

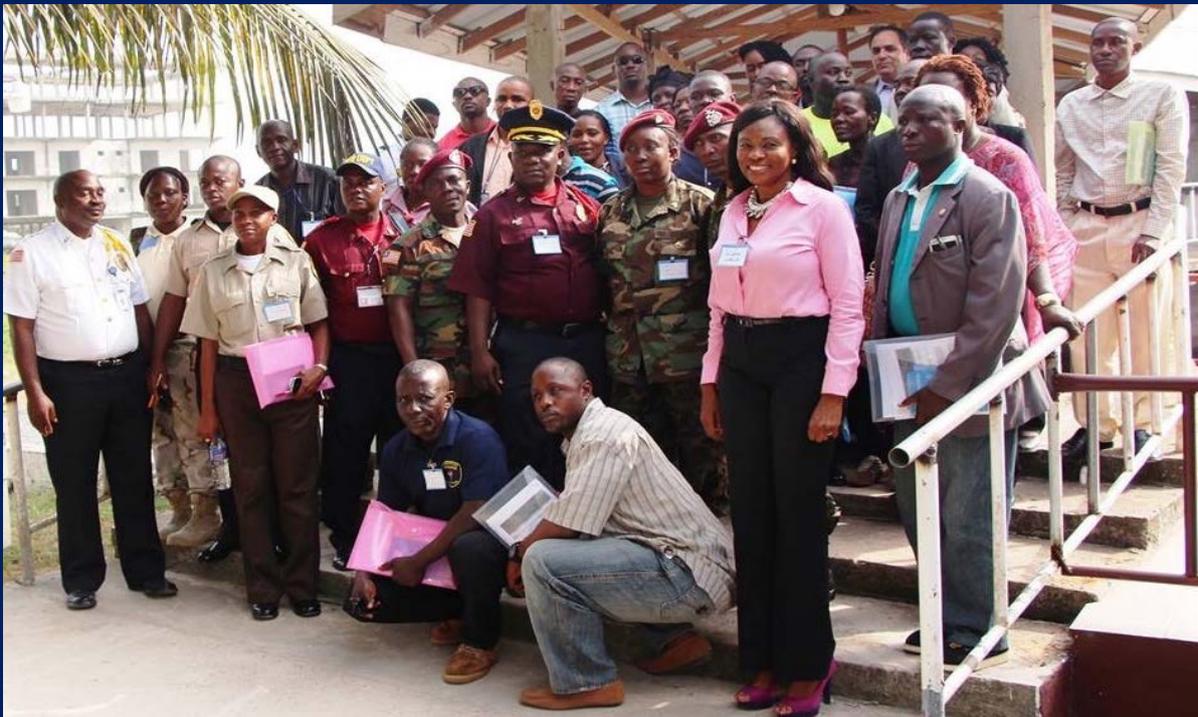


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LEGAL PROFESSIONAL DEVELOPMENT AND ANTI-CORRUPTION PROGRAM (LPAC)

Monthly Report

January 2016



Liberia Anti-Corruption Commission and LPAC Conduct Workshop on “*Integrity in Law Enforcement.*”

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MONTHLY REPORT, JANUARY 2016

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 the month of January 2016. Narrative of progress made is reported in keeping with coded objectives and activities as described in the project inception report. Annexed to this report is "Attachment A," a progress chart in tabular form reflecting results accomplished as a result of activities carried out.

Cross-cutting Activities affecting all Components

Integrated Activity 1: Technology Assessment and Evaluation of Equipment Needs.

LPAC has contracted a Legal Information Consultant (STTA) to work with a local IT Advisor to provide assessment and evaluation of the technology needs at all five partner agencies. The consultants will assess IT equipment and software facilities to determine ICT needs at each partner institution. It is expected that the Advisor will prepare a list comprising technical specifications of the needed equipment, along with recommendations of appropriate ways of management of the technological/legal information systems. The recommendation component of the report will include required technical assistance and training necessary to implement the recommended systems.

Integrated Activity 2: Reviewed and Agreed on Language of MOCs with USAID.

LPAC and USAID continued to review the language of the Memorandum of Cooperation and both parties are also refining the planned responsibilities and commitments that will guide activity

implementation as described in the Performance Solution Action Plan. When the review process is completed, the draft MOCs will be shared with each partner agency for their consideration. Following this LPAC will convene negotiation dialogues with each agency to reach common ground on the specific responsibilities and commitments that are to guide activity implementation.

Component A: Strengthening Legal Professional Development Institutions

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

Activity A.1.c.1 Court Management Curriculum. The Judiciary Committee for the Advancement of Court Management (JCACM) established last quarter began meeting regularly in January. Led by LPAC, the JCACM aims to produce a cadre of court management executives trained to international management standards. This month's meetings focused on Human Resource Management, exploring international best practices, identifying gaps in the Liberian court system, and developing policy and procedure recommendations for further consideration by the Court Administration and Supreme Court. Through this process, the JCACM is building JI capacity in conducting needs assessments, curriculum design and working within a committee structure to build training programs.

Activity A.1.b.9 Development of Training Materials. LPAC worked with seconded-magistrate trainers to revise course materials for the Professional Magistrates Training Program (PMTP). LPAC met regularly with trainers to revise the syllabus, refine learning objectives in line with adult education best practices, and update training materials for each module to address recent changes in the law. Several new topics were added to the PMTP including: Introduction to the Legal System of Liberia, Gender Justice, Human Rights and Access to Justice, Court Administration, Juvenile Justice, and Evidence. LPAC is assisting the faculty in developing these new modules.

Activity A.1.e.1 Legislative Drafting and Governance. LPAC worked with JI to revise the proposed Board By-laws drafted in December. The new By-laws draft now rests with the JI Board Chair and the Chief Justice for their review.

Activity A.1.d.1. M&E team. Final interviews were conducted and two candidates were selected who will implement the JI M&E system, monitor progress towards goals, support the development of curricular and evaluate performance against specific indicators. LPAC also held a meeting with JI Director to discuss the process of integrating the M&E function into the existing research department which will provide opportunities for cross training and team learning.

Issues: Scheduling proves to be an important challenge for the JI due to competing demands that arise unexpectedly from the Supreme Court. For example, the Quarterly Judges Training which had been scheduled for the end of January for over two months was rescheduled at the last minute due to Supreme Court interests. The change to the first week of February was highly disruptive to JI, the National trial Judges Association and to LPAC which had worked to bring a US Judge to the training but subsequently had to cancel his participation due to the last minute scheduling change. LPAC is working with the JI to institute an annual calendar that will take into consideration important competing events and provide the entire judicial system with a reliable and respected planning tool. This planning tool will also assist donors and other counterparts

such as the Bar to plan accordingly.

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

Activity A.2.a.1 MOU based upon HICD assessment entered into by Law School and USAID. USAID and LPAC discussed and agreed on the language of the Memoranda of Cooperation (MOC) to be entered into with the Law School. The MOC draft will be subjected to a second-tier review by USAID following which it will be shared with the administrative management of the Law School. Thereafter, dialogue sessions will be commenced in the month of February involving representatives of the Law School, USAID and LPAC to negotiate the commitments and responsibilities for each action activity with a view to arrive at a consensus. The MOC will thereafter be the guidelines for implementing the activities outlined within the Performance Solution Action Plan component of the HICD Assessment Report.

Activity A.2.a. 3 Staff Capacity Building. LPAC's administrative and financial systems specialists continued to engage with the administrative staff of the Law School in order to provide assistance to the Law School administrative staff in Administrative, HR and Financial systems set-up as identified in the HICD assessment report. The specialists will also support the Law School in developing and re-starting an electronic records and registration management system.

Activity A.2.c.1 Public Service Scholarships. LAGSL scholarship recipients continued to engage in a variety of Law School programs as required by their signed letters of commitment. Some of the scholars were assigned to work with the Alumni Association, newsletter development and the LAGSL law journal structures. A plan is under discussion with the Alumni Committee to host this year's Law Day at the Law School. The event will focus on important public service activities that the Law School might support. It will also recognize and award certificates to key contributors to important public service activities.

Activity A.2.d.2 Plans for implementation of the new curriculum. Copies of the new curriculum covering new core courses and electives have been distributed to students for their early consideration. Gradual implementation of this new curriculum will be commenced in the second semester. The legal education advisor continues to work with the Curriculum Committee to identify professors who are to take on new curriculum courses. LPAC will continue to support development of new and improved teaching materials while incorporating interactive and participatory methods to deliver the new courses.

Activity A.2.e.2 Law Journal. The new editorial board of the LAGSL Law Journal was established and new staff positions were created to take on articles solicitation, marketing and distribution tasks. During the Dean's absence, the new board and staff will now be inaugurated by the acting Dean, Professor Juah Lawson, in the month of February. The Journal office has been supplied with a new air-conditioning unit and basic furniture and supplies.

Activity A.2.e.3 Support for Research and Writing. LPAC has designed the application form and associated documents for announcing the textbook-writing program. The program was briefly outlined by the Dean at the monthly staff meeting. The Law School faculty has been invited to show expression of interest in applying for program stipends in accordance with proposed program implementation guidelines. In the meantime, LPAC has solicited the views,

opinions and comments about the program and about specific aspects of the announcement from the Law School faculty. At the end of the comment period, a formal announcement will be issued by the Dean and the program will be formally launched.

Activity A.2.e.5 Newsletter Development. LPAC supported the printing and publication costs of 500 initial sets of the LAGSL newsletter and also supported distribution of the initial publication, under the Dean's cover-letter, to various institutions and agencies of government and civil society organizations. Following publication of the initial copies, a number of publisher errors were identified. Additional editorial adjustments have since been undertaken. A second version of the newsletter is now ready for print and will be produced and distributed next month. The legal education advisor and LPAC's IT Specialist held several consultations with the Executive Director of LiberLII to explore the technical requirements and processes for uploading the newsletter onto LiberLII's website to promote increased online accessibility.

Issues: In absence of the Dean, the Advisor has not been able to engage effectively with the Acting Dean despite several office visits as well as e-mail and text messages. This has delayed and may continue to delay execution of planned activities such as:

- Inauguration of the board and staff of the Law Journal;
- Participation in scheduled recruitment interviews;
- Preparing for planned technology assessment; and
- Introducing LPAC Specialists to LAGSL counterparts.

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

Activity A.3.a.2 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 as well as administrative and financial systems. As a result, LPAC Liberian administrative and financial advisors continued consultations and technical assistance to LiberLII to develop the necessary systems and manuals. To date, the specialists have facilitated the establishment of administrative, programmatic, financial, and procurement planning systems. Standard operation procedures and draft financial, human resources management, and procurement and asset management policies are being developed by LiberLII staff members under the guidance of the specialists.

Activity A.3.b.1 Workshops developed and Activity A.3.c.6 Improved Awareness of LiberLII. Initial research indicates that most of LiberLII's users are outside of Liberia and only 50 percent of legal professionals are aware or utilize LiberLII's website. In order to increase the number of Liberian legal professionals utilizing LiberLII's website, LiberLII conducted a training for the research team at the Judicial Institute to introduce LiberLII and provide instruction to the JI IT staff on how to best utilize their website.

Activity A.3.c.6 Improved Awareness of LiberLII. As mentioned, initial research through AustLII indicates that most visitors to LiberLII are located outside of Liberia. To increase in-country viewership and users of LiberLII's website, the organization, through the Bridge Grant, conducted the third round of a 10-day public awareness campaign utilizing a radio jingle medium to increase the number of Liberian visitors to LiberLII's website.

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

Activity A.4.b.1 Marketing/Fundraising Coordinator. LPAC and Secretary General of the LNBA conducted final interviews and identified the top candidate for the Marketing/Fundraising Coordinator.

Component B: Strengthening the Liberia Anti-Corruption Commission

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

LPAC Advisor met with head of divisions at the LACC to discuss the HICD report. LACC reviewed their responsibilities and commitments component under the Performance Solutions Action Plan of the HICD report and committed to taking into consideration all recommendations from the report. To date, several actions are being taken to improve LACC capacities and LPAC is supporting these efforts including providing assistance for the strengthening of internal processes and systems in the areas of administration, logistics and operations.

Activity B.1 b Support Implementation of the Capacity Building Plan (CBP). Following the HICD recommendations and with LPAC Advisor support, LACC established an in-house Committee to follow-up and identify actions needed to implement all recommendations. The response/feedback from the HICD assessment include that LACC should:

- Seek to improve the business process, reviewing all guidelines and instruments/documents that guide these procedures;
- Initiate studies to consider costs and benefits analysis with respect to decentralizing the LACC with LPAC support;
- Review LACC organizational development to upgrade training needs with LPAC support;
- Review financial management procedures to integrate donor funding and grants into the Integrated Financial Management Information Systems platform. Additionally, with Ministry of Finance and Development Planning, LACC is developing the needed platform to subsequently interface with Ministries Agencies and Commissions/Corporations; and
- Identify needs for donor funds to support capacity building.

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

During the month of January, LACC investigators supported the ongoing corruption case being prosecuted by LACC. In this respect, LPAC assisted on the design of a strategy to gather information, secure consistent evidence and documents to support opening and sustaining of a criminal cases.

Activity B.2.B Support Legislative Drafting. LPAC supported LACC to complete the draft bill establishing the Anti-Corruption Court; the document has been submitted to Speaker Alex Tyler.

LPAC continues to support the work of developing a draft bill related to corruption acts and procedural law aimed at strengthening the fight against corruption. An initial draft will be submitted to Speaker Tyler during the second week of February.

Activity B.3.a Foster Cooperation between LACC and Ministry of Justice (MoJ) to

Effectively Prosecute Corruption. LPAC conducted four meetings at MOJ with Prosecutors and the Solicitor General. The meeting aimed to identify areas of cooperation and to with an emphasis on obtaining MOJ support and commitment for the prosecution of corruption cases. The Solicitor General committed to assign a team of prosecutors to handle corruption cases exclusively to which end LPAC will give direct technical support.

Activity B.3.b Build Capacity of Prosecutors. LPAC Specialist participated in the prosecutor’s quarterly training in Buchanan City, Grand Bassa County.

During the training, the specialist assessed the training contents and format, collected data and information to be processed, and supported the development of training plans which will be submitted to the Solicitor General when finalized.



The Commissioner for Education and Prevention at LACC, Mrs. Aba Hamilton-Dolo, opening the workshop on *Integrity in Law Enforcement*.

Issues: The work with MoJ requires effective transportation system to ensure timely mobility in order to utilize the rare opportunities to engage with MOJ staff within their usually-busy schedule. The lack of effective transportation systems often hinders advisors ability to take advantage of opportunities to engage with counterparts at MOJ. LPAC is seeking remedies, including requesting USAID to provide two additional vehicles they are holding in inventory to LPAC.

Activity B.3.c Strengthen Coordination between Enforcement Agencies. LPAC established contacts with 12 law enforcement institutions and five private security companies to prepare the contents and associated processes for the workshop and training on the subject: “*Integrity in Law Enforcement*”. Following this process, the two-day workshop was carried out on 28th and 29th January, in Congotown, with two levels of participants comprising Senior Management and Management Officers. On the first day, 22 senior management officers (males: and females:) of law enforcement institutions participated in the exercise while 61 management officers part-took in the training from different levels of intervention such as internal auditors, professional standards and discipline, investigation, operations and training.

At the end of the workshop, representatives from each institution were facilitated to develop an institutional assessment plan. Meanwhile, beginning next month (February), LPAC will direct technical support to each institution with a view to:

1. Develop integrity and ethical training plans and modules;
2. Introduce integrity tests; and
3. Develop anti-corruption plans

Activity B.4.a Support LACC with the Development of a Public Outreach and Communication Strategy and Plan:

In partnership with CSOs, LACC implemented an education and outreach program targeting a total of 50 schools over a 10-week period (five days for each 25 schools). As a result of these engagements, an integrity committee is being established at each school.

Activity B.4.b Facilitate LACC Cooperation with Civil Society Actors and Support CSO's Anti-corruption Initiatives:

LPAC initiated the development of a “Social Accountability Program.” This program is aimed at engaging CSOs and LACC to collaborate to deliver this program. During the month of January, the planned strategy to expand activities designed did not take place due to transportation limitations.



LPAC Advisor Jose Brito, addressing participants at the workshop on *Integrity in Law Enforcement*.

Activity B.5.a Support LACC Leadership in Corruption Prevention Activities:

LPAC supported the development of a prevention plan for the transportation department of the Ministry of Transport. The plan addresses a key service area of the Ministry: issuance of licenses and documents to owners of transportation systems. Again, LPAC and LACC did not carry out the full scale of this activity as a result of limited transportation.

During January, LPAC Advisor participated on the selection panel established to recruit a candidate to fill the position of Assistant Prevention Officer, a gap that existed in the operational section of LACC’s Education and Prevention Division.

MONITORING & EVALUATION (M&E)

LPAC will conduct recruitment interviews to identify a suitable Monitoring & Evaluation Specialist to fill the vacancy created by the departure last month of Mr. Barward Johnson who resigned to take up broader M&E responsibilities within Rule of Law and Governance projects in all of Liberia.

LOOKING AHEAD

Significant Planned Activities in February 2016

General

Technology and Legal Information assessment will be undertaken for all five counterpart institutions.

Judicial Institute

Activity A.1.b.9 Development of Training Materials: LPAC will continue to guide seconded

faculty in revising course materials for the PMTP.

Activity A.1.c.1 Court Management Curriculum: LPAC will continue leading weekly meetings of the Judiciary Committee for Advancing Court Management (JCACM). The focus of the February schedule will be to continue exploring best practices in Human Resource Management.

Activity A.1.c.3 Professional Magistrates Training Program: LPAC will assist the Judicial Institute in restarting the PMTP in February.

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, which was postponed in January due to scheduling conflicts at the Supreme Court. Judge Kevin Burke (STTA), who was slated to attend, was no longer available.

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

Law School

Crosscutting/ Integrated Activity 1 - Technology Assessment and Evaluation of Needs: LPAC has contracted Information Consultant (STTA) to work with a local IT advisor to provide technology assessment and evaluation of needs at all five partner agencies. The consultants will assess IT equipment and software needs at each partner institution and prepare a list with technical specifications of the needed equipment and provide recommendations of appropriate technology management and legal information systems including required technical assistance and training necessary to implement the recommended systems.

Activity A.2.a.3 Staff Capacity Building: LPAC 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.1. Alumni Association Organized and Active: The two scholarship recipients designated to work with the alumni office will commence digitizing and augmenting the existing alumni list by incorporating additional information into and starting to develop a digitized and scalable alumni database that will be used for multiple purposes, including outreach and marketing.

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.b.2 Fundraising and outreach Plan Established: LPAC will advance the plans to recruit a Director of Development/Fundraising Coordinator.

Activity A.2.e.2 Law Journal: LPAC will support installation of the new editorial board and staff of the law journal and will assign tasks to undertake outstanding activities including completion of existing manuscripts and solicitation of new article manuscripts for the forthcoming law journal issue.

Activity A.2.e.5 Newsletter Development: LPAC will support publication of a second version of the LAGSL newsletter following correction of all the identified publisher and editorial errors.

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. This activity is postponed from January due to finalizing language for the MOU.

Activity A.3.c.4 ICT Assessment: LPAC will contract with an international expert and Liberian IT expert to begin the assessment for LiberLII.

Activity A.3.b.1 Workshops developed and Activity A.3.c.6 Improved Awareness of LiberLII: LiberLII will conduct a training for the judges/magistrates at the Quarterly Judges Training Program to introduce their services and provide basic training on how to conduct research on the LiberLII website.

LNBA

Crosscutting/ Integrated Activity 2 - IT Assessment and Procurement: LPAC will contract an international expert and a Liberian IT expert to conduct a needs assessment.

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 the 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. This activity is postponed from January due to finalizing language for the MOU.

Activity A.4.b.1 Marketing/Fundraising Coordinator: LPAC will conduct the reference and background check on the identified candidate followed by contracted negotiations.

LACC

Activity B.1.a MOC based upon HICD assessment entered into by LACC and USAID: LPAC will negotiate the MOC following negotiation dialogues between LACC, USAID and LPAC.

Activity B.1 b Support Implementation of the Capacity Building Plan (CBP): LPAC continue to support LACC to strengthen administrative, logistic and operational functions and help to build systems in those areas.

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

LPAC will deliver a two-day workshop for Investigators and MoJ Prosecutors assigned to corruption cases, covering the following subjects:

- A “brainstorming” session looking to assess and evaluate strengths and capacities and security in investigative processes;
- Debriefing on the recent training held in New Mexico by the LACC participants;
- Introduce new methodologies and technics to investigate corruption;
- Define the “on-job-training” concept for Investigators and Prosecutors.

NOTE: Venue for the event is not yet defined. We will need a private place due to confidentiality-requirements for the matters to be discussed. Tentative scheduled dates are for 16th and 17th, 2016.

Activity B.2.B Support Legislative Drafting: Draft bill for corruption acts will be completed and submitted to Senator Tyler.

Activity B.3.b Build Capacity of Prosecutors: The team of prosecutors assigned to corruption cases at MoJ will attend the workshop.

Activity B.3.c Strengthen Coordination between Enforcement Agencies: LPAC Advisor will look to interact with all law enforcement agencies depending on availability of effective transportation to follow-up on the planned work with all institutions. LPAC will continue to assist the Liberia National Police Academy on the development of the integrity and anti-corruption plans on the training curriculum.

Activity B.4.a Support LACC with the Development of a Public Outreach and Communication Strategy and Plan: LPAC will assist with the development of the outreach and education campaign with schools, pending on mobility capacity.

Activity B.4.b Facilitate LACC Cooperation with Civil Society Actors and Support CSO's Anti-corruption Initiatives: LPAC will advance activities related to the “Social Accountability Program” with CSOs, depending on ability to move effectively to CSOs’ locations.

Activity B.5.a Support LACC Leadership in Corruption Prevention Activities: LPAC will look for opportunities to support the prevention plan for the transport sector, depending on effective transportation.



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

Legal Professional Development and Anticorruption activity in Liberia (LPAC)

30-60-90 Day Activity Chart

Quarter Two (January - March 2016)

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 standards				
HICD assessment				
Training on technology				
Training calendar				
Training catalog				
Staff capacity building				
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				
Advanced faculty handbook				
TOT workshop				
Adult education handbook				
Workshop on best practices in adult education				
Individual mentoring	25%			
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	25%			
Working group established	100%			
Identification of partners/donors to ensure coordination				
Quarterly Judicial Training Program	25%			
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				
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				
Assistance in procurement of repairs and refurbishment				
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	20%			
Alumni association organized and active	40%			

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				
● 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	60%			
Plan for implementation of new curriculum	80%			
● 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	40%			
Increase faculty development				
Training in research and writing				
Newsletter development	90%			
● 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				
Staff capacity building	15%			
● 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				
Marketing and fundraising plan	15%			
● 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				
Bridge grant				
Development of stakeholder support	30%			
ICT assessment and procurement	20%			
Improved awareness of LiberLII	40%			
Improved capacity to produce materials in electronic format - training	15%			
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				
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	80%			
● 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	40%			
Development of CLE courses				
Regulatory Framework for mandatory CLE	10%			
Mandatory CLE certification program	10%			
● A.4.d: The LNBA is able to effectively and efficiently implement a Pro Bono program that delivers quality services to the low income population.				
Present pro bono program				
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	75%			
Implement HICD	30%			
Develop CBP and get approval by USAID and LACC	30%			
Support implementation of the CBP	30%			
Monitor the CBP implementation	30%			
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				
Develop draft Investigation Capacity Building Plan (I-CBP)				
Implement I-CBP (training and mentoring)	25%			
Develop intelligence and analysis competences				
Develop and implement security procedures to shield investigations	50%			
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	25%			
Develop and implement guidelines and SOPs for investigating corruption	25%			
Establish legal drafting team to review and draft legislation to enable LACC to effectively investigate and prosecute corruption				
Assess and prioritize legislative changes	50%			
Facilitate developing legislation enabling investigation and prosecution of corruption	50%			
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	25%			
Assess the skills and capacity of the LACC and MoJ prosecutors assigned to work on LACC cases				
Design Prosecution Capacity Building Program (P-CBP)	50%			
Implement P-CBP (training and mentoring)	25%			
Develop a Prosecutor's Manual and SOPs	25%			
Encourage networking between investigators, prosecutors, MoJ and Courts through MOU	25%			
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	50%			
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 corruption				
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)	25%			
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, policies, programs and laws				
Assess LACC institutional and human capacity to implement its corruption prevention functions	25%			
Develop draft Corruption Prevention Capacity Building program	25%			
Implement Corruption Prevention Capacity Building program				

Legal Professional Development and Anticorruption activity in Liberia (LPAC)

30-60-90 Day Activity Chart

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				
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	25%			
Review legislation and drafts to ensure that it conforms to international standards and is aligned with Liberian law	25%			
Assist the LACC in engaging stakeholders in discussion around the legislation				