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LEGAL PROFESSIONAL DEVELOPMENT AND ANTI-CORRUPTION PROGRAM (LPAC)

Monthly Report

December 2015



Liberia National Bar Association Conducts Annual Convention in Gbarnga City, Bong County

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MONTHLY REPORT, DECEMBER 2015

Legal Professional Development and Anti-Corruption (LPAC) Program

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PROGRAM OVERVIEW

The Legal Professional Development and Anti-Corruption (LPAC) program is a five-year intervention which is USAID/Liberia's primary formal justice sector program. Its design addresses two fundamental challenges to Liberia's development as a state following the rule of law; these challenges include: (i) increasing the capacity of Liberia's legal institutions to produce a high quality and increased number of judges, magistrates, prosecutors, public defenders, lawyers and other law-trained actors to maintain an effective legal system; and (ii) reducing the corruption that undermines that system.

LPAC consists of two components structured to address the mentioned challenges. The first component comprises capacity building to the four key Liberian justice sector institutions; namely, the Judicial Institute, the Louis Arthur Grimes Law School (Law School), the Liberian Legal Information Institute (LiberLII), and the Liberian National Bar Association (LNBA). The major focus of these institutions is to educate, regulate and inform legal professionals. With respect to the second component, LPAC supports the Liberian Anti-Corruption Commission (LACC) and associated Government of Liberia entities in their efforts to investigate, prosecute, and convict perpetrators of corruption-related crimes, and to educate the public regarding the fight against corruption in Liberia.

PROJECT ACTIVITIES

This report covers accomplishments achieved by LAPC during December 2015. Narrative of progress made are reported in keeping with coded objectives and activities as described in the project Inception Plan. Annexed to this report is "Attachment A", a progress chart in tabular form reflecting results accomplished as a result of activities carried out.

General

The LPAC Chief of Party, Ted Parnall, resigned due to health reasons and departed Liberia on December 18th. Checchi has begun a search for a permanent replacement while the Deputy Chief of Party, Samson Sempasa, became Acting Chief of Party for the remainder of the month.

Cross-cutting Activities affecting all Components

Integrated Activity 1: Human Institutional Capacity Development (HICD) Assessment.

The HICD Assessment report has been approved by USAID and the proposed performance solutions within the document are the basis upon which a series of five substantive Memorandum of Understandings (MOUs) between USAID and each counterpart agency are being developed. This round of MOUs, expected to be completed early January 2016, will be the subject of negotiations between LPAC, USAID, and the counterparts. The MOUs will form the basis of



USAID's assistance, through LPAC, as well as the specific undertakings by each of the agencies by which they expect to implement the performance solutions suggested in the HICD assessment report.

Integrated Activity 2: IT Assessment and Procurement. LPAC finalized the scope of work and advertised the consulting opportunity for an ICT expert who will conduct a full assessment of the ICT needs for LPAC's partner institutions to determine the ICT needs of each counterpart and prepare a list and specifications for needed equipment and software. LPAC also completed the scope of work and posted the announcement for the position that will work with the LNBA to develop its website. The website will be critical for the LNBA to manage its members and track membership dues, CLE and legal aid programs. LPAC will hold interviews in January for these two positions and it is expected that work will begin in early February.

Integrated Activity 3: Developed and Submitted MOUs to USAID. Based upon the recommendations contained in the HICD Assessment report approved by USAID, LPAC has prepared draft MOUs to be signed by each partner institution and USAID. The MOUs set forth the responsibilities of each signatory as well as the action plans to carry out programming. The MOUs will be the basis for future cooperation between LPAC and its five partner institutions supplementing and including activities approved in the inception plan. The draft MOUs have been submitted to USAID for initial approval.

Component A: Strengthening Legal Professional Development Institutions

Sub-Component A.1: James A.A. Pierre Judicial Institute (JI)

Activity A.1.a.1 MOU based upon HICD assessment entered into by Judicial Institute and USAID. The HICD report was approved in December and LPAC has drafted an MOU to be entered into by the Judicial Institute and USAID/LPAC. The MOU integrates the HICD assessment's Performance Solution Action Plan with planned activities in the Inception Plan and Work Plan to develop concrete responsibilities and commitments on the part of USAID/LPAC and the Judicial Institute that will guide program implementation.

Activity A.1.c.1 Court Management Curriculum. The Judiciary Committee for the Advancement of Court Management (JCACM) was established in November with guidance from LPAC with the aim of producing a cadre of court management executives trained to international management standards. The inaugural meeting of JCACM scheduled for November was cancelled by the committee's chair due to a scheduling conflict. However, the inaugural meeting was held on December 17, 2015, and in this respect, LPAC initiated the first meeting of the JCACM. The JCACM serves to build JI capacity in conducting needs assessments, curriculum design and working within a committee structure to build training programs.

Activity A.1.b.3 ToT workshop for faculty of the Professional Magistrates Training Program. LPAC Judicial Training Advisor conducted a 3-day workshop for 3 PMTP seconded faculty from December 9-11, 2015. The workshop was intended to develop the participants' teaching skills and begin working with them to revise the PMTP curriculum. To effectively facilitate learning experiences, the LPAC Judiciary Training Advisor employed a number of training approaches including experiential, demonstration and group discussions etc.

This workshop was a crucial intervention under sub-activity *A.1.b.1 (Training of Trainers'*



manual) and advanced progress for the improvement of JI's core educational and training activities, including the PMTP and Quarterly Judges Program, within a systematic framework that leads to greater sustainability and better educational outcomes.

Activity A.1.e.1 Legislative Drafting and Governance. LPAC worked with JI to review the current structure of the JI Board and develop Board Bylaws. The draft of the Bylaws was sent to the JI Board Chair and the Chief Justice for their review.

Sub-Component A.2: Louis Arthur Grimes School of Law (Law School)

Activity A.2.a.1. MOU based upon HICD assessment entered into by Law School and USAID. The HICD report was approved in December and LPAC has drafted an MOU to be entered into by the Law School and USAID/LPAC. The MOU integrates the HICD assessment's Performance Solution Action Plan with planned activities in the Inception Plan and Work Plan to develop concrete responsibilities and commitments on the part of USAID/LPAC and the Law School that will guide program implementation.

Activity A.2.a. 2. Assistance in Procurement of Repairs and Refurbishments. LPAC continued to support the Law School to procure repairs and refurbishment under phase II of this process, resulting in completion of repair and refurbishments to the walls, roof and ceiling. Other tasks under this activity involved purchase and installation of seven new AC units in two classrooms, law journal offices, reading room and the computer lab. Additional repairs to faulty AC units in the legal counsel's office was also undertaken.

Activity A.2.a. 3. Staff Capacity Building. LPAC administrative and financial systems specialists began consultations and meetings with the Law School administrative staff to understand the existing systems and processes. They will begin to work with the Law School to enhance staff capacity and strengthen the Law School's administrative and financial systems. LPAC Liberian advisors will continue to provide technical assistance in administrative systems set-up and support the Law School in preparation of policies and manuals on human resources management and procurement. LPAC will also provide training to Law School administrative staff and assist them to recommence utilization of an electronic records and registration management system.

Activity A.2.b.1. Alumni Association Organized and Active. LPAC COP and DCOP held a consultative meeting with the Chair of the Alumni Committee, Judge Ceaineh Clinton Johnson, to outline planned activities including extending support to the Committee to reorganize into a non-profit entity under the Law School and assisting it to leverage opportunity for fundraising to use as an endowment. LPAC has also designated two public service scholarship recipients to staff the Law School alumni office and to start updating the existing alumni list that dates from 1956 to 2013 as well as incorporate additional information into the list and start to build a digitized database.

Activity A.2.b.2. Fundraising and outreach Plan Established. LPAC's legal education advisor held consultations with the Dean on the statement of work and job description developed by LPAC to recruit a director of development/fundraising/outreach coordinator. This position will be funded initially by LPAC for three years and will later be integrated into the administration structure of the Law School.



Activity A.2.c.1. Public Service

Scholarships. Scholarship recipients continued to engage in a variety of important Law School programs and activities as required under the terms of the letter of commitment they signed as part of this program. Some have been assigned to work with the Alumni Committee, others have been assigned to staff the law journal and yet others will work with the newsletter. They will continue to receive individualized academic and career



L-R, Melvin Chineh, Bendu Kpoto, Mmonbeydo Nadine Harrell, Joseph K. Fayia, T. Celestine Harludy Howard, Weesor Lakey Lamine.

counseling and mentoring by LPAC, law faculty and alumni of the Law School. The Scholars have already developed a first draft of the Newsletter that has been approved for publication by the Dean.

Activity A.2.d.1. Curriculum and Legal Clinic Assessment and Action Plan. On December 8, 2015, LPAC legal education advisor consulted with Dean Jallah concerning advancing a proposal that was outlined at the LNBA National Convention in Gbarnga, to develop a conceptual design whereby the Law School and LNBA will jointly manage a Legal Aid clinic and for such a clinic to be housed at the Law School.

Activity A.2.d.2. Plans for implementation of the new curriculum. The legal education advisor met with Professor Kpadeson Sumo at the MoJ to consider developing texts and materials for a new curriculum course on Arbitration and to incorporate content regarding ADR. As a result of this discussion, the Curriculum Committee has agreed to consider including a course on “Arbitration and ADR” on the list of electives to be introduced as part of a gradual implementation approach agreed to by faculty.

Activity A.2.e.2. Law Journal. LPAC consulted with the Dean on the status of the law journal’s editorial board and discussed the newly identified board members and staff as well as work space for the law journal. The Dean approved of the newly reconstituted board and staff who will be formally installed/appointed to their respective positions/offices. Upon advice from the faculty advisor, Professor Koboi Johnson, a date was selected in mid-December to inaugurate the new board and staff. LPAC will support law journal staff to move to the newly refurbished and furnished office that has been supplied with basic furniture and working tools. With the additional support of USAID/LPAC the law journal office has been fitted with a new air-conditioning unit. Unfortunately, due to the Dean’s heavy schedule and the intervening commencement exercises, the installation event did not take place as scheduled. It has been rescheduled to take place in January after the School re-opens from the December holiday break.

Activity A.2.e.3. Support for Research and Writing. LPAC continued to engage in general discussions with faculty concerning priority topics for the textbook-writing program in order to increase interest in applying for program stipends. On December 8, 2015, LPAC submitted draft proposed implementing guidelines and an application form for stipends under the program to the Dean and Chair of the Curriculum Committee for their review and comment. LPAC will continue to engage with the Dean and the Committee with regard to launching the textbook-writing program. It is expected that the Dean will soon formally announce the program and



appoint a committee to work with the Curriculum Committee to receive, screen, review and rank applications for the stipends.

Activity A.2.e.5. Newsletter Development. LPAC supported the Public Service Scholars to attend the LNBA National Convention that was held in Gbarnga and one Scholar was assigned to cover the law grads’ “Class Night” convocation event which was held in Monrovia. Each Scholar was required to gather informative content to be used in the newsletter. They all returned with draft articles and other news pieces that were selected and organized into a newsletter template. LPAC assisted the Scholars to write, revise, edit, format and develop their respective news pieces into publishable articles. The Dean and Administrative Assistant were involved in editing, formatting and completing a first draft, with the Dean writing the “*Comments from the Dean*” section. The contents have now received the Dean’s approval and when all editorial aspects are completed, LPAC will support the print costs and will ensure that an online version is uploaded and available on LiberLII’s website.

Activity A.2e.2. Support to Law Journal. LPAC legal education advisor updated Dean Jallah on activities carried out to date towards reviving the Law Journal, including next steps regarding installing the reconstituted Editorial Board and staff. Formal installation of the new editorial staff will kick-start many planned activities including completing existing manuscripts and developing action-steps towards publishing a next issue of the Law Journal that has been absent for over five years. When finally confirmed the new editorial staff will include the two Public Service scholars who were recently assigned to work with the Journal.

Sub-Component A.3: Liberia Legal Information Institute (LiberLII)

Objective A.3.a LiberLII’s financial and administrative management systems conform to international good practice standards. The HICD Assessment revealed that LiberLII currently lacks internal policies and manuals regarding administrative and financial systems. As a result, LPAC Liberian administrative and financial advisors have concluded consultations and have begun technical assistance to LiberLII to develop the necessary systems and manuals. Additionally, the administrative advisor worked with LiberLII to draft job descriptions and a “document collection procedure.” Similarly, following the financial advisor’s review exercise which scoped budget planning, execution, accounting/documentation and reporting, the advisor has begun providing guidance and initial technical assistance to LiberLII in the preparation of expenditures report; statement of receipt & payments report; budget performance (budget vs actual) report; and fund accountability statements.

Activity A.3.b.1 Workshops Developed. Initial research indicates that most of LiberLII’s users are outside of Liberia and only 50% of Liberian legal professionals are aware or utilize LiberLII’s website. In order to increase the number of Liberian legal professionals utilizing the website, LiberLII needs to conduct training programs for judges, attorneys and magistrates to increase awareness and provide instruction on how to best navigate the website. As a result, LPAC held a three-day Training of Trainers for LiberLII staff that focused on creating a training curriculum, presentation skills, and revising a users’ guide. Following this training, LiberLII has the basic tools to begin training legal professionals on how to conduct research on LiberLII’s website.

Activity A.3.b.2. Marketing/Fundraising Coordinator Hired. LPAC assisted LiberLII to develop a job description and undertake a transparent process to recruit a qualified marketing and fundraising coordinator. Following background and reference checks of the selected candidate,



LiberLII completed negotiations and the new coordinator will commence work on January 4, 2016.

Activity A.3.c.3 Development of Stakeholder Support. On December 3, 2015, LiberLII held a capacity building workshop for staff of the Archive Division of the Ministry of State for Presidential Affairs as means of building relationships and the capacity of the staff in formatting soft/hard copies of legal information/ Executive Orders into LiberLII's database. The Division agreed to provide Executive Orders, where possible, in soft copy for uploading to LiberLII's website.

Additionally, LiberLII held a roundtable on December 17, 2015 for stakeholders/partners to discuss best practices for submitting information to LiberLII and formalizing cooperation through MOUs. Attendees included representatives from the Supreme Court, Commercial Court, Ministry of Justice, Congress, Legal Reform Commission, Monrovia City Corporation (MCC), National Elections Commission (NEC) and the LNBA. In addition to participants exchanging ideas on the appropriate processes for posting legal information on LiberLII, new institutions (MCC, NEC and Commercial Court) committed to providing legal information to LiberLII.

Activity A.3.c.6 Improved Awareness of LiberLII. Initial research through AustLII indicates that most visitors to LiberLII are located outside of Liberia. LiberLII, through the Bridge Grant, conducted a second 10-day public awareness campaign utilizing a radio jingle to increase the number of Liberian visitors to LiberLII's website.

Sub-Component A.4: Liberian National Bar Association (LNBA)

Activity A.4.c.3. Regulatory Framework for Mandatory CLE. During the LNBA Annual Convention in Gbarnga, attended by LPAC, the President of the LNBA announced that members must attend CLE courses offered during the Annual Convention and attendees will be issued a certificate of achievement for such attendance. In order for members to obtain their certificate of good standing that allows them to appear in court, members will need to submit this certificate to the LNBA Secretariat. This is a step towards adopting formalized rules on mandatory CLE.

Activity A.4.a.1 MOU based upon HICD assessment. The HICD report was approved in December and LPAC has drafted an MOU to be entered into by the LNBA and USAID/LPAC. The MOU integrates the HICD assessment's Performance Solution Action Plan with planned activities in the Inception Plan and Work Plan to develop concrete responsibilities and commitments on the part of USAID/LPAC and the LNBA that will guide program implementation. The draft MOU was submitted to USAID for approval.

Additionally, in order to begin negotiations on the final MOU, LPAC held a workshop on December 9, 2015 with the LNBA Executive Committee and USAID to highlight the more important provisions of the MOU such as building the capacity and staff levels of the LNBA Secretariat.

Component B: Strengthening the Liberia Anti-Corruption Commission

Activity B.1.b Support Implementation of the Capacity Building Plan (CBP). LPAC developed a security risk assessment and drafted two Standard Operating Procedures (SOPs) that were submitted to LACC for analysis and approval. One SOP covers access to the LACC



building and premises while the other SOP concerns the handling of classified matters. These SOPs are crucial, not only to protect LACC and its daily activities through the implementation of procedures and controls, but mostly to create safe conditions for developing criminal investigations. Additionally, LPAC provided a draft of the CBP to LACC and the document will be finalized following the discussions related to the HICD MOU.

Activity B.2.a Provide Technical Assistance and Training in Investigative Techniques.

The LPAC advisor provided a draft Investigative Capacity Building Plan (I-CBP) to the LACC for consideration. Components of the I-CBP include on-the-job-training and assistance with ongoing investigations. Additionally, the Chief of Investigations will submit an investigations summary to identify training and support needs that may be added to the I-CBP.

Activity B.3.a Foster Cooperation between LACC and Ministry of Justice (MoJ) to Effectively Prosecute Corruption. The LPAC Advisor met with the MoJ to discuss the number of cases and the status of each case between the MoJ and LACC. During the meeting, LPAC provided recommendations for changing the venue to circuit courts with a lower number of cases on their trial dockets, and to identify the counties best suited for case transfer from courts in Monrovia. Discussions also centered on training opportunities between LACC Investigators/Prosecutors and MoJ Prosecutors at the General Solicitor level.

Activity B.3.b Build Capacity of Prosecutors. Following preparatory discussions with the MoJ and General Solicitor, LPAC has begun to develop a Capacity Building Plan. The plan will focus on assistance and support to investigations, including capacity development to conduct trial sessions.

Activity B.3.c Strengthen Coordination between Enforcement Agencies. LPAC met with the Head of the Finance Intelligence Unit (FIU) to evaluate mutual cooperation in anti-corruption activities. Following the meeting, the FIU submitted a concept note for technical and financial assistance that LPAC will evaluate to identify specific areas of mutual cooperation and assistance. LPAC also met with the Head of the Liberian National Police Academy to discuss an anti-corruption and ethical training proposal, and with the Head of the Liberian Revenue Authority to identify areas of mutual assistance and cooperation in fighting corruption.

Activity B.4.a Support LACC with the Development of a Public Outreach and Communication Strategy and Plan. LPAC Advisor supported the development of prevention and education concepts, a gap identified on the last two prevention activities, and assisted the Education and Prevention Department and the Internal Audit Agency to develop work plans in preparation for an Anti-Corruption Day event (9th December).

Activity B.4.b Facilitate LACC Cooperation with Civil Society Actors and Support CSO's Anti-corruption Initiatives. LPAC is working on identifying CSOs and NGOs to evaluate future engagements in anti-corruption activities. A profile of individual strengths is being created for future reference in creating activities.

Activity B.5.a Support LACC Leadership in Corruption Prevention Activities. LPAC assisted the Prevention Research officer's completion of the first research plan targeting specific Ministry of Transport services and LPAC is working to identify human resources to implement the plan. Also, mentoring and support for the development of prevention and education concepts continued on daily basis.



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MONITORING & EVALUATION (M & E)

LPAC finalized an extensive recruitment for the M&E staff to support the JI and continued developing data collection instruments for its indicators.

LOOKING AHEAD

Significant Planned Activities in January 2016

General

Checchi will continue the search for a permanent Chief of Party. Meanwhile, the Deputy Chief of Party and long-term advisors will serve as Acting Chief of Party as appropriate.

LPAC will work with USAID to finalize the draft MOUs that can be presented to the five counterpart agencies and will continue negotiations with those agencies to determine the specific responsibilities for each party using the HICD assessment and the Inception Plan as guides.

LPAC will recruit and hire an ICT consultant to carry out an ICT assessment, identify specific IT needs and provide guidance to LPAC and the five counterpart agencies.

Judicial Institute

Activity A.1.c.4 Quarterly Judicial Training Program. LPAC will assist the JI and the National Association of Trial Judges to conduct the Quarterly Judges Training Program. Judge Kevin Burke (STTA) will conduct two sessions at the conference. Since the QJTP hasn't been conducted for several years due to lack of funding, LPAC is working with JI to secure adequate funding through other donors and the courts budget to ensure this core program becomes sustainable.

Activity A.1.b.9 Development of Training Materials. LPAC will guide seconded faculty in reviewing and revising course materials for the PMTP. The focus of the work for the PMTP will be to update the materials to include new laws and procedures that have been adopted since the program was last offered.

Activity A.1.d.1 M&E team. The JI M&E team will be hired and trained.

Activity A.1.c.1 Court Management Curriculum. LPAC will lead weekly meetings of the *Judiciary Committee for Advancing Court Management* (JCACM). The focus of the January schedule will be to explore best practices in Human Resource Management.

Law School

Crosscutting/ Integrated Activity 2. Monitoring & Evaluation. LPAC will extend training and technical assistance to designated staff of the Law School on establishment of a new organizational Monitoring & Evaluation and administrative management system.

Activity A.2.a.3. Staff Capacity Building. LPAC's Liberian advisors will deliver trainings in basic HR, financial and procurement systems management to the administrative staff assigned by the Law School.

Activity A.2.b.2. Fundraising and outreach Plan Established. LPAC will advance the plans



to recruit a Director of Development/Fundraising Coordinator.

Activity A.2.e.1. Increased Faculty Capacity. LPAC will host Judge Kevin Burke to speak to faculty and students of the Law School.

Activity A.2.e.2. Law Journal. LPAC will support installation of the new editorial board and staff of the law journal as well as assign outstanding tasks including completion of existing manuscripts.

Activity A.2.e.3. Support for Research and Writing. LPAC will deliver a legal writing workshop and extend assistance to students to prepare them to publish in the law journal.

Activity A.2.e.5. Newsletter Development. LPAC will support completion of and printing of the draft newsletter.

LiberLII

Objective A.3.a LiberLII's financial and administrative management systems conform to international good practice standards. LPAC Liberian administrative and financial advisors will continue consultations and technical assistance to LiberLII on setting up administrative and financial systems.

Activity A.3.a.1 MOU based upon HICD assessment entered into by LiberLII and USAID. LPAC will provide a draft MOU to LiberLII and will hold a technical workshop to finalize responsibilities and activities under the MOU.

Activity A.3.c.6 Improved Awareness of LiberLII. LiberLII LPAC will conduct a training focused on how to conduct research on the LiberLII website for members of the research division at the Judicial Institute and to judges/magistrates as part of the quarterly judges training program. LiberLII will also continue to undertake a media campaign to increase awareness by the public of LiberLII's website. Through funding via the Bridge Grant, LiberLII will sponsor a third radio jingle that will be produced and aired on a local radio station.

LNBA

Integrated Activity 2 IT Assessment and Procurement. LPAC will contract a web design expert to aid the LNBA in creating a website.

Activity A.4.a.1 MOU based upon HICD assessment entered into by LNBA and USAID. LPAC will provide a draft MOU to LNBA and will hold a technical workshop to finalize responsibilities and activities under the MOU. Additionally, LPAC may bring the former Executive Director from the Connecticut Bar Association to provide short-term technical assistance to the LNBA Executive Committee and Secretariat during the negotiation phase. The focus of assistance would be on proper structures and operations for a Bar Secretariat, best approaches for interaction between Committees and the Secretariat, and how to establish Pro Bono and CLE programs.

Activity A.4.b.1 Marketing/Fundraising Coordinator. LPAC, along with a representative from the LNBA, will begin the interview process for candidates and it is expected that an offer will be forthcoming if a qualified candidate is identified during the process.



LACC

Activity B.1.a MOU based upon HICD assessment entered into by LACC and USAID.

LPAC will continue to work on the development of MOU with LACC.

Activity B.1.b Support Implementation of the Capacity Building Plan (CBP). Complete the draft CBP based on the discussions around the HICD report and the MOU. Also, in cooperation with the Human Resources Unit, LPAC will conduct an assessment to define individual backgrounds and skills of the investigators to identify gaps and needs for future training.

Activity B.2.a Provide Technical Assistance and Training in Investigative Techniques.

LPAC will develop on-job-training plans and introduce new techniques and methods of investigation as per I-CBP.

Activity B.2.b Develop Guidelines and Standardized Operating Procedures (SOP).

Following the discussions with the MoJ, LPAC will initiate the development of a SOP covering all of the investigation process including prosecution interventions.

Activity B.2.c Support Legislative Drafting. LPAC Advisor will support the drafting of two bills, one concerning the establishment of a “Corruption Court” and the second is the “Corrupt Offenses Act” that will include new instruments to support criminal investigations such as asset recovery and seizure. The Advisor will also build support for the adoption of these laws through meetings and possible round tables.

Activity B.3.a Foster Cooperation between LACC and Ministry of Justice (MoJ) to Effectively Prosecute Corruption. Daily technical assistance will continue to define cooperation and assistance with ongoing investigations.

Activity B.3.b Build Capacity of Prosecutors. Initiate the draft of a capacity building plan as per discussions with the MoJ and General Solicitor as well as develop a concept for a workshop for LACC Investigators/Prosecutors and MoJ Prosecutors on “Investigations Methods and Techniques to Fight Corruption” which is tentatively scheduled for January 24th to 27th.

Activity B.3.c Strengthen Coordination between Enforcement Agencies. Assist Education and Prevention to develop a workshop about “Police Corruption” and assist on the development of MOU with LRA, IAA, GAC and FIU.

Activity B.4.a Support LACC with the Development of a Public Outreach and Communication Strategy and Plan. Assist with the development of outreach and communications strategies under Education and Prevention activities.

Activity B.4.b Facilitate LACC Cooperation with Civil Society Actors and Support CSO's Anti-corruption Initiatives. Complete the development of a “portfolio” with the profile and strengths of CSOs.

Activity B.5.a Support LACC Leadership in Corruption Prevention Activities. Develop the concept for a workshop under the subject “Fostering Social Accountability in Liberia” with the CSOs, MACs and all law enforcement agencies.



Activity B.5.d Support LACC Leadership with NIF and Autonomous Agencies (AAs).
Evaluate the possibilities to strength the NIF capacities (actually underfunded with minimum activities).



ATTACHMENT A: 30-60-90 DAY CHART – YEAR I

Legal Professional Development and Anticorruption activity in Liberia (LPAC)

30-60-90 Day Activity Chart

Oct-15

Component A: Strengthening Legal Professional Development Institutions

Component A.1: Sustainable James A.A. Pierre Judicial Institute (JI)

		Days	30	60	90
● A.1.a: The JI's financial and administrative management systems conform to international good practice					
	HICD assessment		50%	100%	
	Training on technology		25%	25%	25%
	Training calendar		25%	25%	25%
	Training catalog		25%	25%	25%
	Staff capacity building		0%	10%	20%
	ICT assessment and procurement				
● A.1.b: The JI is able to effectively and efficiently develop professional courses and reference materials in new subject areas and provide these course offerings to justice sector actors					
	Training needs assessment				
	Training of trainers program		0%	25%	100%
	Advanced faculty handbook		0%	100%	
	TOT workshop		0%	25%	100%
	Adult education handbook		50%	100%	
	Workshop on best practices in adult education		0%	50%	50%
	Individual mentoring		10%	20%	30%
	TOT expansion				
	Training materials developed				
	Institute Information Center - Judicial Reference Sets				
● A.1.c: The JI is able to continue ongoing trainings of judicial actors and is able to fund, organize and implement complex trainings in and outside of Monrovia on its own					
	Professional Magistrates Training Program		10%	35%	60%
	Working group established		0%	10%	100%
	Identification of partners/donors to ensure coordination		50%	90%	90%
	Quarterly Judicial Training Program				
	Other Training Programs				
● A.1.d: The JI has a M&E team that is well trained, well equipped and capable of conducting field work to evaluate the effectiveness of JI training programs, conducting research related to issues raised in judicial quarterly reports, and investigating causes of poor performance within the judiciary					
	Establishment of M&E Team		0%	50%	80%
	Court Observation - Baseline				
● A.1.e: JI enabling legislation is passed that authorizes the JI to engage in the full range of activities projected in the JI's 2012-2017 Strategic Plan					
	Legislative Drafting				
Component A.2: Sustainable Louis Arthur Grimes Law School (Law School)					
● A.2.a: The Law School's financial and administrative management systems conform to international good practice standards					
	HICD assessment		50%	100%	
	Assistance in procurement of repairs and refurbishment		10%	20%	40%
	Staff capacity building				
	ICT Assessment and Procurement				
● A.2.b: The Law School is able to effectively conduct outreach and fundraising activities to generate a consistent stream of funding for Law School program and activities					
	Fundraising and outreach plan				
	Fundraising and outreach coordinator		5%	25%	45%
	Alumni association organized and active		20%	40%	60%

Legal Professional Development and Anticorruption activity in Liberia (LPAC)

30-60-90 Day Activity Chart

● A.2.c: The Law School has developed an action plan for the establishment of a public service scholarship endowment with the aim of providing public service scholarships in perpetuity without utilization of annual budget funds				
Public service scholarships	50%	100%		
● A.2.d: The Law School fully implements curriculum reform and establishes a clinical legal education program				
Curriculum and legal clinic assessment and action plan	15%	35%	40%	
Plan for implementation of new curriculum	10%	20%	35%	
● A.2.e: Legal scholarship at the Law School is enhanced through consistent publication of the law journal and newsletter, and through faculty textbook writing program				
Legal writing workshops				
Law journal	10%	20%	30%	
Increase faculty development				
Training in research and writing	0%	10%	20%	
Newsletter development	10%	30%	70%	
● A.2.f: The Law School is able to provide legal service to the University of Liberia through a legal department that does not rely on faculty who are teaching courses				
Move legal counsel from law building				
Component A.3: Sustainable Liberia Legal Information Institute (LiberLII)				
● A.3.a: LiberLii's financial and administrative management systems conform to international good practice standards				
HICD assessment	50%	100%	-	
Staff capacity building				
● A.3.b: LiberLII is able to effectively conduct outreach and funding activities to generate a consistent stream of funding to support its efforts to make all of Liberia's laws and regulations readily accessible to the public				
Workshops developed			20%	
Marketing/fundraising coordinator	20%	70%	100%	
Marketing and fundraising plan				
● A.3.c: LiberLII has a staff capable of engaging in all aspects of document collection, digitizing and web publishing, to include the technical know-how to administer the LiberLII website				
Initial IT assessment support	100%	-	-	
Bridge grant	50%	100%	-	
Development of stakeholder support	10%	20%	30%	
ICT assessment and procurement	5%	15%	20%	
Improved awareness of LiberLii	5%	15%	35%	
Improved capacity to produce materials in electronic format - training				
Component A.4: Capable and Effective Liberian National Bar Association (LNBA)				
● A.4.a: LNBA's financial and administrative management systems conform to international good practice standards				
HICD assessment	50%	100%	-	
Staff capacity building				
● A.4.b: The LNBA is able to effectively conduct outreach and fundraising activities to generate a constant stream of funding to support its operations, quarterly assemblies, professional development activities, and public outreach and service programs				
Fundraising and outreach plan				
Fundraising and outreach coordinator	10%	30%	60%	
● A.4.c: The LNBA is able to effectively and efficiently develop Continuing Legal Education courses and reference materials for a broad range of subject areas to promote the professional development of its members				
Market study for CLE	20%	40%	40%	
Development of CLE courses	0%	0%	0%	
Regulatory Framework for mandatory CLE				
Mandatory CLE certification program				
● A.4.d: TThe LNBA is able to effectively and efficiently implement a Pro Bono program that delivers quality services to the low income population.				
Present pro bono prgram	20%	80%	100%	
Sustainable pro bono program				

Legal Professional Development and Anticorruption activity in Liberia (LPAC)

30-60-90 Day Activity Chart

Component B: Strengthening the Liberian Anticorruption Commission (LACC)

B.1: The LACC's organizational structure, systems and resources conform to international standards and support its mandate				
Draft and sign initial MOU	100%	-	-	
Implement HICD	50%	100%	-	
Develop CBP and get approval by USAID and LACC				
Support implementation of the CBP				
Monitor the CBP implementation				
Assess LACC's needs in equipment and ICT and submit a Procurement Plan to USAID for approval				
Procure equipment and ICT per the approved Procurement Plan				
B.2: The LACC Investigation Unit conducts investigations that conform to international standards, and that contribute to the development of corruption case prosecutions that result in convictions				
Assess investigation capacity and investigators skills	50%	60%	80%	
Develop draft Investigation Capacity Building Plan (I-CBP)	0%	50%	100%	
Implement I-CBP (training and mentoring)				
Develop intelligence and analysis competences				
Develop and implement security procedures to shield investigations	0%	50%	80%	
Start the process of creating conditions for LACC to join and get access the Interpol Global Focal Point Platform				
Develop and implement procedures for information exchange with other law enforcement agencies through MoUs				
Develop and implement guidelines and SOPs for investigating corruption				
Establish legal drafting team to review and draft legislation to enable LACC to effectively investigate and prosecute corruption				
Assess and prioritize legislative changes				
Facilitate developing legislation enabling investigation and prosecution of corruption				
Mobilize stakeholder support and conduct negotiations to support legislative changes				
B.3: LACC and MOJ have well-trained and coordinated prosecutorial teams capable of developing and arguing strong corruption cases that lead to convictions on corruption charges				
Facilitate negotiations and then development of draft MoU between LACC and MoJ to foster collaboration				
Draft policies and SOPs for MoJ and LACC collaboration during investigation				
Assess the skills and capacity of the LACC and MoJ prosecutors assigned to work on LACC cases	0%	50%	80%	
Design Prosecution Capacity Building Program (P-CBP)				
Implement P-CBP (training and mentoring)				
Develop a Prosecutor's Manual and SOPs				
Encourage networking between investigators, prosecutors, MoJ and Courts through MOU				
Establish asset tracing, forfeiture and confiscation in corruption cases				
Identify GOL institutions with important links to LACC and facilitate drafting MOUs to strengthen cooperation				
Strengthen coordination between enforcement agencies				
B.4: The LACC has an effective public education and outreach program that provides information and support to the activities of individual citizens, CSOs, and business organizations in the private sector fight against				
Review LACC Communication Strategy and assess LACC staff communication skills				
Build LACC staff communication skills through training and mentoring				
Identify CSOs capable to implement anticorruption initiative and define priorities for the LPAC's Small Grants Program (SGP)				
Develop and announce 1st round of SGP, evaluate proposals and make awards				
Monitor implementation and provide support to SGP grantees				
Mobilize SGP grantees and other CSOs into Civil Society Anti-Corruption Network				
Assess needs and demand for the LACC website and ICT features (Facebook, Twitter, etc.)				
Develop the concept and the structure of the website and ICT				
Develop the website and ICT				
Train LACC staff to maintaining and updating the website and ICT				
Assess capacity and practices of LACC in collecting and processing citizen complaints				
Design complaint management system (CMS) concept, start developing policies, a manual and SOPs				
B.5: The LACC is able to exercise its leadership role under the NACS and the NIF and is able to effectively work with the legislature and other integrity agencies to develop and implement effective anticorruption strategies,				
Assess LACC institutional and human capacity to implement its corruption prevention functions	50%	50%	60%	
Develop draft Corruption Prevention Capacity Building program				
Implement Corruption Prevention Capacity Building program				
Assist with the development of LACC Corruption Prevention activity plan				
Introduce LACC leadership and staff to Vulnerability to Corruption Assessment (VCA)				
Adapt VCA to Liberia context				
Conduct meetings between LACC and NACSC members to build consensus on the Committee mandate				

Legal Professional Development and Anticorruption activity in Liberia (LPAC)

30-60-90 Day Activity Chart

Assist LACC with drafting NACSC mandate, composition, roles, responsibilities, authorities, and procedures				
Establish a Working Group to draft the national strategy and the plan				
Conduct meeting of LACC with NIF and AAs on strengthen cooperation and joint actions				
Assist NIF with developing their Strategy for NIF and an Action plan				
Announces Small Grants Program (SGP) for NIF members, evaluate proposals and make award				
Monitor implementation and provide support to SGP grantees				
Draft the description for LACC Legislature Communication Officer (LCO) position				
Assign and train LACC staff member for the LCO position				
Support LCO in implementing her/his functions				
Prioritize legislative gaps hindering the LACC implementing its mandate				
Review legislation and drafts to ensure that it conforms to international standards and is aligned with Liberian law				
Assist the LACC in engaging stakeholders in discussion around the legislation				