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LEGAL PROFESSIONAL DEVELOPMENT AND ANTI-CORRUPTION PROGRAM (LPAC)

Monthly Report

February 2016



LPAC COP and Cllr. G. Moses Paegar, LNBA President, kick off the LNBA 1st Quarterly Assembly held in Brewerville

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MONTHLY REPORT, FEBRUARY 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: (1) 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 (2) reducing corruption that undermines that system.

LPAC consists of two components structured to address these 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 LPAC during the month of February 2016. Narrative of progress made is reported in keeping with coded objectives and activities as described in the annual work 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

- **Chief of Party:** LPAC's Chief of Party Donald Cinnamond reported for duty this month.
- **Position Vacancies:** LPAC continues to complete local hiring actions, and to secure USAID approval, to fill vacant positions that are adversely impacting LPAC's ability to complete program deliverables.
- **Additional Vehicle Requirements:** Delays in securing additional vehicles is adversely impacting LPAC programs and deliverable activities. USAID Liberia is working with Global Initiative to transfer two used vehicles from fleet inventories.

Cross-cutting Activities Affecting All Components



ICT Evaluation Leader Andrea Muto conducting assessment of students' computer lab in the Registration & Records department of the Law School

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

- LPAC's ICT assessment team completed their meetings and assessments at all counterpart locations, and the final report is expected by the end of March 2016.
- LPAC will work to integrate ICT finding, constraints, and recommendations into the larger MOC review and approval process outlined in Integrated Activity 2 (below).

Integrated Activity 2- Review and Approval of MOCs by USAID:

- Final draft memoranda of cooperation (MOCs) have been submitted to USAID for review and approval.
- Once approved, LPAC will coordinate meetings with USAID and counterpart institutions to secure agreements on a "way forward" to prioritize LPAC funding and capacity building program support activities.

Component A: Strengthening Legal Professional Development Institutions

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

The JI has sustainable capacity to support an accountable judiciary that instills increased trust in Liberia's formal justice system. To achieve sustainability, it will be necessary for the Institute to obtain reliable funding from the GOL and better manage its scarce resources.

- **Activity A.1.c.1 – Court management curriculum:** The Judiciary Committee for the Advancement of Court Management (JCACM) held a meeting to continue working on human resource management analysis. This month's meeting focused on exploring international best practices and identifying gaps in the Liberian court system related to orientation, education, training and development, and performance appraisal.
- **Activity A.1.b.9 – Development of training materials:** LPAC continued working with seconded magistrate trainers to revise course materials, syllabus, and a curriculum guide for the Professional Magistrates Training Program ("PMTP"). LPAC provided trainers with training on PowerPoint and Dropbox for the storage of training materials. The PMTP syllabus and proposed schedule was shared with the JI Board Chair for his input and approval.

- **Activity A.1.c.4 – Quarterly Judicial Training Program:** The QJTP was conducted from February 3-5, 2016, in Zwerdu, Grand Gedeh. With support from LPAC, PAE and the Court, the JI reinstated this flagship training program after a 4-year hiatus due to lack of funding. The training provided 60 judges and magistrates sessions on Judgment Writing, Accessing LiberLII, Stress Management and Best Practices in Pre Trial Detention (in partnership with PAE). The QJTP also provided an opportunity to mentor JI judges and staff on event management, curriculum design, conference budget planning and financial management.
- **Activity A.1.d.1 – M&E team:** The joint and overarching goals of LPAC and JI’s M&E initiatives are to develop and report *activity and performance based outcome and impact measures* for LPAC deliverables and JI training activities. This month, LPAC developed an M&E and data collection plan, and reporting schedule for JI and began the process of educating and integrating JI’s research staff into the M&E process by:
 - Shaping M&E strategies to better report the outcomes and impact of LPAC deliverables,
 - Strengthening JI capacity to conduct needs assessment and evaluation,
 - Developing the capacity to conduct research related to issues raised in judicial quarterly reports, and investigating causes of poor performance within the judiciary,
 - Integrating the International Framework for Court Excellence¹ into the M&E process and other court improvement efforts, and
 - Linking M&E efforts towards sustainable funding for the JI.

Issues and Constraints: None this month.

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

An institution that consistently obtains outside sources of funding to pay for programs, materials, and activities that better prepares young lawyers.

- **Activity A.2.a.2 – Assistance in procurement of repairs and refurbishment:** Repair to 86 students’ wooden arm-chairs was completed. Also, during the month of February, LPAC started to evaluate the possibility of connecting the Law School to Liberia Telecommunication Corporation (Libtelco)’s fiber optic cable line that runs along the perimeter wall of the University of Liberia Capitol Hill campus and outside the Louis Arthur Grimes School of Law Building. Next month, LPAC will explore the cost of connecting to fiber optic line and will consider engaging Libtelco to provide high speed internet services.
- **Activity A.2.a. 3 – Staff capacity building:** After several consultations with the Dean and Acting Dean, the Administrative Assistant, the Faculty Assistant, the Chief Librarian and the Expeditor have been designated for training in administration and financial management by

¹ The International Consortium for Court Excellence, <http://www.courtexcellence.com/>

LPAC specialists. Additional training will be provided on establishing a proper financial management system in advance of the expected autonomy of the Law School.

- **Activity A.2.c.1 – Public service scholarships:** LPAC identified, recruited and will continue to pair the public service scholarship recipients with faculty and alumni mentors. The mentorship program has been designed to provide individualized academic and career counselling to the scholars by helping them to maintain and grow academically and individually. The preferred faculty mentors were identified by the scholars themselves after which LPAC consulted the Dean to formalize the program and then met with each proposed mentor to obtain consent to participate in the program and undertake mentorship responsibilities. During the second semester, each scholar will be paired to a mentor of their preference. The mentors will then work with the scholars individually to shape their ambitions, help to set a positive academic course and share real life experiences required to succeed in the life of public service. The mentors will also help to increase the learning curve and ensure that they maintain a 3.0 grade point average as they undertook pursuant to their letters of commitment.
- **Activity A.2.d.2 – Plans for implementation of the new curriculum:** New curriculum core courses and electives were published towards the end of the first semester. However, implementation challenges remain due in large part to a lack of enough law teachers and teaching materials to deliver the new curriculum courses. LPAC has continued to engage with the Dean and the Curriculum Committee Chair, to restructure courses, and to explore a sustainable gradual introduction of some new electives core courses and seminars starting with the second semester. LPAC is also exploring teaching innovations through e-Learning and team-teaching in partnership with U.S. universities.
- **Activity A.2.e.2 – Law Journal:** LPAC supported the law journal office with supplies and materials- paper, folders pens, pencils, whiteboard and material binders. The journal staff also received training on how to review journal manuscripts and met to agree on basic elements of blue-booking and uniform conventions on citation, typeface and style for the journal. Solicitation of journal articles has yielded three new articles that are presently undergoing review in addition to three existing manuscripts that could be included in a next issue of the journal expected to come out during the second semester.
- **Activity A.2.e.3 – Support research and writing:** Continued discussions with interested professors on selection of new priority courses for which to develop materials under the textbook writing program. Secured Law School agreement to issue a formal announcement to the law faculty to apply for the textbook writing stipend funds. LPAC has already submitted a draft version of the program guidelines and call for expression of interest to the Dean. Continued curriculum development and coordination work with law professors from Seattle University who will present a 2-week *Legal Research and Writing Seminar* for professors and students in May 2016 (*See next activity*).
- **Activity A.2.e.4 – Legal Writing Workshops:** LPAC and the Law School finalized the plans to host a two-week long legal research and writing seminar for students and professors. LPAC has reached agreement with two Seattle University professors, Laurel Oates and Mimi

Samuel who will deliver the seminar in mid-May, 2016. Internal consultations with course professors at the Law School and with other potential seminar beneficiaries from counterpart institutions (to settle the schedule of activities) have been completed. A statement of work will be submitted during the course of next month to finalize this STTA engagement.

- **Activity A.2.e.5 – Newsletter Development:** The first edition of the Law School newsletter was completed and sent to the publisher in January, however, LPAC was forced to reject and correct the printing company’s “final edition” of the newsletter. 300 corrected copies of the newsletter were subsequently received from the publisher and an updated distribution list has been compiled for distribution to priority recipients. At the request of LPAC, a faculty advisor, Atty. Emmanuel Reeves, was designated to guide future newsletter development efforts along with LPAC.

Component A.3 Liberian Legal Information Institute (LiberLII):

LiberLII is fully self-funded by the end of Year 4 and is able to facilitate electronic production and publication of legal materials.

General: LiberLII submitted a grant request to LPAC requesting funding for programming activities, salaries, and related operational costs. LPAC provided initial comments to LiberLII’s proposal and is awaiting the submission of a revised proposal. Additionally, LPAC agreed to provide LiberLII a no-cost extension to the Bridge Grant until March 16th, 2016, to allow LiberLII additional time to complete the scheduled milestones.

- **Activity A.3.a.2 – Staff capacity building:** 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 technical assistance to LiberLII and developed draft documents, in concert with LiberLII, including the following: standard operating procedures for the institution's financial management and procurement/asset management systems; human resource policy and manual; job descriptions; and a legal document collection procedure.
- **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% 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 60 judges and magistrates during the Quarterly Judicial Training Program from February 3-5, 2016, in Zwerdu, Grand Gedeh. LiberLII introduced the attendees to its website and provided instruction on how to locate documents using a variety of research approaches.
- **Activity A.3.c.4 ICT – Assessment:** LPAC completed the ICT assessment that included meetings with AustLII, AfricaLII and LiberLII board members. The assessment team will be making recommendations on improving the legal document collection process and reliability of the website as well as proposing appropriate staffing models to implement the aforementioned recommendations.

Issues/Constraints: No new issues or constraints.

Component A.4 Liberian National Bar Association (LNBA)

To raise the performance of the LNBA to ensure that it is a professionally run bar association capable of promoting and enforcing the highest standards for legal professionals throughout Liberia; and which will require the LNBA to develop innovative ways to raise funds from external sources, and use existing resources more effectively, while providing relevant benefits to its members.

LPAC staff attended the LNBA's First Quarterly General Assembly in Brewerville City on February 26, 2016. The Assembly presented an opportunity for the Executive Committee to provide an update on the state of the LNBA and offer continuing legal education (CLE) courses. The CLE courses focused on citizenship and dual citizenship in Liberia, including a historical perspective and legal requirements for attaining the aforementioned. The CLE courses also brought to the forefront a highly political issue in Liberia with many Liberians holding US citizenship and high level posts in the Liberian government.



LPAC staff attend the LNBA's 1st Quarterly Assembly, "Adherence to the Rule of Law"

- **Integrated Activity 2 – ICT assessment and procurement.** LPAC completed the ICT assessment. The assessment team will be making recommendations on necessary equipment for the LNBA Secretariat, developing a website, and the creation of a member database.
- **Activity A.4.b.1 – Marketing/Fundraising Coordinator.** LPAC negotiated the terms of employment with the identified candidate and is forwarding the candidate to USAID for approval.

Issues/Constraints: LNBA's lack of engagement through their Executive Committee, Standing Committees, and Secretariat continues to be an unresolvable problem, and if the pattern continues, LPAC's inception plan activities will be impaired.

Component B: Strengthening the Liberia Anti-Corruption Commission (LACC)

Objective B.1 - LACC's organizational structure, systems and resources conform to international standards and support its mandate.

- **Activity B.1.c – Support ICT Assessment and Procurement:** ICT assessments were completed at LACC. LPAC will integrate discussions of the ICT assessment recommendations into USAID's overall MOC review and approval process.

Objective B.2 - LACC's Investigations Unit conducts investigations that conform to international standard, and that contribute to the development of corruption case prosecutions that result in convictions.

- **Activity B.2.a – Provide technical assistance and training in investigative techniques:** In cooperation with LACC's Enforcement Division, LPAC developed, materials and handouts, and conducted an *Anti-Corruption Investigation – Methods and Techniques Workshop* for LACC Investigators and the Legal Unit from February 29 – March 1, 2016.
- **Activity B.2.b – Develop guidelines and standard operating procedures (SOPs):** As a result of the Commissioner's absence for an extended period, LPAC's SOPs submitted in December, 2015 remain pending at this time.
- **Activity B.2.c – Support legislative drafting:**
 - With LACC, LPAC supported consultations on draft anti-corruption bills submitted on February 3, 2016 by Senator Jewell Howard-Taylor. The two draft bills seek to establish special anti-corruption courts; and to amend and strengthen current anti-corruption offense laws.
 - In response to the submitted bills, Deputy LACC Commissioner Toe requested LPAC support to help LACC sponsor and conduct community outreach and discussion forums to explain the bills and their potential to improve anti-corruption investigations and prosecutions in Liberia. LACC is working now to develop resourcing requirements, and will coordinate approval for LPAC support with our USAID/Liberia COR.

Objective 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.

- **Activity B.3.a – Foster cooperation between LACC and Ministry of Justice (MOJ) to effectively prosecute corruption:**
 - LPAC's LACC advisors met with the MOJ's Solicitor General to identify areas for potential cooperation between MOJ and LACC. As part of that meeting, the Solicitor General gave LPAC advisors an advance copy of the MOJ's *Draft 2016-2020 Strategic Plan*; and LPAC advisors are reviewing this draft plan to identify areas for cooperation in training, prosecutions, investigations and records management between LACC and the MOJ.
 - In coordination with LACC and MOJ, LPAC advisors are developing a draft joint *Cooperation Between Investigation and Prosecution* training workshop agenda and curriculum for MOJ prosecutors and LACC investigators to be conducted in the Mar-April 2016 timeframe.
- **Activity B.3.b – Build capacity of prosecutors:** LACC and LPAC advisors have discussed the possibility of moving selected corruption cases to some outlying courts with lower workload demands. LPAC continues analysis of the legal and workload implications for this

idea, and upon completion will report back to LACC leadership with a list of options and recommendations.

- **Activity B.3.c – Strengthen coordination between enforcement agencies:** Further development and implementation of activities identified during the January 2016 workshop with law enforcement agencies and services are LACC’s development of their *Education and Prevention Agenda*. LPAC advisors continue to work with LACC’s Education and Prevention Unit to develop the agenda to work with 12 law enforcement agencies – however, critical staffing shortfalls within LACC preclude meaningful expansion of the agenda at this time.

Objective B.4 - LACC has an effective public education and outreach program that provide information and support to the activities of individual citizens, CSOs, and business organizations in the private sector fight against corruption.

- **Activity B.4.a – Support LACC with the development of a Public Outreach and Communication Strategy and Plan:**
 - LPAC advisors completed a draft *Social Accountability* policy paper and proposed training curriculum/schedule to be presented to LACC’s Education and Prevention Commissioner in March, 2016.
 - LACC’s Education Unit is currently conducting 10-weeks of community outreach and education programs at 50+ schools in Monrovia. LPAC advisors help to support curriculum development for these training seminars, **however**, lack of transportation resources has prevented LPAC advisors from travelling to attend and monitor the training programs.
- **Activity B.4.b - Facilitate LACC cooperation with civil society actors and support CSO's anti-corruption initiatives:** At the request of the Carter Center, LPAC Advisors traveled to Buchanan to attend the Annual Meeting of County Chiefs; and to participate in a two-day *Strengthening Judicial Leaders Capacity to Advance Good Governance* workshop where LPAC advisors presented an interactive training session on the *Role of Local Leaders to Support Social Accountability*.
- **Activity B.4.c - Develop modern multi-functional interactive LACC website:** No action this month (pending recommendations from the ICT assessments - Activity B.1.c above).
- **Activity B.4.d - Support developing and implementing an effective Complaints Management Systems (CMS):**
 - LPAC advisors discovered this month that LACC’s Education and Prevention Department (EPD) received donations from another source to establish and operate a hot-line telephone desk to allow the public to phone in anti-corruption complaints. They also used part of the money to purchase and distribute t-shirts to the public with the unmanned help-desk phone number. LPAC advisors verified that the phone number is never answered and brought this matter to the attention of EPD’s leadership who elected to take no action at this time.

- LPAC advisors continue evaluation of international best practice models to design the framework for an accountable and publicly responsive CMS; however, LACC staffing shortfalls present serious challenges to any meaningful reform at this time.
- **Activity B.5.a - Support LACC leadership in corruption prevention activities in coordination with LACC's Education and Training Division:**
 - LPAC advisors developed the curriculum and training materials for the March 2-3, 2016 *Anti-corruption Training Workshop* for Ministry of Health (MOH) officials and hospital senior management officers and doctors in Gbarnga, Bong County, Liberia.
 - Met with the Liberian Revenue Authority (LRA) to discuss LACC anti-corruption activities, and to initiate LACC development of anti-corruption training programs to be offered at LRA.
 - Met with the Liberian Police Academy (LPA) to identify anti-corruption training opportunities, and to initiate curriculum development and course materials for LPA courses.

Issues and Constraints:

1. LACC's Education and Prevention Division (EPD) remains hesitant to plan and initiate anti-corruption and prevention capacity building programs outside of LACC.
2. LACC's EPD staff remain resistant to develop "outcome based" performance measures that are linked to actual reduction of corruption activities. Instead, EPD activities continue to be based on "unit counts" of activities and participants. LPAC advisors continue to work to educate and explain modern M&E systems and measurement tools.

LOOKING AHEAD

General

- **MOCs:** Upon receipt of USAID's approved draft MOCs, LPAC will schedule joint meetings with USAID and counterpart institutions to review MOC proposals, and work to secure priority approval for LPAC funding priorities and activities (including the integration of ICT report recommendations - See next paragraph).
- **Completion of ICT Assessments:** LPAC expects to receive the ICT assessment final report by the end of March, 2016; and will work to integrate ICT findings into USAID's draft MOC discussions and agreements with counterpart institutions.

Judicial Institute (JI)

- **Activity A.1.c.1 - Court management curriculum:** LPAC will continue leading JCACM meetings in March aimed at best practices in Human Resource Management with the aim of finalizing recommendations based upon a gap analysis.
- **Activity A.1.c.3 - Professional Magistrates Training Program:**
 - The JI will start the 15-month long PMTP program on March 15 with 60 students.

This iteration of the PMTP has been supported and funded by SIDA.

- LPAC continues to work with JJ's education committee to develop a streamlined curriculum for a more sustainable version of PMTP to follow.
 - LPAC will monitor PMTP courses and provide mentoring support to instructors.
- **Objective A.1.d - Monitoring and evaluation (M&E) team:** Initiate training program needs assessments and baseline data for the next PMTP iteration; and for upcoming Bailiff and Court Clerk training programs.

Lewis Arthur Grimes School of Law (Law School)

- **Activity A.2.a.1 - MOC based upon HICD assessment entered into by Law School and USAID:** Upon receipt of the final USAID approved draft MOCs, LPAC will facilitate discussions between USAID and the Law School to negotiate priorities and respective commitments relating to LPAC program activities and funding commitments.
- **Activity A.2.a.2 - Assistance with procurement of equipment:** Continue to engage Libtelco with the goal of connecting to its high speed cable system in order to deliver high-speed Internet for the Law School.
- **Activity A. 2. A.3 - Staff capacity building:** Continue to deliver trainings to the Law School's office staff, IT specialist and administrative assistants and to develop systems and procedures in preparation of planned transition to autonomous status.
- **Activity A. 2.d.2 - Plans for Implementation of the New Curriculum:** Continue plans to gradually introduce new curriculum courses through adoption of innovative teaching partnerships, developing e-Learning options, the textbook writing program and partnering with U.S. universities to conduct team-teaching and other distance learning options.
- **Activity A.2.c.1 - Public Service Scholarships:** Continue the scholar mentorship program through next month by pairing law professor mentors with student mentees.
- **Activity A.2.e.2 - Law Journal:** Continue to support review of existing article manuscripts and the recently solicited journal articles and prepare the first journal publication in over five years.
- **Activity A.2.e.3 –Support for Research and Writing:** Finalize the SOW and seek approval of the STTA consultancy for the Legal Research and Writing seminar.
- **Activity A.2.e. 5 - Newsletter Development.** Support the Law School to make preparations for publication of the next quarterly Law School newsletter.

Liberia Legal Information Institute (LiberLII)

General: LPAC will finalize LiberLII's request for funding for programming activities, salaries, and related operational costs beyond March 16, 2016.

- **Activity A.3.a.2 - Staff capacity building:** 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:** Upon receipt of final USAID approved draft MOCs, LPAC will facilitate discussions between USAID and the LiberLII to negotiate priorities and respective commitments relating to LPAC program activities and funding commitments.
- **Activity A.3.c.4 - ICT Assessment:** LPAC will complete the ICT assessment.

Liberian National Bar Association (LNBA)

- **Integrated Activity 2 - ICT Assessment and Procurement:** LPAC expects to receive the ICT assessments by the end of March, 2016; and will work to integrate ICT findings into USAID's draft MOC discussions with LNBA.
- **Activity A.4.a.1 - MOU based upon HICD assessment entered into by LNBA and USAID:** Upon receipt of final USAID approved draft MOCs, LPAC will facilitate discussions between USAID and the LNBA to negotiate priorities and respective commitments relating to LPAC program activities and funding commitments.
- **Activity A.4.b.1 - Marketing/Fundraising Coordinator:** LPAC will submit a request for approval to USAID for the candidate

Issues/Constraints: LPAC will meet the Executive Committee to discuss LNBA's lack of engagement and potential plans to address this issue.

Liberian Anti-Corruption Commission (LACC)

- **Activity B.1.a - MOU based upon HICD assessment entered into by LACC and USAID:** Upon receipt of final USAID approved draft MOCs, LPAC will facilitate discussions between USAID and the LACC to negotiate priorities and respective commitments relating to LPAC program activities and funding commitments.
- **Activity B.1.c - Support ICT Assessment and Procurement:** LPAC's ICT assessment final report is expected to be completed in March, 2016. Upon receipt, LPAC staff will review the recommendation, identify potential opportunities for engagement and possible funding; and as part of USAID's overall MOC engagement strategy; and will schedule meetings with USAID and LACC's management to review the recommendations and to develop potential equipment acquisition and implementation strategies.
- **Activity B.2.a - Provide technical assistance and training in investigative techniques:** Continue *on-the-job* desk training with LACC investigators.
- **Activity B.2.b Develop Guidelines and Standardized Operating Procedures (SOP):** LPAC advisors will complete, and secure LACC management staff approval to support training and implementation of an *Investigations Security Standard Operating Procedures (SOP)* manual.

- **Activity B.2.c Support legislative drafting:** LPAC advisors will coordinate approval from USAID's COR to support LACC Deputy Commissioner Toe's request for LPAC support of LACC sponsored and conducted community outreach and education meetings to explain the two new anti-corruption bills introduced in the Senate in late February, 2016.
- **Activity B.3.a - Foster cooperation between LACC and Ministry of Justice (MoJ) to effectively prosecute corruption:** Secure agreement between LACC and MOJ on the curriculum and training schedule for a joint training workshop *Cooperation between Investigation and Prosecution Fighting Corruption* – scheduled for the March-April 2016 timeframe.
- **Activity B.3.c Strengthen coordination between enforcement agencies:** Continue working with LACC and law enforcement agencies from the January workshop to develop follow-on training programs, materials, and other joint-engagement activities.
- **Activity B.5.a - Support LACC leadership in corruption prevention activities:** Continue working with LACC management staff, and the LACC Education and Prevention Division, to develop joint training plans and programs between LACC and MOJ.

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

Legal Professional Development and Anti-corruption 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)							
% Forecast of Activity Completion (in 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				On-going		
	ICT assessment and procurement (integrated in USAID MOU/counterpart discussions & final signed agreements)				60%	75%	90%
●	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						

Legal Professional Development and Anti-corruption Activity in Liberia (LPAC)				
30-60-90 Day Activity Chart				
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 (integrated in USAID MOU/counterpart discussions & final signed agreements)	60%	75%	90%
●	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%		
●	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 financial and administrative management systems conform to international good practice standards			
	HICD assessment			
	ICT assessment and procurement (integrated in USAID MOU/counterpart discussions & final signed agreements)	60%	75%	90%
	Staff capacity building			On-going
●	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%		

Legal Professional Development and Anti-corruption Activity in Liberia (LPAC)			
30-60-90 Day Activity Chart			
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			
ICT assessment and procurement (integrated in USAID MOU/counterpart discussions & final signed agreements)	60%	75%	90%
Staff capacity building	On-going		
● 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			
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%	75%	
Implement HICD	30%	30%	
Develop CBP and get approval by USAID and LACC	30%	30%	
Support implementation of the CBP	30%	30%	
Monitor the CBP implementation	30%	30%	
ICT assessment and procurement (integrated in USAID MOU/counterpart discussions & final signed agreements)	60%	75%	90%
Procure equipment and ICT per the approved Procurement Plan			
Staff capacity building	On-going		
● 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%	25%	
Develop intelligence and analysis competences	10%	20%	
Develop and implement security procedures to shield investigations	50%	0%	
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			

Legal Professional Development and Anti-corruption Activity in Liberia (LPAC)			
30-60-90 Day Activity Chart			
●	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%	75%
	Implement P-CBP (training and mentoring)	25%	25%
	Develop a Prosecutor's Manual and SOPs	25%	30%
	Encourage networking between investigators, prosecutors, MoJ and Courts through MOU	25%	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		25%
	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%	40%
	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%	40%
	Develop draft Corruption Prevention Capacity Building program	25%	40%
	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		
	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		