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# LEGAL PROFESSIONAL DEVELOPMENT AND ANTI-CORRUPTION PROGRAM (LPAC)

Quarterly Report  
January to March 2016



LPAC Specialists and the Law School Advisor in a meeting with Mimi S. Kollie, LAGSL Administrative Secretary, to support development of modern management, finance and administrative systems.

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# QUARTERLY REPORT, January to March 2016

Legal Professional Development and Anti-Corruption (LPAC) Program

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## PROGRAM OVERVIEW

The Legal Professional Development and Anti-Corruption Program (LPAC) is USAID/Liberia's primary formal justice sector program. LPAC fits within a greater framework of the Mission's current and planned rule of law and governance sector activities, as it seeks to promote a more effective and accountable formal justice sector through improved capacity of five legal institutions: the James A. A. Pierre Judicial Institute (Judicial Institute), the Louis Arthur Grimes School of Law (Law School), the Liberia Legal Information Institute (LiberLII), the Liberian National Bar Association (LNBA), and the Liberia Anti-Corruption Commission (LACC). LPAC was designed to build on key policy and vision platforms of the Government of Liberia (GOL) in its first and second national Poverty Reduction Strategies (PRS), and its Agenda for Transformation (AfT). The program seeks to promote a more effective and accountable formal justice sector through improved capacity of the legal professional training and regulatory institutions and improve the rule of law.

During the life of the LPAC program, focus will be placed on institution capacity building to help ensure sustainability of the targeted institutions. LPAC has been tasked with implementing an approach with each of the five institutions so that they can achieve sustainability.

### Introduction of Project Activities

LPAC is a five-year activity consisting of two components.

**Component A** supports development at four legal education, information and professional institutions—the Judicial Institute, the Law School, LiberLII, and the LNBA—with the ultimate aim of making those institutions financially and administratively sustainable and able to operate effectively with minimal international donor support. LPAC's support includes direct technical, managerial and financial-capacity building and formal training with the ultimate purpose of fostering a robust, well-trained and competent legal profession.

**Component B** supports the Government of Liberia's efforts to increase its capacity to prevent, investigate, and prosecute corruption, including within the justice sector, and to educate the public regarding the fight against corruption in Liberia. Under this component, LPAC provides technical assistance, capacity development and support to LACC and also supports the Ministry of Justice (MOJ) with respect to coordination with LACC, civil society and media organizations engaged in anti-corruption initiatives. LPAC support to the LACC also includes enhancing organizational structures and systems promoting education, outreach and prevention activities to assist the LACC in its anti-corruption leadership and coordination roles.

### Cross-cutting Activities Affecting All Components

- **LPAC Hiring Actions:** By the end of the quarter, LPAC had hired, or initiated hiring actions, on all vacant positions with the exception of the Fund Raising Coordinator at the Law School that was stayed at the Dean's request until long-term funding issues can be resolved at the upcoming USAID sponsored Memorandum of Cooperation (MOC) technical

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working group meetings starting later in April 2016.

- **Vehicle and Transportation Issues:** At a meeting in mid-February between USAID Regional Contracting Officer Gerald Smith and LPAC COP Donald Cinnamond, USAID agreed to provide two additional vehicles to LPAC's inventory to support program moves and deliverable activities. As of April 15, 2016, no vehicles have yet been transferred to LPAC. The lack of vehicles continues to severely limit movement of advisors and staff to undertake Program activities.

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

The HICD assessment was completed in Q1 and forwarded to USAID for review and approval in January, 2016.

Although LPAC has made some progress addressing HICD identified minor equipment and facility issues at counterpart locations, a more comprehensive integration of HICD findings has been deferred until USAID sponsored MOC technical working group meetings scheduled to begin later this month. As contemplated, these technical working group meetings will result in USAID, counterpart and LPAC agreements on LPAC Program activities and funding commitments for the remainder of the five-year contract period.

### ***Integrated Activity 2: Information Communication Technology (ICT) Assessment***

LPAC's short-term technical advisor (STTA), and local ICT expert, reviewed the HICD findings, met with counterparts, and completed a comprehensive ICT Assessment Final Report that was forwarded to USAID Liberia in March, 2016 for review and approval.

Although LPAC has made some progress addressing ICT equipment and technology shortfalls at counterpart locations, a more comprehensive integration of the ICT Final Report equipment, software, Internet connectivity, and website design and implementation recommendations has been deferred until USAID sponsored MOC technical working group meetings scheduled to begin later this month. As noted in the preceding paragraph, these technical working group meetings will result in USAID, counterpart and LPAC agreements on LPAC Program activities and ICT funding commitments for the remainder of the five-year contract period.

### ***Integrated Activity 3: Administrative Financial Systems Capacity Development***

During this quarter, LPAC's Administrative and Financial Systems Specialists continued staff capacity building activities and training in support of JI, Law School, and LiberLII counterparts. The end state objective of these activities is to design and implement modern administrative, management and financial systems that support counterpart business processes, and comply with Liberian laws and regulations.

### ***Integrated Activity 4: Submitted MOCs to USAID***

LPAC submitted draft proposed Memorandum of Cooperation (MOCs) to USAID for review in January, 2016. On March 25, 2016, USAID returned an approved draft template based on the JI proposed MOC (and accompanying work plan), and requested LPAC develop other narrative

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templates based on the approved JI MOC language

## **COMPONENT A: STRENGTHENING LEGAL PROFESSIONAL DEVELOPMENT INSTITUTIONS**

### **Sub-Component A.1 - Sustainable James A.A. Pierre Judicial Institute (JI)**

#### **Description/Narrative of Significant Project Activities this Quarter**

**Support for Professional Magistrates Training Program (PMTP):** This quarter, LPAC worked with seconded magistrate trainers to prepare for the PMTP scheduled to begin early in Q3. LPAC met regularly with trainers and JI staff to revise syllabi, refine learning objectives, 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 continued to assist faculty in developing these new modules; and provided support for upgrading the training rooms with new furniture, air conditioning and LCD projection systems to bring the rooms up to standard for effective educational delivery.

**Support for Quarterly Judges Training Program (QJTP):** LPAC assisted the JI and the National Association of Trial Judges (NATJ) in developing and conducting the QJTP. After a 4-year hiatus due to lack of funding, this flagship training program provides judges and magistrates their only opportunity for continuing legal education. LPAC worked with the NATJ to design programs addressing sessions on Judgment Writing, Accessing LiberLII, Stress Management and Best Practices in Pre-Trial Detention.

Planning the QJTP provided an important opportunity to mentor JI staff on event management, conference session design, conference budget planning and financial management. In Q3, LPAC will continue working with the NATJ and JI to develop a strategic plan for sustainable delivery of continuing education for judges and magistrates.

**Support for Improved Court Administration:** Led by LPAC, the Judiciary Committee for the Advancement of Court Management (JCACM) which was established last quarter, aims to produce a court management curriculum and build JI capacity in conducting needs assessments, curriculum design and working within a committee structure to build training programs for court staff.

Meeting regularly throughout this quarter, the JCACM explored international best practices in human resource management, identifying gaps in the Liberian court system, and developing policy and procedure recommendations for further consideration by the Supreme Court and Court Administration Office.

As a result of the first quarter's meetings, the Supreme Court and Court Administrator have embraced the aim of developing court management and administration in Liberia by creating a corps of qualified professionals, who will oversee the management details of the courts. By bringing into existence highly trained court administrators to work with judicial leaders, this program will also

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provide the beginnings of an institutional framework to support efforts for constructive change.

**Support for Monitoring and Evaluation (M&E):** This quarter, LPAC hired and embedded an M&E team to work specifically with the JI to develop an integrated M&E system. The goals of this initiative are to: (1) shape M&E strategies to better report the outcomes and impact of LPAC deliverables, (2) strengthen JI capacity to conduct needs assessment and evaluation, (3) develop JI capacity to conduct research related to issues raised in the judicial quarterly reports, and investigate causes of poor performance within the judiciary, (4) integrate the International Framework for Court Excellence (IFCE) into the M&E system and other court improvement efforts, and (5) link M&E efforts to obtaining sustainable funding for the JI.

Towards these goals, the LPAC team conducted training for JI's training and research staff in order to integrate them into the M&E process and worked with the PMTP trainers to develop baseline indicators for the PMTP that will be used to measure the outputs and outcomes of the newly designed curriculum. Through close coordination of JI components, the M&E system will focus on integrating sound research into program activities and related curricula. These efforts will aim to inform evidence-based policy and decision-making and to strengthen research capacity as well as promote a research culture within the JI.

***Activity A.1.a.1 - MOC based upon HICD.***

- Results Achieved: On March 25, 2016, USAID forwarded an approved draft MOC for the JI and requested LPAC to use the template to create MOCs for other counterpart institutions. LPAC is working to complete counterpart MOCs during the second week of April, 2016; and thereafter will work to coordinate USAID sponsored technical working group meetings with counterparts starting later in the month.
- Status of Activity: LPAC expects to coordinate USAID sponsored MOC technical working group meetings with JI starting later this month.

***Activity A.1.a.2 - Workshop on using cloud technology.***

- Results Achieved: LPAC continued to mentor JI on applying cloud technology to store and management of curricula and training materials. Additionally, the ICT assessment provided recommendations for enhancing JI's records management.
- Status of Activity: LPAC will continue to work with JI throughout Year I to improve records management.

***Activity A.1.a.3 - Creation of annual calendar of training events.***

- Results Achieved: Meetings with JI were held to develop an annual work plan linked to the JI Strategic Plan.
- Status of Activity: Activity will continue in Q3 with a JI staff retreat and be completed by Q4.

***Activity A.1.a.4 - Creation of a training catalogue.***

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- Results Achieved: None this quarter.
  - Status of Activity: Activity will be completed in Q4.

#### **Activity A.1.a.5 - Administrative Staff Capacity Building.**

- Results Achieved: During Q2, LPAC's Administrative and Financial Systems Specialists initiated meetings with JI administration staff to assess their capacity and training needs. LPAC assessed internal business systems providing suggestions for appropriate administrative and management systems improvements, including human resources and procurement procedures. Through one on one meetings, LPAC began building staff capacity to improve performance.
- Status of Activity: LPAC will continue engagements with JI to provide technical assistance in administrative systems set-up, support preparation of policies and procedure manuals, and deliver trainings to the counterpart staff. Based upon recommendations from the ICT assessment, LPAC will support the JI's efforts to digitize their records and re-start utilization of an electronic records and registration management system. A special focus on budgeting will occur during Q3 aimed at assisting JI in developing the 2017 budget request.

#### **Activity A.1.a.6 - ICT Assessment and Procurement.**

- Results Achieved: LPAC conducted an ICT assessment that included meetings with JI and Court Administration. The assessment team made recommendations on necessary equipment, improving the records management process, implementing an education management system, enhancing the JI's website, and upgrading JI's training facility and computer labs.
- Status of Activity: LPAC's ICT Final Assessment Report was forwarded to USAID for review and approval on March 21, 2016. LPAC will focus on "quick IT fixes" and procure necessary and appropriate equipment in Q3; and will integrate remaining ICT equipment, Internet connectivity, software, and website design recommendations into upcoming MOC technical working group meetings.

#### **Activity A.1.b.1 - Training of Trainers Program.**

- Results Achieved: None
- Status of Activity: In Q3, LPAC will explore conducting a ToT for a contemplated Bailiff training program.

#### **Activity A.1.b.2 - Advanced faculty handbook.**

- Results Achieved: The Handbook was used to mentor PMTP seconded trainers.
- Status of Activity: The Handbook will be used to mentor JI on implementing ToT programs to support additional faculty development.

#### **Activity A.1.b.4 - Adult education handbook on adult education best practices.**

- Results Achieved: The LPAC Adult Education Handbook was used to guide JI in developing

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the proposed Board Bylaws, best practices in conference planning for the QJTP, design of a system wide needs assessment and initial discussions regarding curriculum development for a proposed Bailiff training program.

- Status of Activity: The Handbook will be used throughout the duration of the project to build JI capacity in adult education best practices.

**Activity A.1.b.6 - Individual mentoring with PMTP trainers and JI staff on applying adult education principles to the PMTP program.**

- Results Achieved: Utilizing the LPAC faculty development manuals, LPAC worked with the three seconded magistrates to develop a program syllabus, new learning objectives, and update course materials applying adult education best practices.
- Status of Activity: LPAC will monitor trainers throughout PMTP to evaluate and improve their teaching skills.

**Activity A.1.c.1 - Formation of working group.**

- Results Achieved: LPAC conducted regular meetings on human resource management best practices.
- Status of Activity: The working group will continue to meet throughout Year I. In Q3, the working group will focus on caseload management.

**Activity A.1.c.2 - Identification of other partners/donors.**

- Results Achieved: LPAC developed a working relationship with PAE that included collaboration on the QJTP and Court Management working group.
- Status of Activity: Meetings scheduled are with donors/partners.

**Activity A.1.c.3 - Professional Magistrates Training Program (PMTP).**

- Results Achieved: Under the guidance of LPAC, the seconded trainers and JI educators revised syllabi, refined learning objectives, and began updating training materials. 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. In addition, LPAC developed a student handbook.
- Status of Activity: LPAC will assist the faculty in developing the new modules in Q3 and Q4. LPAC will conduct an ongoing evaluation of PMTP and make formal recommendations for curricular improvements in Q4.

**Activity A.1.c.4 - Quarterly Judicial Training Program (QJTP).**

- Results Achieved: With support from LPAC, the QJTP was conducted on February 3-5 in Zwerdu, Grand Gedeh. The training provided 60 judges/magistrates sessions on Judgment Writing, Accessing LiberLII, Stress Management and best practices in Pretrial Detention.
- Status of Activity: Planning for developing a sustainable QJTP will begin in Q3.

**Activity A.1.e.1 - Legislative Drafting and Governance.**

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- **Results Achieved:** LPAC worked with JI to revise the proposed Board bylaws drafted in Q1 by LPAC and presented these to the JI Board and the Chief Justice for their review.
  - **Status of Activity:** JI Board is reviewing proposed Bylaws.

#### **Activity A.1.d.1 - M&E team.**

- **Results Achieved:** M&E team hired and began working at the JI. LPAC held discussion with JI Director to discuss integrating the M&E function into the existing research department providing opportunities for cross training and team learning.
- **Status of Activity:** The M&E Team and PMTP Trainers will administer the Baseline Survey to 60 PMTP students and analyse the results. M&E team will assist in the development of a system wide needs assessment.

### **Sub-Component A.2 - Louis Arthur Grimes School of Law (LAGSL)**

#### **Description/Narrative of Significant Project Activities this Quarter**

**Support for Improved Management, Administrative and Financial Systems:** Beginning in January, LPAC's administration and financial systems specialists started working directly with LAGSL administrative staff to provide technical assistance, support systems set up, and identify training needs. In addition, LPAC advisors conducted workflow and process analysis of management, administrative and financial operations in coordination with the Dean's nominated administrative staff, including his executive assistant, administrative assistant, faculty liaison, expeditor, computer lab coordinator and head librarian.

During the quarter, LPAC advisors and specialists completed workflow and process analysis of LAGSL's administrative and finance operations; worked with staff to develop procedural manuals, guidelines and standard operating procedures (SOPs) to support improved office operations; conducted on-the-job management, administrative and financial training to improve staff and program activities; and initiated a staff training needs assessment in order to develop more formalized training programs and procedural manuals.

In line with LAGSL's long-term goal to become an autonomous college and separate from the larger University of Liberia, LAGSL's designated financial advisor, Professor John Josiah, requested LPAC's support to develop independent Law School administrative and financial "back office" systems and work processes. In order to evaluate this "independent systems request", LPAC advisors and specialists initiated work with four LAGSL graduates from the University's Business and Finance Office (now assigned to work with the University legal counsel's office) to investigate two alternative systems development solutions and cost projections; (1) Making minor adjustments to the University of Liberia's existing HR and finance systems to integrate law school requirements; or (2) Identify the requirements and costs to develop separate LAGSL automated HR, assets and procurement systems. The two studies are expected to be completed next quarter.

**Support for Improved Legal Writing and Research:** This quarter, LPAC and the law school also finalized plans to host a two-week long Legal Research and Writing seminar for students and professors of the Law School and other justice sector professionals supported by LPAC.

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Agreement was reached with Law Professors Laurel Oates and Mimi Samuel, from Seattle University's School of Law's Clinical Legal Writing Program, to develop and conduct the training. Learning objectives, training dates, topics and schedule of activities have now been finalized by LAGSL and the participating counterparts, and the dates for conducting the trainings for LACC, JI, LiberLII, professionals and conducting a CLE course for the LNBA have been confirmed during the first week of May, 2016; followed by a five-day seminar for students and professors at LAGSL the second week.

**Support for the Law Journal:** LPAC advisors secured two articles presented at the last Liberian National Bar Association's (LNBA) Quarterly Assembly on issues concerning *Citizenship under Liberian Law* and *Implications of Dual Citizenship* for inclusion in the next edition of the Law Journal (scheduled for publication next semester).

**Support for the LAGSL Newsletter:** LPAC supported publication and distribution of the newsletter, and is continuing work with newsletter staff to support next semesters scheduled newsletter publication.

**Support for LAGSL Public Service Scholars:** LPAC continued to support the public service scholars in their activities and programs at the law school. In February, each scholar was assigned to a particular law school program, e.g., some were assigned to work with the alumni committee, newsletter development, law journal, students' affairs, etc.

LPAC also developed and implemented a public service scholar mentorship program that pairs students with mentoring professors and/or former LAGSL graduates. The program is designed to provide individualized academic and career counselling to the scholars and to support their academic and professional growth. Preferred mentors were identified by the scholars themselves after which LPAC consulted with the dean to formalize the program within the law school.

In March, LPAC obtained agreement of four mentors (three professors and one alumnus); and started work to develop a training workshop and formal launch of the mentoring program later in May 2016. As designed, this training event will provide an opportunity for scholars and mentors to discuss post-graduation public service employment opportunities, and to begin teaching scholars the



LPAC sponsored Law School Public Service Scholars, Mmombeydo Harrell, Bendu Kpoto and Joseph K.Fayia reviewing manuscripts for the Law School's Newsletter.

required skills needed to be successful after graduation.

In addition to the mentorship program, LPAC also worked with the scholars to design a focus-event that will coincide with the United Nations Public Service Day held on June 23<sup>rd</sup> each year. This activity is designed to encourage participation of diverse public service actors from UN-ROL, Ministry of Justice, Human Rights

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Commission, Judiciary, Public Defender, Drug Enforcement Agency, Immigration Department, Liberian National Police, Law Reform Commission, Liberian Anti-Corruption Commission and Ministry of Labor. This event will present opportunities for scholars to interact with public service actors and will be utilized by the law school to start a tradition of recognizing a distinguished law school graduate for his/her significant public service contributions.

**Support for LAGSL's Internet Connectivity:** LPAC coordinated meetings to support LAGSL efforts to link with the Liberia Telecommunication Corporation (LIBTELCO's) fiber optic cable line that runs along the perimeter wall of the University of Liberia. At the meeting, LIBTELCO confirmed that it is authorized to offer discounted pricing to government institutions like LAGSL. LPAC continues to work with LAGSL to secure funding, and future sustainable budget commitments to support expanded Internet connectivity.

***Activity A.2.a.1 - MOU based upon HICD assessment entered into by Law School and USAID.***

- **Results Achieved:** On March 25, 2016, USAID forwarded an approved draft MOC for the JI and requested LPAC to use the template to create MOCs for other counterpart institutions. LPAC is working to complete counterpart MOCs during the second week of April, 2016; and thereafter will work to coordinate USAID sponsored technical working group meetings with counterparts starting later in the month.
- **Status of Activity:** The Law School has expressed concern about delayed completion of the MOC and failure to commence negotiation of its terms. The Dean has also indicated a desire to involve top executives at the University in prioritizing program activities and deliverables and agreeing on the parties' commitments and responsibilities within the LPAC program.

***Activity A.2.a.2 - Assistance with procurements.***

- **Results Achieved:** LPAC is supporting efforts by LAGSL to connect to LIBTELCO's high-speed fiber optic Internet network.
- **Status of Activity:** On-going.

***Activity A.2.a.3 - Staff capacity building.***

- **Results Achieved:** LPAC advisors, and administrative and financial specialists, started working with LAGSL identified administrative staff to develop work flow and process analysis; guidelines and SOPs; and training needs assessments.
- **Status of Activity:** The activity is ongoing.

***Activity A.2.b.1 - Alumni Association organized and active.***

- **Results Achieved:** Continuing resistance from the current Chair of the Alumni Association, Judge Ceaineh Clinton-Johnson, has significantly slowed progress on this activity. In addition, the current committee has not met since August 2015 at which a report to the Dean was produced.

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LPAC's offer by to help reconstitute the committee, appoint new members and officers, and to develop committee duties and functions has been declined by the Chair; however, he has agreed to utilize public service scholars to help update the paper-based alumni list and to transform it into an electronic database with improved demographic information.

- **Status of Activity:** Designated public service scholars have commenced work to develop the automated alumni database, and are reaching out to update information from LAGSL local graduates, and from those in the diaspora.

#### **Activity A.2.b.2 - Fundraising and outreach plan established.**

- **Results Achieved:** The Dean continues to delay approval for LPAC to hire for this position – most recently directing LPAC to stay hiring actions until “long-term funding issues” can be resolved at the upcoming USAID sponsored MOC technical working group meetings scheduled to start later this month.
- **Status of the Activity:** Hiring activities are currently stayed at the Dean's direction.

#### **Activity A.2.c.1 - Public service scholarships.**

- **Results Achieved:** All activities to which scholarship recipients were assigned (newsletter development, law journal, alumni database, students' affairs and Public Service Day planning) are progressing on schedule.

The first law school newsletter in over five years was published in January and a revised edition was distributed in February. Current plans are to publish the next issue sometime in June.

A mentorship program was commenced and mentor's workshop involving pairing of mentors with mentees has been designed. The program for hosting a Public Service Day at the law school, and to offer opportunities to the scholars to interact with public service actors has been developed.

- **Status of the Activity:** On-going.

#### **Activity A.2.d.1 - Legal clinic assessment and action plan.**

- **Results Achieved:** Forward progress on this activity has been slow. Although a proposal to establish a joint LAGSL/LNBA clinical program at the school was raised at the Annual National Convention in Gbanga recently, there have been no real efforts on the part of LAGSL to move forward on this activity.

For his part, the Dean has indicated a willingness to provide space within the LAGSL to accommodate clinic activities, and has communicated this fact to LNBA's Chair of the Legal Education Committee; however, no further action between the parties has been



Scholars Joseph Fayia and Melvin Chineh holding some of the revised copies of the newsletter

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forthcoming despite LPAC efforts.

Other than this “space availability” commitment by the Dean, LAGSL has taken no further action to develop a framework for clinical activities; and absent the Dean’s direction to do so as part of the upcoming MOC process, LPAC see little chance to move forward with this activity this year.

- **Status of the Activity:** Proposals for developing joint LAGSL/LNBA clinical programs have are currently stayed pending the Dean’s further engagement on the issue. Even LPAC’s most recent offer to coordinate distance e-learning clinical programs offered by Washington and Lee University’s Law School has been declined at this point. LPAC intends to raise the issue again during the upcoming USAID sponsored MOC technical working group meetings.

#### ***Activity A.2.d.2 - Plans for implementation of the new curriculum.***

- **Results Achieved:** An outline for the new curriculum was published and distributed towards the end of first semester. However, implementation challenges have persisted largely because of a lack of teaching materials and additional law teachers to take on the new courses.

While LPAC has continued to engage with the Chairman to encourage a gradual implementation of the approved new curriculum, no new courses have been included in the second semester course-schedule.

- **Status of the Activity:** LPAC continues to press the Committee to identify professors, textbooks and other course materials for the new courses; however, recent meetings with the Dean and Chair have confirmed that no action will likely occur next semester.

#### ***Activity A.2.e.1 - Increased faculty capacity.***

- **Results Achieved:** A five-day Legal Research and Writing seminar is scheduled in May, 2016 and includes a module designed for faculty to learn about “Teaching Legal Research and Writing across the Curriculum.” As designed, this practical applications workshop will work with professors to help them better understand how to teach and integrate legal research and writing skills in classroom presentations.

LPAC has also planned-activities that are directed toward facilitating curriculum design and supporting faculty on reviewing course goals; developing methods to improve course content and presentation methods; and methodologies for helping professors establish course learning objectives and to encourage student participation in class.

During Q3, LPAC will contract with an STTA consultant to work in tandem with at least two professors from University of Liberia Teacher Training College to deliver a series of trainings in adult learning techniques covering, inter alia, active learning and case-based learning. The consultant will also help to build internal capacity in adult learning.

- **Status of the Activity:** Although early progress is still slow, concrete plans have been developed that should lead to better activity results over the next several months.

#### ***Activity A.2.e.2 - Law Journal.***

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- **Results Achieved:** During Q2, the editorial board and staff of the law journal received training on how to review journal manuscripts. LPAC's Legal Education Advisor facilitated several meetings with staff to agree on basic elements of "blue booking," uniform conventions on citation, typeface and style etc.; and as a result of these trainings, journal staff have started their review of outstanding manuscripts for the next scheduled edition of the journal to be published next semester.
  - **Status of the Activity:** This activity is progressing as planned. LPAC will continue to work with the journal staff to support finalizing review of article manuscripts and will support the cost of publication.

#### **Activity A.2.e.3 - Support for research and writing.**

- **Results Achieved:** LPAC developed a two-week long *Legal Writing and Research Workshop* to be conducted by two visiting professors from Seattle University Law School's Clinical Legal Research Center.  
One week of the training will be offered to justice sector partners from JI, LNBA, LiberLII and LACC; followed by a second full week of workshops for first, second and third year students and professors - with the goal of helping them to discover, understand and experience the writing processes from professors whose program has been ranked as one of the top US programs by U.S. News and World Report.  
In a *scholarly writing* training segment - law journal and newsletter staff and other interested students will be introduced to the skills and competencies of scholarly writing and the processes involved in publishing scholarly articles.  
Another specific training module is focused on training techniques for faculty and will discuss "*Training Legislative Research and Writing across the Curriculum*" and "*Writing Pedagogy.*"
- **Status of the Activity:** Training is scheduled for two-weeks in May 2016.

#### **Activity A.2.e.4 - Support for the textbook writing program.**

- **Results Achieved:** LPAC submitted proposed implementation guidelines, stipend application process recommendations, and recommendations to empower LAGSL's Curriculum Committee to oversee the writing, peer review and text book publication process.  
Unfortunately, because of the Dean's recent extended medical absence, no substantial engagements with the Committee have been possible until the Dean's return.  
The Dean returned during the last week in March, 2016, allowing LPAC's COP and Senior Legal Education Advisor, and USAID's Rule of Law Advisor/COR to meet with the Committee Chair to attempt to kick-start the activity.  
With the close of LPAC's first year six months away, and understanding how long it takes to write, proof, edit and peer review an actual textbook, the parties considered an alternative "first year" solution that would allow new curriculum professors to identify "internationally accepted standard textbooks for their courses" and to then develop Liberian specific compendiums of supplementary materials and case law to augment the standard textbooks.  
Approving the concept, the Chair advised that he would convene the full committee

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meeting within two weeks to encourage resolution of (i) selected priority textbooks; (ii) professors committing to writing textbooks; and (iii) specific responses to LPA's proposed implementation guidelines, structure and stipend amounts.

- **Status of the Activity:** LPAC's Senior Legal Advisor has met with virtually every LAGSL professor, and with the exception of one professor who has expressed interest in writing a book on a subject that is not covered in the new curriculum, there is little interest currently among the faculty in participating in the LPAC funded textbook writing program at this time. The Committee Chair and LPAC are hopeful that once LAGSL selects new curriculum course professors for next year's courses we will be able to begin a writing program that will work within the limited available time each part-time professor has to commit to LAGSL activities.

#### **Activity A.2.e.5 - Newsletter development.**

- **Results Achieved:** In February, LPAC supported printing and distribution of the school's first newsletter in five years. In addition, the Dean designated Attorney Matthew Reeves to serve as the Faculty Advisor to the newsletter.
- **Status of the Activity:** LPAC's Senior Legal Advisor provided manuscript review training for newsletter staff, and activities are underway to develop and publish the second edition of the newsletter next semester.

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

#### **Description/Narrative of Significant Project Activities this Quarter**

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.

LiberLII submitted a grant request to LPAC seeking funding for programming activities, salaries, and related operational costs for the period of April 1 –September 30, 2016. The new grant will focus on sustainability and a migration of the LiberLII materials to AfricanLII to improve reliability of the website. After an extensive negotiation process, LPAC approved the grant request which was submitted to USAID for approval on March 28, 2016 and approved by USAID on April 1st.

#### **Activity A.3.a.1 - MOU based upon HICD assessment entered into by LiberLII and USAID.**

- **Results Achieved:** On March 25, 2016, USAID forwarded final edits to the draft JI MOC and requested LPAC to develop templates for other counterpart institutions – expected to be completed during the 3<sup>rd</sup> week of April, 2016. Thereafter, LPAC will coordinate USAID sponsored technical working group meetings with counterparts starting later in the month.
- **Status of Activity:** LiberLII MOC will be negotiated and signed in Q3.

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**Activity A.3.a.2 - Staff Capacity Building.**

- **Results Achieved:** LPAC administrative and financial advisors continued consultations and technical assistance to LiberLII to develop necessary management systems and manuals. To date, LPAC advisors have facilitated the establishment of draft administrative, programmatic, financial, procurement planning systems and associated documents and a new document collection procedure for obtaining legal information from LiberLII partners.
- **Status of Activity:** LiberLII's grant (running from April 1 – September 30, 2016) requires completion and implementation of administrative, management, and LiberLII governance systems as predicates to milestone payments during Q3.

**Activity A.3.a.3 - ICT Assessment and Procurement and Activity A.3.c.4 ICT Assessment.**

- **Results Achieved:** LPAC conducted an ICT assessment that included meetings with AustLII, AfricanLII and LiberLII board members. The assessment team made recommendations on necessary equipment, improving the legal document collection process, enhancing the reliability of LiberLII's website and proposed staffing models to implement the aforementioned recommendations. In addition, the assessment recommended that LiberLII take action to transition website applications and data to the more efficient AfricanLII system.
- **Status of Activity:** LPAC will focus on "quick IT fixes" and procuring necessary and appropriate equipment in Q3; Internet connectivity, software and website design, and transition discussions as part of the MOC technical working group meeting process.

**Activity A.3.b.1 - Workshops developed and Activity A.3.c.6 Improved Awareness of LiberLII.**

- **Results Achieved:** 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. Additionally, LiberLII conducted a training for 60 judges and magistrates during the Quarterly Judicial Training Program from February 3-5, 2016, in Zwerdu, Grand Gedeh as described above.
- **Status of Activity:** As originally planned, LiberLII intended to provide trainings to legal professionals during Q2 and Q3. However, under the new grant (from April 1 to September 30, 2016), LiberLII's focus will now concentrate on improving the reliability of the information on the website, and a planned migration to AfricanLII. Thus, the trainings for legal professional will be postponed to Q4 or Q1 later this year.

**Activity A.3.b.3 - Marketing and Fundraising Plan Established.**

- **Results Achieved:** The LiberLII Marketing/Fundraising Coordinator created a draft marketing and fundraising plan that was submitted to LPAC for review. LPAC provided comments on the plan and LiberLII is working to make the necessary revisions.

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- Status of Activity: Adoption and implementation of LiberLII's Marketing and Fundraising Plan is a milestone requirement of the new grant and LPAC will provide training for the Coordinator during Q3.

#### **Activity A.3.c.2 - Bridge grant.**

- Results Achieved: LPAC signed a Bridge Grant agreement with LiberLII in order to assure LiberLII continued its operations and provided free access to legal information for the period October 19, 2015 – February 19, 2016. The Bridge Grant covered the costs for programming activities, salaries, and temporary Internet. During Q2, LiberLII requested and LPAC approved two no-cost extensions giving LiberLII until March 31, 2016 to complete the milestones under the grant. The justification for the extensions included technical problems delaying LiberLII's ability to upload documents to its website. On March 31<sup>st</sup>, LiberLII stated that it completed the requisite milestones under the Bridge Grant.
- Status of Activity: Completed - although the signing of the Agreement was completed during Q1, the activities under the Agreement were concluded in Q2.

#### **Activity A.3.c.5 - Improved capacity to produce materials in electronic format.**

- Results Achieved: No activities due to LiberLII's focus on completing the milestones under the Bridge Grant.
- Status of Activity: Five workshops will be conducted in Quarters 3-4 with stakeholders to move forward the transition from hard copy to soft copy transfers of information to LiberLII. LiberLII will negotiate MOUs by Q4 with legal material providers that agree to supply documents.

#### **Activity A.3.c.6 - Improved awareness of LiberLII.**

- Results Achieved: LiberLII, through the Bridge Grant, conducted the third and fourth 10-day public awareness campaigns utilizing a radio ad to increase the number of Liberian visitors to LiberLII's website. LiberLII is waiting for the results from AustLII to determine if the campaigns were effective in increasing the number of Liberians visiting the website.
- Status of Activity: As stated above, the public awareness component will be delayed until Q4 2016 or Q1 2017 following a migration to AfricanLII.

### **Sub-Component A.4: Liberia National Bar Association**

#### **Description/Narrative of Significant Project Activities this Quarter**

In late March, the COP and LPAC Advisor were finally able to meet with LNBA's President and Executive Board to discuss LNBA priorities and the recommendations for activities set forth in the HICD Assessment Report. The goal of these sessions was to find common ground on activities that can begin prior to the signing of the MOCs and to compile the LNBA's list of priorities for finalizing the MOCs.



Counsellor Seward M. Cooper presenting on “Citizenship Under Liberian Law” at the LNBA’s First Quarterly Assembly in Brewerville, Liberia.

As a result these sessions, the LNBA is considering revising the staffing, organizational structure, and organizational mandate for the LNBA Secretariat’s Office. This potential restructuring includes a request for LPAC to fund a new full-time Legal Aid/CLE Manager position that will assist to develop and manage the LNBA’s legal aid and CLE programs. Additionally, the LNBA has requested to amend the Fundraising/Marketing Coordinator position as discussed below.

***Activity A.4.a.1 - MOU based upon HICD assessment entered into by LNBA and USAID.***

- **Results Achieved:** On March 25, 2016, USAID forwarded a final approved JI MOC template and asked LPAC to develop similar MOCs for counterpart institutions. Completion of the MOCs is projected for the 3<sup>rd</sup> week of April, 2016. Once published, LPAC will coordinate USAID sponsored MOC technical working group meetings with counterparts – expected to start later in the month and be completed in Q3.
- **Status of Activity:** The MOC will be negotiated and signed in Q3.

***Activity A.4.b.1 - Marketing/Fundraising Coordinator hired.***

- **Results Achieved:** During the first part of the quarter, LPAC, in cooperation with the LNBA, developed a job description and undertook a transparent process to recruit a qualified marketing and fundraising coordinator. LPAC negotiated the terms of employment with an identified candidate but the LNBA Executive Council, despite participating in the interview process, requested LPAC to stop the recruitment for the position because the LNBA did not follow its own procedures for hiring the Coordinator. After the late-March meetings (noted above), LNBA is now considering restructuring the LNBA Secretariat and creating a new temporary position, Deputy Executive Director, that will focus on marketing/fundraising while assisting with the administration for the Secretariat. As with the previous position, LPAC would fund this position at 100% for two years and then at 50% for the next two years. It is anticipated that the candidate hired for this position will be promoted to the Executive Director position when the current Director returns to the Law Reform Commission later this year.
- **Status of Activity:** It is anticipated the position will be filled in Q3.

***Activity A.4.b.2 - Fundraising and Outreach Plan Established.***

- **Results Achieved:** The Fundraising and Marketing Plan was scheduled to be developed in Q2 along with training for the Coordinator. As discussed above, the Coordinator was not hired

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as anticipated leaving these activities pending

- Status of Activity: Until the last week of Q2, LNBA had directed LPAC to stay hiring actions and planning for these activities; however, as a result of the meeting (noted above), LPAC and LNBA have agreed to move forward and it is anticipated that the Plan will be started and training will occur in Q3.

#### **Activity A.4.c.1 - Market study for CLE.**

- Results Achieved: The goal of this activity was to conduct a market survey during the LNBA Annual Convention held in December. However, the CLE Committee has not moved forward on developing a mandatory CLE program and the Chair of the Committee was out of country prior to the most recent LNBA General Assembly held in February. As a result, LPAC has not been able to proceed with a CLE market survey.
- Status of Activity: LPAC will work with the CLE Committee or Executive Committee to initiate this activity in Q3.

#### **Activity A.4.c.2 - Further development of CLE courses.**

- Results Achieved: The milestones for Q1 and Q2 under this activity were to analyze results from the market survey, select first year courses to be developed, determine training needs, identify trainers and begin course development. As discussed above, LPAC has not been able to conduct a market survey.
- Status of Activity: LPAC will work with the CLE Committee or Executive Committee to initiate this activity in Q3.

#### **Activity A.4.c.3 - Regulatory framework for mandatory CLE.**

- Results Achieved: During recent meetings with the President of the LNBA, the President has communicated that the LNBA still has an interest in fully adopting a mandatory system. In order to have a better understanding of the necessary steps, the President has requested LPAC develop and submit to the LNBA a draft outline setting forth an approach that can be included in the MOC.
- Status of Activity: LPAC will submit the outline as requested and will continue to work the LNBA to develop draft rules for a mandatory CLE program and submit for approval at the General Assembly by Q4.

#### **Activity A.4.c.5 - Mandatory CLE Certification Program.**

- Results Achieved: LPAC planned to work with the CLE Committee of the LNBA to develop the standards for certification during Q2. However, a lack of engagement by the CLE Committee and the LNBA Executive Committee has delayed this activity.
- Status of Activity: LPAC will continue to attempt to work with the LNBA to develop the Certification Program for trainers and courses during Q3.

#### **Activity 4.d.2 - Sustainable Pro Bono program.**

- Results Achieved: Although no activities were scheduled for Q2, LPAC attempted to engage

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the Legal Aid Committee to move forward a multi-year plan for a pro bono program and legal clinic activities. However, the Chair of the Legal Aid Committee cancelled three scheduled meetings to discuss the new pro bono program.

- **Status of Activity:** LPAC will continue to engage the LNBA in Q3 to develop and implement a new pro bono program including developing necessary rules and training programs.

## COMPONENT B: STRENGTHENING THE LIBERIAN ANTI-CORRUPTION COMMISSION

### Description/Narrative of Significant Project Activities this Quarter

At the beginning of the Quarter, LPAC met with LACC's head of divisions to discuss and begin implementing the HICD report recommendations completed during the previous quarter. To date, several actions have been taken to improve LACC capacities, including providing assistance to strengthen internal processes and systems in the areas of administration, logistics and operations. LPAC also conducted in-house anti-corruption training programs for LACC investigators and prevention and education officers.

In coordination with the MOJ, LPAC coordinated a meeting between LACC investigators and MOJ's Prosecutions Department to develop case review guidelines, standardize investigation procedures, and establish joint reviews between investigators and prosecutors prior to forwarding cases to MOJ for prosecution. LPAC's LACC advisors met with the MOJ's Solicitor General to identify areas of potential cooperation, and to review an advanced copy of the MOJ's *Draft 2016-2020 Strategic Plan* and provide feedback. In addition, the agencies are working together to develop a draft *Cooperation Between Investigation and Prosecution* training workshop agenda and curriculum, to be conducted at the beginning of the 3<sup>rd</sup> Quarter.



LACC Education and Prevention Officers in outreach campaign with marketers in Cape Mountain

To foster an effective public education and outreach program, LPAC supported several activities, community events and trainings. LACC's Education Unit conducted a 10-week community outreach and education program at over 50 schools in Monrovia. As a result of these engagements, an integrity committee is being established at each school.

Additionally, LPAC's advisors delivered a concept paper and proposed training program to LACC's Education and Prevention Division to develop a "Youth Against Corruption" program that will engage local youth in the national fight against corruption, expected to begin in early 3<sup>rd</sup> Quarter.

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LPAC also supported LACC in conducting legal reviews of three draft bills submitted to the legislature, they included bills to: establish anti-corruption courts; (2) improve criminal offense laws; and (3) include anti-corruption language requirements in all government contracts and assisted in the development of an MOU with the Liberian Revenue Association (LRA) to support on-going anti-corruption programs and activities.

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

- Results Achieved: On March 25, 2016, USAID forwarded final edits to the draft JI MOC and requested LPAC to develop templates for other counterpart institutions – expected to be completed during the 3<sup>rd</sup> week of April, 2016. Thereafter, LPAC will coordinate USAID sponsored technical working group meetings with counterparts starting later in the month.
- Status of Activity: LACC MOC will be negotiated and signed in Q3.

**Activity B.1 b - Support implementation of the Capacity Building Plan (CBP).**

- Results Achieved: Developed a draft investigators capacity building plan in Q2.
- Status of Activity: Pending submission to LACC leadership in Q3.

**Activity B.2.a Provide technical assistance and training in investigative techniques.**

- Results Achieved: Completed two training sessions for investigators in Q2.
- Status of Activity: Future training will seek to integrate MOJ prosecutors and LACC investigators and prosecutors.

**Activity B.2.b - Develop guidelines and standardized operating procedures (SOP).**

- Results Achieved: Developed SOP for investigation and prosecution for LACC.
- Status of Activity: On-going staff training on the SOP.

**Activity B.2.c - Support legislative drafting.**

- Results Achieved: Supported LACC's engagement in reviewing proposed legislation to establish regional corruption courts; improve the corruption offenses law; and mandate anti-corruption language be included in all government contracts.
- Status of Activity: Supporting LACC's request to host public outreach meetings to allow LACC to discuss their mandate and the impact of these proposed bills.

**Activity B.3.a - Foster cooperation between LACC and Ministry of Justice (MoJ) to effectively prosecute corruption.**

- Results Achieved: Coordinated meeting between LACC investigators and MOJ's prosecutions department to develop case review guidelines, standardize investigation procedures, and establish joint reviews between investigators and prosecutors prior to forwarding cases to MOJ for prosecution.
- Status of Activity: Supporting LACC/MOJ on-going training and coordination meetings; and scheduled trainings in coordination with INL/PAE for the next MOJ Prosecutors Training Workshop (scheduled for April, 2016).

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**Activity B.3.b - Build capacity of prosecutors.**

- Results Achieved: No activity this quarter with LACC prosecutors.
- Status of Activity: Working to develop joint LACC training programs with investigators and prosecutors in Q3.

**Activity B.3.c - Strengthen coordination between enforcement agencies.**

- Results Achieved: As noted above, supported coordination meetings with LACC, LRA, and MOJ.
- Status of Activity: Assist Education and Prevention to develop a Workshop addressing Integrity in the Security Sector. Continue work to develop MOUs with LRA, IAA, GAC and FIU.



LACC Workshop with Law Enforcement agencies and services.

**Activity B.4.a Support LACC with the development of a public outreach and communication strategy and plan.**

- Results Achieved: LACC is implementing outreach programs at 50-local schools in Monrovia. LPAC advisors supported curriculum development for these sessions. LPAC also provides training to LACC's Community Outreach Officer.
- Status of Activity: LPAC continues to monitor LACC Education and Prevention training programs, mentor instructors and improve curriculum.

**Activity B.4.b - Facilitate LACC cooperation with civil society actors and support CSO's anticorruption initiatives.**

- Results Achieved: See comments above.
- Status of Activity: See comments above.

**Activity B.5.a - Support LACC leadership in corruption prevention activities.**

- Results Achieved: Conducted at least weekly meetings with LACC commissioners, and LACC Program Managers to support anti-corruption and anti-corruption prevention activities.
- Status of Activity: On-going.

**Activity B.5.d Support LACC leadership with Liberia's National Integrity Forum (NIF) and autonomous agencies.**

- Results Achieved: No activities this quarter.
- Status of Activity: LACC will explore engagement opportunities with NIF during Q3.

## MONITORING AND EVALUATION

Legal Professional Development and Anticorruption Activity in Liberia (LPAC)

Quarter Two (Q2) Activity Chart (January through March 2016)

**Component A: Strengthening Legal Professional Development Institutions**

Component A.1 - Sustainable James A.A. Pierre Judicial Institute (JI)			
Month (N/A = No activity that month)	Jan	Feb	Mar
<b>A.1.a: The JI's financial and administrative management systems conform to international standards and good practice</b>			
HICD assessment	COMPLETED		
Training on technology	N/A	N/A	N/A
Training calendar	N/A	N/A	10%
Training catalogue	N/A		
Staff capacity building	On-going		
ICT assessment and procurement	40%	50%	75%
<b>A.1.b: The JI is able to effectively and efficiently develop professional courses and reference materials</b>			
Training needs assessment	On-going		
Training of trainers program	Completed		
Advanced faculty handbook	Completed		
TOT workshop	Completed		
Adult education handbook	Completed		
Workshop on best practices in adult education	Completed		
Individual mentoring	On-going		
TOT expansion	On-going		
Training materials developed	10%	10%	20%
Institute Information Center's Judicial Reference Sets			
<b>A.1.c – JI is able to continue on-going trainings of judicial actors and is able to fund, organize, implement and sustain complex training within, and outside of Monrovia</b>			
Professional Magistrates Training Program	25%	25%	75%
Working group established	Completed		
Identification of partners/donors to ensure coordination	Completed		
Quarterly Judicial Training Program	Completed		

Other Training Programs	N/A	N/A	10%
<b>A.1.d - JI has a well-trained M&amp;E that is 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</b>			
Establishment of M&E Team	Completed		
Court Observation - Baseline	N/A	N/A	10%
<b>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</b>			
Legislative drafting	N/A		
<b>Component A.2 – Sustainable Louis Arthur Grimes Law School (LAGSL)</b>			
<b>Month (N/A = No activity that month)</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>
<b>A.2.a - LAGSL's financial and administrative management systems conform to international good practice standards</b>			
HICD assessment	Completed		
Assistance in procurement of repairs and refurbishments	30%	40%	40%
Staff capacity building	On-going		
ICT assessments and procurement	40%	50%	75%
<b>A.2.b – LAGSL is able to effectively conduct outreach and fundraising activities to generate a consistent stream of funding for Law School program and activities</b>			
Fundraising and outreach plan	N/A		
Fundraising and outreach coordinator (stayed in March at Dean's request)	20%	20%	0%
Alumni association organized and active	40%	45%	45%
<b>A.2.c – LAGSL 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</b>			
Public service scholarships	On-going		
<b>A.2.d – LAGSL fully implements curriculum reforms and establishes a clinical legal education program</b>			
Curriculum and legal clinic assessment and action plan developed	N/A		
Plan for implementing new curriculum courses (0% = LAGSL'S late-March decision not to proceed with new curriculum courses the next semester)	45%	45%	0%
<b>A.2.e – LAGSL legal scholarship is enhanced through the publication of the law journal, newsletter and textbook writing program.</b>			
Legal research and writing workshop	30%	40%	60%
Law journal development and publication	30%	40%	50%
Increased faculty development (included in the upcoming Legal Research and Writing Workshop)	On-going		
Training in research and writing	30%	30%	50%
Newsletter development and publication (30% = next edition)	90%	100%	30%

<b>A.2.f – LAGSL 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, or otherwise administering LAGSL (as the Dean currently does)</b>			
Move legal counsel department from the law building	N/A		
<b>Component A:3 – Sustainable Liberian Legal Information Institute (LiberLII)</b>			
<b>Month (N/A = No activity that month)</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>
<b>A.3.a – LiberLII’s financial and administrative management systems conform to international good practice standards</b>			
HICD assessment completed	Completed		
Staff capacity building and training	On-going		
<b>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 LiberLII’s laws and regulations readily accessible to the public</b>			
Workshops developed.	20%	25%	25%
Marketing/fundraising coordinator hired.	Completed		
Marketing and fundraising plan.	15%	20%	50%
<b>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.</b>			
ICT Assessment completed and final report published	Completed		
Bridge grant	Completed		
Development of stakeholder support	30%		
ICT procurement (pending MOC technical working group meetings)	20%		
Improved awareness of LiberLII	45%		
Improved capacity to produce materials in electronic forma & training	15%	15%	15%
<b>Component A:4 – Capable and Effective Liberian National Bar Association (LNBA)</b>			
<b>Month (N/A = No activity that month)</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>
<b>A.4.a – LNBA’s financial and administrative management systems conform to international good practice</b>			
HICD assessment completed	Completed		
Staff capacity building (on-going but very slowly)	10%		
<b>A.4.b – 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.</b>			
Development of fundraising and outreach plan	N/A		
Fundraising and outreach coordinator ( <i>LNBA rejected early attempts to hire the position – and after a late-March meeting, LNBA agreed to re-proceed with this position. LNBA President is reviewing final vacancy announcement and hiring action plan</i> )	80%	90%	15%
Mandatory CLE certification program	10%		

<b>A.4.c – LNBA is able to effectively and efficiently develop Continuing Legal Education (CLE) courses and reference materials for a broad range of subject areas to promote the professional development of its members</b>			
Market study for pro bono programs	40%		
Development of CLE courses	N/A		
Regulatory framework for CLE courses	10%	10%	15%
<b>COMPONENT B – STRENGTHENING THE LIBERIAN ANTI-CORRUPTION COMMISSION (LACC)</b>			
<b>MONTH (N/A = No activity)</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>
<b>B.1 – LACC’s organizational structure, systems and resources conform to international standards and support its mandate</b>			
Draft and sign initial MOU between USAID & LPAC	10%	75%	0%
HICD implemented	10%	30%	80%
Develop CBP and get approval by USAID and LACC	30%		
Support implementation of CBP	30%		
Monitor the CBP implementation	On-going		
ICT assessment completed	Completed		
Procure ICT equipment recommended by the ICT Assessment Final Report (confirmation of major procurement requirements to be integrated into the MOC technical working group meetings)	Delayed Pending MOC		
Staff capacity building and training	On-going		
<b>B.2 – LACC’s Investigations Unit conducts investigations that conform to international standards, and that contribute to the development of corruption case prosecutions that result in convictions.</b>			
Assess investigation unit’s capacity and investigators’ skills	Completed		
Develop draft Investigation Capacity Building Plan (I-CBP)	Completed		
Support implementation of I-CBP	On-going		
Develop intelligence and analysis competencies	10%	15%	20%
Develop and implement security procedures to shield investigators	5%	5%	10%
Start the process of creating conditions for LACC to join and get access to the Interpol Global Focal Point Platform	5%	5%	10%
Develop and implement guidelines and SOPs for investigating corruption	25%		
Establish a legal drafting team to review and draft legislation to enable LACC to effectively investigate and prosecute corruption	On-going		
Assess and prioritize legislative changes	25%		
Facilitate developing legislation enabling investigation and prosecution of corruption	On-going		
Mobilize stakeholder support and conduct negotiations to support legislative changes	N/A		

<b>B.3 – LACC and Ministry of Justice (MOJ) have well-trained and coordinated prosecutorial teams capable of developing and arguing strong corruption cases that lead to convictions on corruption charges.</b>			
Facilitate negotiations and development of a draft MOU between LACC and MOJ to foster collaboration	25%	25%	30%
Draft policies and SOPs for LACC and MOJ collaborations during investigations	25%	25%	30%
Assess the skills and capacity of LACC and MOJ prosecutors assigned to work LACC cases	Completed		
Design Prosecutors Capacity Building Plan (P-CBP)	On-going		
Implement P-CBP mentoring and training programs	25%		
Develop a Prosecutor’s Manual and SOPs	25%	30%	50%
Encourage networking between investigators, prosecutors, MOJ and Courts through a MOU	On-going		
Establish asset tracking, forfeiture and confiscation procedures in corruption cases	N/A	15%	15%
Identify GOL institutions with important links to LACC and facilitate drafting MOUs to strengthen cooperation	15%	15%	25%
Strengthen coordination between enforcement agencies	On-going		
<b>B.4 – 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.</b>			
Review LACC Communications Strategy and assess LACC staff communication skills	10%	10%	25%
Build LACC staff communication skills through training and mentoring	On-going		
Identify CSOs capable to implement anti-corruption initiatives and define priorities for LPAC’s Small Grant Program (SGP)	N/A	20%	40%
Develop and announce the 1 <sup>st</sup> round of SGP grants, evaluate proposals and make awards	N/A	15%	20%
Monitor SGP implementation and provide support to grantees	N/A		
Mobilize SBP grantees and other CSOs into an effective Civil Society Anti-Corruption Network	N/A		
Assess the needs and demand for the LACC website (part of the ICT assessment process) and ICT features (Facebook, Twitter, etc.)	10%		
Develop the website and social media connections to support anti-corruption programs	N/A		
Develop the website, ICT procurements, and social media connections ( <i>major ICT procurement activities will be integrated into the MOC technical working group meetings</i> )	N/A		
Train LACC staff to maintain and update the website and LACC social media connections	N/A		
Assess the capacity and practices of LACC in collecting and processing citizen’s complaints	5%		

<b>B.5 – LACC is able to exercise its leadership role under the NACS and NIF to work effectively with the legislature and other integrity agencies to develop and implement effective anti-corruption strategies.</b>			
Assess LACC’s institutional and human capacity to implement its anti-corruption prevention functions	On-going		
Develop draft Corruption Prevention Capacity Building programs	25%	40%	80%
Implement Corruption Prevention Capacity Building programs	On-going		
Assist with the development of LACC Corruption Prevention activity plan	15%	25%	40%
Introduce LACC leadership and staff to <i>Vulnerability to Corruption Assessment (VCA)</i> planning processes	N/A	15%	30%
Adapt VCA processes to Liberia	0%	5%	10%
Conduct meetings between LACC and NACSC members to build consensus on the Committee’s mandate	0%		
Assist LACC with drafting NACSC mandate, composition, roles, responsibilities, authorities and procedures	0%		
Establish a Working Group to draft LACC’s strategic plan	0%	5%	10%
Conduct meetings with LACC and NIF (and AAs) to strengthen cooperation and to develop joint action plans	0%		
Assist NIF with developing strategic and national action plans	0%		
Announce SGP for NIF members, evaluate proposals and award grants	0%		
Monitor implementation and provide assistance to SGP grantees	0%		
Draft a position description for LACC’s Legislative Communications Officer (LCO)	0%	5%	10%
Provide training and mentoring for the LCO	0%	5%	5%
Prioritize legislative gaps hindering LACC’s ability to implement its mandate	25%	35%	45%
Review legislation, and proposed drafts, to ensure that they conform to international standards and are aligned with Liberian law	On-going		
Support LACC engagements with stakeholders and the public to discuss legislative proposals	On-going		

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## Problems, Issues and Means of Addressing/Correcting Them

### Judicial Institute

The absence of a work plan, calendar and annual catalogue continue to challenge JI in conducting programs in a systematic and efficient manner. The current strategic plan is disconnected from the actual work of the JI thus providing little guidance for program improvement. Additionally, the ineffectiveness and lack of structure of the JI Board limits its ability to provide guidance and direction to JI leadership.

The LPAC Administrative and Financial Systems Specialists will work with JI leadership and administration staff to address their capacity and training needs, improve internal business systems and provide suggestions for appropriate administrative and management systems improvements, including human resources and procurement procedures.

LPAC will continue working with JI's Board to implement Board Bylaws aimed at reforming and strengthening the Board.

### Law School

Issue #1: The principal problem at the law school is that all faculty members, including the Dean, work only on a part-time basis. In addition to having full teaching loads (minimum of two core courses per professor) they also have busy law practices and/or head government agencies. In short, they have little time to engage with LPAC to advance planned activities.

In addition, some professors have indicated that they expect to be paid separately when asked to support LPAC activities, citing past practices of the ABA's SHRC project; and LAGSL administrative staff also declare that they expect "financial incentives" when they are asked to support LPAC efforts to improve management, administrative and financial systems.

These problems will have to be addressed and resolved during USAID sponsored MOC technical working group meeting to define LPAC program and funding commitments with LAGSL.

Issue #2: Progress on Activity A.2.a.4 of the work plan, **faculty capacity building**, has stalled largely because of a general lack of willingness by the professors to participate (for the reasons noted above).

LPAC has proposed teaching experiential learning that requires facilitating course designs and contents, requiring analysis and adoption of syllabi for professors but there seems to be no interest without "compensation."

Ultimately, this issue also will have to be addressed at the MOC meetings, and the Dean will need to issue appropriate "engagement directives" to the reluctant professors.

Issue #3: As part of the work plan under **Activity A.f.1- Move of legal counsel from law building**, it was expected that the current Dean would step down soon to be relieved of the burden of serving both as Dean of the Law School and also as General Counsel for the University of Liberia. But his successor has not yet been identified and there are no apparent plans for his

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replacement. He still holds both positions in addition to running his own law practice. He also suffered a cardiac event recently and has been unavailable for weeks. The legal counsel office with four staff-attorneys remains located within the LAGSL building and no formal search or transition plans have taken place yet.

Issue #4: The current Alumni Committee Chair, Professor Ceanah Clinton Johnson who also heads a very busy criminal court (Criminal Court “E”), has neither the time nor interest in transforming the Committee into a vibrant **Law School Alumni Association**. A functioning Alumni Association is needed to replace the current inactive committee in order for the Law School to proactively reach out and engage alumni to contribute time, talent and treasure to support their alma mater. The Law School will need a strong, incorporated association that will be supported by an effective Fundraising/Outreach Coordinator to organize fundraising and marketing strategies, mobilize donations/bequests and build endowments to sustain the programs that are introduced by this project.

Issue #5: LAGSL lacks wireless Internet connectivity and LPAC is supporting LAGSL efforts to connect to the high-speed fiber optic Internet connection near the school. LPAC is also helping LAGSL develop budget and Internet connectivity sustainability plans for the expanded Internet connections.

LAGSL suffers frequent power outages due to irregular “city power” and backup systems that rely on aging generators provided by a previous donor.

The Government of Liberia should demonstrate its commitment to the Law School by facilitating subsidized Internet through its subsidiary, LIBTELCO. Through a separate budget allocation, USAID should consider supporting the Law School with a generator to replace the one that was provided at the end of the ABA SHRC project.

## **LiberLII**

LiberLII was unable to complete the basic milestones of the Bridge Grant within the original time period of the grant resulting in two no-cost extension totalling 6 weeks. Although technical issues played a role in the delays, LiberLII’s capacity to implement programming is in question. During the next grant period of April 1- September 30, 2016, LPAC will enhance its capacity building activities for the LiberLII staff and look to procure any necessary equipment which should improve LiberLII’s performance moving forward.

## **LNBA**

The lack of engagement by the LNBA has begun to impair implementation of project activities. Although recent statements and actions by the President of the LNBA gives LPAC hope that the LNBA will finally move forward with programming, LPAC still understands that the main priority of the LNBA is securing a new building; not implementing activities originally designed under LPAC. LPAC will continue to work with the LNBA to move forward activities crucial to a Bar that instills public trust and provides adequate services to its members, such as pro bono services and continuing legal education.

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## **LACC**

LACC continues to be hampered by budget and staffing restrictions that severely impair their ability to support expanding anti-corruption and anti-corruption prevention programs. LACC has so far declined LPAC's offer to provide support for LACC budget planning processes.

## **Opportunities and Constraints**

### **General**

In February, 2016, USAID approved two additional vehicles for LPAC – however, those vehicles have not yet been transferred, and LPAC program activities are being impaired due to transportation shortfalls.

### **Judicial Institute**

The ICT Assessment Report recommends that JI explore developing a website and Educational Management System which will improve the JI's work and workflow processes. These improvements depend upon significantly strengthening internet connectivity, networking and document sharing capacity. Before any operational process improvements can truly be effective strengthening ICT is imperative.

### **Law School**

The Dean's extended medical absence for the majority of the quarter significantly impaired progress on most LPAC activities and programs.

### **LiberLII**

The ICT Assessment Report recommends that LiberLII migrate from AustLII to AfricanLII. According to the Report, page features and access points to document searching and browsing can be significantly improved with design tools that AfricanLIIs already use for site development. Also, content management tools, and hosting in AfricaLII, will enable LiberLII to administer its own site so that currency and reliability is within reach of LiberLII staff and LiberLII legal researchers. During the grant to LiberLII that will start on April 1<sup>st</sup>, LiberLII will begin the migration that should result in a more current and reliable legal information website for the legal professional and the public.

### **LNBA**

As discussed earlier in this document, the LNBA leadership is considering restructuring the way it conducts its day-to-day business by expanding the staff and responsibilities of the Secretariat. A restructuring is most likely the only option moving forward to build the capacity of the LNBA because of the inconsistent availability of the Executive Council and standing committees at the LNBA. If the LNBA does implement these changes, it does provide LPAC with an opportunity to move forward programming activities such as pro bono or CLE.

### **LACC**

At the request of LACC and MOJ senior leadership, LPAC continues engagements and trainings between LACC investigators and MOJ prosecutors to support on-going investigations and

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prosecutions. The projected outcome of these activities will be prosecutor and investigator SOPs and joint-guidelines.

Continuing GOL budget constraints hampers LACC's ability to develop a workforce highly skilled in issues of corruption, fraud, and related crimes. Additionally, there are no female investigators at LACC. In LACC's Prosecution Section, there is only one female prosecutor on the legal team. While there are plans to hire additional investigators, budget constraints impede progress towards achieving gender balance. Finally, LACC has limited funds to move existing staff outside of Montserrado County for enforcement activities, and limited funds for hiring new decentralized staff.

## **LOOKING AHEAD**

### **Significant Planned Activities in Q3 (April – June 2016)**

#### **Judicial Institute**

LPAC's will begin the process of conducting a formal needs assessment for all job classifications.

LPAC will continue to facilitate the Judiciary Committee for the Advancement of Court Administration with the aim of developing a court management curriculum.

A major focus of 2016 will be assisting JI in conducting and evaluating the PMTP. LPAC will continue to mentor the trainers, assist in curriculum revisions and provide an evaluation with recommendations for sustainability of this critically important core program.

In coordination with JI senior leadership, LPAC will support efforts to plan the next quarterly judges' assembly (projected for May, 2016).

#### **Law School**

LPAC will continue the activities directed towards faculty capacity development and curriculum support by supporting law teachers to adopt new experiential learning techniques.

LPAC will work with the Curriculum Committee to advance the textbook writing program and to progressively introduce newly designed core courses and electives in future semesters as well as promote the development of partnerships with US Universities to conduct team-teaching and e-learning programs.

Other curriculum support activities will extend to analysis and adoption of syllabi, a workshop on how to improve course presentation, and review course goals and learning objectives.

#### **LiberLII**

LPAC will work with LiberLII to implement the following activities during the upcoming quarter: hire additional staff, finalize a marketing and fundraising plan, negotiate the terms of the MOC, upload additional legal documents to the LiberLII website, finalize internal administrative and financial policies, and begin migration to AfricanLII.

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## **LNBA**

LPAC will work with President of the LNBA and the Executive Council to: negotiate the terms of the MOC, hire a Deputy Executive Director and Legal Aid/CLE Manager, begin working with the Secretariat on developing written administrative and financial policies, and continue pushing reforms for new pro bono and legal aid programs.

## **LACC**

Secure STTA international experts to develop and deliver a "*Financial Investigations Course*" to 14 LACC Investigators and Prosecutors, MOJ Prosecutors (from a universe of 85, we'll look to reach the core of those dealing with corruption and financial matters), 10 LRA trainee , and 10 FIU - Financial Intelligence Unit Investigators.

Secure STTA international experts to develop and conduct a "*Risk Assessment Course*" to strengthen LACC capacity to use it as a preventive tool to fight corruption.

Develop and deliver a public workshop/seminar - "*Fighting Corruption in Liberia*" to help explain LACC's mission and help define anti-corruption programs in Liberia.

Continue research to identify gaps in LACC's legislative framework, and to develop and introduce legislation to improve anti-corruption laws and programs.

Participate in the INL/PAE sponsored *MOJ Prosecutors' Quarterly Assembly Workshop* to be conducted on 26-29 April, 2016. In coordination with LACC, LPAC's advisors will present two classes on *Corruption Crimes and Financial Investigations – Methods and Techniques*.

LPAC will work with LACC to better tie the financial needs of the agency to the strategic plan and to ensure limited funding is utilized for high priority needs.