests. The selected firm shall work under the direction of the Consultants, but the fees and expenses for the firm shall be paid directly by the Client.

6. Confidentiality

The Consultants agree to keep confidential any and all proprietary or sensitive information received from the Client during the course of this Agreement. Such information shall not be disclosed to any third party without the prior written consent of the Client.

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7. Governing Law and Jurisdiction

This Agreement shall be governed by and construed in accordance with the laws of the Commonwealth of Pennsylvania, without regard to its conflict of law principles. Any disputes arising under this Agreement shall be resolved in the courts of the Commonwealth of Pennsylvania.

8. Indemnification

The Client agrees to indemnify and hold harmless the Consultants from any claims, liabilities, damages, and expenses (including reasonable attorney fees) arising out of or relating to the performance of services under this Agreement, except to the extent such claims arise from the Consultants' willful misconduct or gross negligence.

9. Reporting and Work Plan Submission

9.1 The Firm shall submit a Work Plan for the upcoming quarter outlining key activities, timelines, and expected deliverables to the President's Delivery Unit (PDU) within ten (10) days following the signing of this Agreement.

9.2 The Firm shall prepare and submit a comprehensive Quarterly Deliverable Report detailing all activities undertaken, progress achieved, and outcomes related to the services provided under this Agreement. The report shall include measurable objectives, challenges encountered, and recommendations for future actions.

9.3. For subsequent quarters, the Work Plan and Deliverable Report shall be submitted no later than fifteen (15) calendar days before the end of each quarter.

9.10 The President's Delivery Unit (DPU) reserves the right to review, request modifications, and approve the submitted reports and work plans to ensure alignment with its objectives and priorities.

10. Miscellaneous

a. **Entire Agreement**: This Agreement constitutes the entire agreement between the parties and supersedes all prior agreements and understandings, whether written or oral.

b. **Amendments**: No amendments to this Agreement shall be valid unless made in writing and signed by both parties.

c. **Assignment**: This Agreement may not be assigned by either party without the prior written consent of the other party.

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d. **Notices**: Any notices required under this Agreement shall be in writing and shall be delivered to the respective parties at their official addresses.

11. Signatures

IN WITNESS WHEREOF, the parties have executed this Agreement as of the date first written above.

JNA Capital, Inc. Date: December 12, 2024

Fattah Capital Advisors LLC Date: December 12, 2024

President's Delivery Unit (PDU) Date: December 12, 2024

ATTACHMENT – A

Background, Scope of Work, and Deliverables

Executive Summary

This proposal outlines the Consulting and Strategic Advisory Services offered to the Government of Liberia, focusing on improving U.S.-Liberia relations and addressing challenges in the rice sector using PL 480 Title I funds. Our strategic advisory services are designed to help strengthen Liberia's strategic ties with the United States, advise on reforming the rice import and distribution sector, and assist in securing foreign aid and technical collaborations. This proposal also addresses the challenges highlighted in the USAID audit report and advise on solutions to overcome past issues while amplifying positive outcomes.

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Scope of Work

1. Strategic Relations Focus

High-Level Engagement

Our consultancy will focus on securing high-level cooperation between the U.S. government and key legislative committees overseeing foreign relations. Specific focus will be on engaging with stakeholders involved in the new Trump Administration, including top-level decision-makers in the Senate Foreign Relations Committee and relevant House subcommittees. By building this relationship, we will lay the groundwork for deepened bilateral cooperation and foreign aid support for Liberia.

Strategic Advisory for the President of Liberia

We will emphasize the need for full cooperation from the President of Liberia. This cooperation is critical to achieving transparent governance and combating corruption. Our strategic advisory services will focus on aligning the President's efforts with U.S. expectations for transparency and accountability, which will be essential to securing U.S. support and successfully leveraging PL 480 funding.

2. Rice Sector Overhaul

Addressing Corruption and Market Manipulation

The rice sector in Liberia has long been controlled by unscrupulous actors, both local and foreign, resulting in price manipulation and distribution bottlenecks. Our consultancy will advise on the development of comprehensive reform of Liberia's rice import and distribution networks. We will provide strategic advice on how to identify the key actors involved in market manipulation and help develop new legal frameworks to combat corrupt structures. This will also involve advising on developing close collaboration with U.S. agencies to facilitate technical support and expertise to build a more transparent and efficient rice distribution system.

Collaborative Agricultural Development

We will facilitate the establishment of technical collaborations between U.S. agencies and Liberia. This collaboration is expected to address food security challenges in Liberia by tapping into U.S. expertise in agricultural development, production, and distribution networks. We will provide strategic advice on the goal of creating a sustainable agricultural framework in Liberia, focused on rice production and self-sufficiency, reduction of the country's dependency on imports.

Engagement with Relevant U.S. Authorities

The success of this consultancy depends on effective engagement with key U.S. actors. Our approach will include strategic outreach to the Administration's Africa team, relevant

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members of the Senate Foreign Relations Committee, and House subcommittees focused on Africa, Global Health, and Human Rights. These engagements will be essential for addressing the urgent need for foreign aid in Liberia, particularly for agricultural infrastructure and food security improvements.

Prior Audit Findings and Solutions

We are aware of the findings from the USAID audit report on the PL 480 Title I program in Liberia, and our consultancy approach reflects this understanding. Below is a summary of the key findings and our solutions to address them:

Addressing Negative Findings

1. Liquidity and Fund Mismanagement: Our services will advise on re-establishing strict financial controls and creating an oversight committee to manage the special accounts for rice proceeds. We will advise on matters of compliance with U.S. reporting requirements.
2. Weak Credit Policies: We will advise on developing sound credit enforcement and sales policies and help establish tighter financial vetting for customers. We will recommend a third-party audit firm that will monitor transactions.
3. Inadequate Inventory Control: We will advise on implementing modern inventory control systems with real-time tracking and procedures requiring independent certified counts of rice stock to ensure accuracy.
4. Non-compliance with Reporting Requirements: We advise on establishment of a compliance framework requiring timely submission of reports, with penalties for delays, with the goal of helping Liberia developing a robust monitoring system.

Amplifying Positive Findings

In the early years of the PL 480 program (1980-1982), Liberia exceeded its required contributions to development projects. We advise on how to build on this success to help restore trust between the U.S. and Liberia and provide guidance on how to create the track record that with proper guidance, Liberia can effectively manage PL 480 funds.

Implementation Plan

Our consultancy will follow a phased approach to achieve both immediate and long-term objectives. The key phases are:

1. Immediate Steps: High-level strategic engagement, advise on-ground reforms in the rice sector, and a compliance framework for financial controls.
2. Long-term Steps: Establishment of U.S.-Liberia technical collaborations and continuous monitoring of progress in food security and infrastructure development.

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3. Milestones & Deliverables

Day 1 to Day 365: Be available to His Excellency the President and/or his designate for consultation on matters of importance related the Liberian government interaction with the proper function of the Rice market in Liberia.

First 90 Days: Review new leadership in U S Congress and Trump Administration to determine strategic options to assist Liberia access to Food for Progress (PL 480) program.

First 90 Days: Develop an outline of 12-month success objectives in consultation with His Excellency and/or his designate, on matters that are important to the Presidency.

First 120 days: Outline of detailed plan to improve Liberian/US relationships that are determined to be important to accomplish the agreed upon objectives, specifically, in the Congress/Administration/Private sectors engaged in policy determinations.

First 120 Days: Recommend retention of an experienced US lobbing firm to work under the direction of Consultant, paid separately by the Client.

365 Days: Develop and execute plan to legislatively enhance Liberia's access to rice via the Food for Progress PL 480 and/or other Food for Progress programs with specific goals.

365 Days: Explore developing and/or enhancing Liberia's access to US governmental, agricultural, business, and educational stakeholders.

4. Consultancy Terms

1. Period of Consultancy: The initial term of consultancy will be for two (2) years, with the option to extend upon mutual agreement.
2. Fee: At the signing of the Agreement, the Client shall pay a Retainer Fee of $45,000. The consultancy fee is set at Forty-Five Thousand U.S. Dollars (USD 45,000) per month, payable at the end of each calendar month.
3. Termination: The agreement may be terminated by either party with 60 days' written notice. 4. Oversight and Management Lobbying Firm Contract: The Consultant will assist in vetting and selecting a U.S.-based lobbying firm to represent Liberia's interests. The lobbying firm will report to the Consultant but be paid directly by the Government of Liberia.

5. Conclusion

Our strategic advisory services are designed to assist Liberia maximizing the benefits of the PL 480 program while addressing the challenges outlined in the USAID audit. By leveraging our expertise in U.S. government affairs and international development, we aim to support fostering a stronger U.S.-Liberia relations, help reform the rice sector with the objective of improving food security.

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For Payment, please use the following wiring instructions:

WIRING INSTRUCTION

Wire Amount: $45,000

[redacted]

Memo section: Retainer and 1st Month Fee

Please provide us with Wire Confirmation Number once it is sent.

We thank you for your continued business, as always.

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