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LEGAL PROFESSIONAL DEVELOPMENT AND ANTI-CORRUPTION PROGRAM (LPAC)

Monthly Report

March 2016



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

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MONTHLY REPORT, March 2016

Legal Professional Development and Anti-Corruption (LPAC) Program

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CONTENTS

PROGRAM OVERVIEW	1
PROJECT ACTIVITIES	1
General.....	1
Cross-cutting Activities Affecting All Components	1
Component A: Strengthening Legal Professional Development Institutions	2
Component A.1 James A.A. Pierre Judicial Institute (JI):	2
Component A.2 Louis Arthur Grimes Law School (Law School):.....	3
Component A.3 Liberian Legal Information Institute (LiberLII):	4
Component A.4 Liberian National Bar Association (LNBA).....	7
Component B: Strengthening the Liberia Anti-Corruption Commission (LACC)	8
Objective B.1	9
Objective B.2	9
Objective B.3	9
Objective B.4	10
LOOKING AHEAD	12
General.....	13
Judicial Institute (JI).....	13
Lewis Arthur Grimes School of Law (Law School)	13
Liberia Legal Information Institute (LiberLII)	14
Liberian National Bar Association (LNBA).....	14
Liberian Anti-Corruption Commission (LACC)	15
ATTACHMENT A: 30-60-90 DAY CHART – YEAR I	17

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 March 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

Position Vacancies: LPAC initiated and/or completed hiring actions on all vacant positions, with the exception of the proposed Fund Raising Coordinator at the Law School – where the Dean has requested that LPAC stay hiring actions until funding issues can be resolved during the upcoming USAID MOC technical working group meeting.

Additional Vehicle Requirements: Last month, USAID approved the transfer of two additional vehicles to LPAC's inventory; however, the proposed vehicles have not yet been transferred and that delay is adversely impacting LPAC programs and deliverable activities.

Cross-cutting Activities Affecting All Components

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

Information Technology and Computer Assessments (ICT):

- LPAC's ICT Final Assessment Report was forwarded to USAID for review and approval on March 21, 2016. Upon acceptance by USAID, LPAC will share counterpart sections prior to USAID sponsored MOC technical working group meetings starting later this month.
- LPAC has started work developing ICT equipment and software specifications in anticipation of the USAID approval of the ICT Final Report recommendations, and the results USAID sponsored MOC technical working group meetings.

Integrated Activity 2 – Review and Agreed on Language of MOCs with USAID: On March 25, 2016, USAID returned an approved final draft of the Judicial Institute's (JI) MOC and requested that LPAC draft similar MOCs for other counterpart agencies based on the approved template. LPAC projects completion of revised counterpart MOCs during the 2nd week of April, 2016, and will then work to schedule USAID sponsored MOC technical working group meetings starting later in the month.

Component A: Strengthening Legal Professional Development Institutions

Component A.I 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.a.5 – Staff capacity building:** After several consultations with the Acting Executive Director and Training Coordinator, the Administrative Assistants and the Finance Assistant have been designated for training in administration and financial management by LPAC specialists. Working meetings focused on reviewing the following documents: (1) Job descriptions of staff; (2) Supporting documents of staff sourcing, screening, and hiring processes; (3) personnel files; (4) daily attendance records and (5) meeting minutes. LPAC also began working with JI to implement work plans and reports for JI's monthly activities, quarterly and annual workshops, and the JI's annual calendar.
- **Activity A.1.b.9 – Development of training materials:** LPAC met with INL, CJPS and the JI to discuss collaborating on future training programs for Public Defenders and Bailiffs. The meeting addressed plans for the next Public Defender training, including identification of donor partners and logistics and training topics. The Bailiff training was initially proposed by the JI to CJPS. LPAC was asked to provide advice on gaps in the proposed curriculum, and to meet with the Court's Security Director and Bailiff Supervisor to discuss their perspectives on the proposed training. LPAC will conduct a training of trainers for the Bailiff Initiative.
- **Activity A.1.c.1 – Court management curriculum:** The Judiciary Committee for the Advancement of Court Management (JCACM) held two meetings to continue working on human resource management analysis. This month's meetings finalized the process of 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.c.3 – Professional Magistrates Training Program (PMTP):**

1. LPAC continued working with seconded magistrate trainers to finalize the program syllabus and first quarter's course materials for the PMTP.
 2. LPAC worked with JI to establish a course materials database and tracking system.
 3. LPAC created a student handbook and participated in the Orientation program for the incoming class presenting a session on *Stress Management for Effective Learning*; and the PMTP syllabus, student handbook and schedule were shared with the JI Board for their review and comments.
- **Activity A.1.b.7 – Training needs assessment:**
 1. LPAC conducted in-service training on performance standards and the *International Framework for Court Excellence (IFCE)* for M&E Team and Research staff and began integrating the *IFCE* into the M&E process.
 2. Draft needs assessment instruments were developed for use in a nationwide needs survey of judges, court staff and other legal professionals that receive training from the Institute. The goal is to strengthen JI capacity to conduct needs assessments prior to initiating new training projects.
 - **Activity A.1.d – Monitoring and evaluation (M&E) team:** This month the M&E team finalized an approach to creating a baseline for the PMTP students and worked with PMTP trainers to develop evaluation methods that will support M&E.

Issues and Constraints: The JI Board continues to be challenged in demonstrating active participation. The March meeting had very low attendance. Limited Board participation makes it difficult for the JI to receive the necessary input on strategic issues. The proposed Board Bylaws are designed to address this constraint.

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.

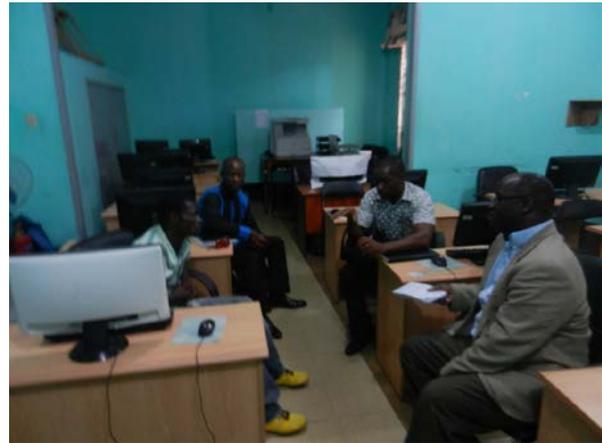
- **Activity A. 2.a.1 – MOU based upon HICD assessment entered into by the Law School and USAID:** USAID continued with review and adjustment of the language of the draft Memoranda of Cooperation (MOC) until late in the month; and then forwarded to LPAC a finalized draft version of the JI's MOC with requests to build a similar template for the law school. When finalized the MOC will be shared with the Law School, and LPAC will coordinate a technical working group meeting between the Law School and USAID to prioritize LPAC's program activities and funding commitments.
- **Activity A.2.a.2 – Assistance with Internet Procurement:** LPAC supported the Law School to undertake a survey and assessment to identify connectivity costs, and budget sustainability issues for linking to the fiber optic cable line outside of the LAGSL building. LPAC coordinated a meeting with the Deputy Managing Director of Liberia Telecommunication Corporation, Mr. Julian Benson, to arrange a site-survey and assessment of the Law School to receive high speed internet via LIBTELCO's fiber optic cable line and continued to engage with LIBTELCO's technical and marketing staff to finalize costs.

The interactions culminated in a meeting with Mr. Eric G. Zeegar of LIBTELCO, the

Executive Assistant to the Dean, Mr. Morrison Hines and LPAC. The meeting participants discussed a proposed Managed Service Quotation for linking the Law School to the fiber optics backbone. LIBTELCO is authorized to negotiate price discounts with governmental institutions such as University of Liberia. Therefore, going forward, LPAC will be focusing support to the Law School and University of Liberia towards negotiating appropriate price discount for linking the Law School to the government subsidized fiber optic backbone.

- **Activity A.2.a.3 – ICT assessment and procurement:**

- LPAC’s ICT Final Assessment Report was forwarded to USAID for review and approval on March 21, 2016. Upon acceptance by USAID, LPAC will share counterpart sections prior USAID’s anticipated MOC technical working group meetings that are expected to be conducted April, 2016.
- LPAC also completed a review of the school’s automated records and student registration systems, and is currently evaluating various automation solutions.



LPAC holds technical meeting with the LAGSL Computer Lab Coordinator, Kesselly Massaquoi

- **Activity A.2.a.4 – Staff capacity building:**

- LPAC’s Finance and Administrative Specialists engaged with Law School administrative staff to map workflow and processes to develop standard operating procedures to guide their work, and to assess competencies and requirements for additional training.
- LPAC specialists also engaged with the school’s faculty advisor, Professor John Josiah, and with administrative and management staff, to map and evaluate HR and financial management system requirements; and then to investigate two alternative solutions: (a) Making minor adjustments to the University of Liberia’s existing HR and finance systems to integrate law school requirements; or (b) Identifying other “open source” HR, finance and student registration programming options. This latter option supports the Dean’s and Law School’s long-term objective to become an independent educational facility separate from the larger University of Liberia.

- **Activity A.2.b.1 – Alumni Association Organized and Active:** LPAC met with Professor Ceanah Clinton Johnson, Chair of Law School Alumni Committee, to discuss using public service scholars to engage with Law School alumni (both in Liberia and within the diaspora) to update the alumni database.

- **Activity A.2.b.2 – Fundraising and Outreach Plan:** The Dean requested LPAC delay recruiting actions for this position until funding commitments can be resolved at the upcoming USAID sponsored MOC technical working group meeting.

- **Activity A.2.c.1 – Public Service Scholarships:**

1. Secured agreement from three professors and one alumnus to serve as mentors/coaches for the Scholars. The mentors will also support the upcoming public service training workshop to help scholars identify and select their future public service commitment(s) after graduation; and have agreed to work with the scholars to help them understand and master the skills necessary to succeed in future post law school employment.
2. Worked with faculty advisor, Professor Kpadeson Sumo to develop the curriculum and workshop materials for the *Public Service Day* training program for scholars – scheduled to be conducted in June, 2016. The workshop will encourage participation by a diverse group of public service providers, and will include presentations designed to encourage the Scholars to maintain a commitment to public service. In addition, the workshop will start a new tradition of recognizing a distinguished prior law school graduates for their significant public service.
3. Met and mentored the Scholars to review their activities during the first semester; their schedules for the second semester; and activities to support the upcoming *Public Service Day* training program.

- **Activity A. 2.d.2 – Plans for implementation of the new curriculum:** LPAC continued to engage with the Chairman of the Curriculum Committee, Professor Negbale Warner, to encourage the start of the gradual implementation of new curriculum during the start of the second semester, and to identify professors and textbook requirements for the identified courses. **Unfortunately, the Law School has not yet confirmed their intent to introduce any new curriculum courses, or to identify any professors to teach the prospective new curriculum next semester.**

- **Activity A.2.e. 2 – Law Journal:**



Law journal editorial staff, Paul Yeenie Harry and Alvin W Yellowway, discuss a newly submitted journal article manuscript.

o LPAC supported the Chief Editor of the Law Journal to obtain copies of two recent presentations delivered by Counsellors Seward M. Cooper and Tiawan S. Gongloe at LNBA's First Quarterly Assembly in Brewerville on "*Citizenship Under Liberian Law*" and "*Implications of Dual Citizenship.*" These articles have now been added to others that are under review by the editorial board for possible inclusion in the next issue of the law journal.

o LPAC continued work with the journal staff to facilitate review of pending manuscripts for inclusion in the next issue of LAGSL's students' law journal that is expected to be published next semester.

- **Activity A.2.e.3. – Support for Research and Writing Seminar:** LPAC made plans to bring two professors from Seattle University to deliver trainings for justice sector professionals at JI, LNBA, LiberLII and LACC, and to conduct a five-day seminar for the

students and faculty of LAGSL on *Legal Research and Writing*. LPAC also met with Attorneys Moses Soribah and William Kollie of the Judicial Institute to identify JI training objectives and course material requirements; and with LACC's Education Department to coordinate learning objectives for their respective portions of the trainings.

Dates for conducting the training for LACC, JI, LiberLII and LNBA have been confirmed for the first week; followed by a five-day workshop for students and faculty at the law school during the second week.

- **Activity A.2.e.4 – Support for the textbook writing program:** Implementation of the text book writing program has been delayed due to the Dean's extended medical absence, and the Faculty Committee's inability to schedule required meetings to review LPAC's proposed guidelines and text book writing stipend application and stipend writing management recommendations.

However, to move this activity forward, LPAC's COP, Senior Legal Education Advisor and USAID Liberia's Rule of Law Advisor Finley Karngar, met with Professor Negbalee Warner, Chairman of the Curriculum Committee, to explore alternatives to the lengthy textbook writing process.

At that meeting, Professor Warner advised that he would convene a follow-on meeting of the Committee to consider: (1) The priority of textbooks needed to support the new curriculum; (2) Names of professors who would willing to write textbooks; (3) Committee recommendations to recruit and manage textbook "writers" in the future; (4) LPAC's interim proposal to purchase law textbooks to support new curriculum courses; and (5) an alternative proposal to allow professors to develop supplementary materials and addenda to textbooks that contain Liberia specific case studies, laws and other commentaries. **Note:** Unfortunately, at a subsequent meeting the Dean seemed disinclined to pursue this last and most expedient option.

- **Activity A.2.e.5 – Newsletter Development:** LPAC received and distributed an additional 300 copies of the newsletter to individuals identified by the Dean; and public service scholars have begun distribution under the directions of Professor John Josiah. Also during this month, Attorney Mathew Reeves was designated as the new Faculty Advisor for the newsletter development program. LPAC will continue to work with the designated faculty advisor together with the Scholars to plan development of the next quarterly issue which is expected to be published during the second semester.
- **Issue/Constraints:**
 1. The Law School's Dean suffered a cardiac event this month and has not yet fully returned to the office. Current activity planning, and execution of ongoing programs is negatively impacted during his continued absence.
 2. The Dean continues to delay approval of LPAC's request to initiate hiring actions for the Law School's Fundraising/Outreach Coordinator position.
 3. Despite LPAC's repeated requests, the Dean has delayed sending notice of LPAC textbook writing stipend opportunities to the law school faculty; and as a result, LPAC

cannot proceed with recruiting faculty to participate in the program until the Dean's return.

4. LPAC continues to press for a resolution from the Dean to resolve the plaguing question raised by some law professors about whether distance learning and/or visiting instructor training programs constitute "illegal practice of law." The Dean's recent medical absence from the school prevented resolution of this issue.

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:**
 1. LiberLII requested, and LPAC approved, a second no-cost extension for the Bridge Grant giving LiberLII until March 31, 2016 to complete their milestones as a condition for payment under the grant. The justification for the extension was based on technical problems that prevented LiberLII from timely uploading documents to the website. On March 31st, LiberLII reported completion of all milestones under the Bridge Grant.
 2. On March 25, 2016, LiberLII submitted a grant request to LPAC seeking funding for programming activities, salaries, and operational costs for period April 1 through September 30, 2016. The new grant focuses on sustainability; improved management activities; migration to AfricanLII to improve reliability of the website; and tangible milestones that are directly tied to future grant payments. LPAC approved the grant request and forwarded it to USAID for approval (USAID subsequently approved the grant and milestones on April 1, 2016).
- **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 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. LPAC also assisted LiberLII with necessary amendments (including varying exchange rates, pay periods, etc.) to its payroll and provided a mentoring session to LiberLII management in setting-up a paper-based filing system initially focused on LiberLII staff time and attendance system.
- **Activity A.3.c.4 – ICT Assessment:** LPAC conducted an ICT assessment that included meetings with AustLII, AfricanLII and LiberLII board members. The assessment team made 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:** LiberLII technical issues, staff's inability to resolve those issues, and the staff's overall lack of capacity delayed the timely completion of milestones under the

Bridge Grant requiring LPAC to approve two no-cost extensions giving LiberLII an additional 6 weeks to upload documents to its website.

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.

Component A.4 – Capable and effective 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.

- **Activity A.4.a.1 – MOU based upon HICD assessment entered into by LNBA and USAID.** The COP and LPAC Advisor held two working sessions with the LNBA leadership to define LNBA priorities and further discuss 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.

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. LPAC will continue discussing this request with the LNBA and the COR. Additionally, the LNBA has requested to amend the Fundraising/Marketing Coordinator position as discussed below.

- **Activity A.4.b.1 – Marketing/Fundraising Coordinator.** As a result of the meeting reported in A.4.a.1 (above), the 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 process for the Secretariat. 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.
- **Activity 4.d.2 – Sustainable Pro Bono program:** The Legal Aid Committee of the LNBA has committed to a concept that would provide pro bono services to those in prolonged pre-trial detention. LPAC continues to provide technical assistance to develop this program; however, the Chair of the Legal Aid Committee has failed to appear at three recently scheduled meetings.
- **Issue/Constraints:**
 1. Meetings this week suggests the potential for improved engagements with LNBA; however, the LNBA’s Executive Committee and Standing Committees meet so

infrequently (if at all) that their inaction continues to impair LPAC implementation activities.

2. LPAC is helping LNBA's President prepare a request to USAID Liberia's Mission Director to convene an international donors' coordination meeting to allow LNBA to present their case for a new office building that will support enhanced Secretariat Office operations; pro bono offices and client interview rooms; and potential clinical training rooms in cooperation with the law school.

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:** USAID approved results from the ICT Final Assessment Report will be shared with LACC and integrated into the USAID sponsored MOC technical working group meeting(s) scheduled to start later this month.

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 on 29 Feb – 1 Mar, 2016.



LPAC and LACC conduct workshop with law enforcement agencies and services in Monrovia

Following post-training assessments with the students, LPAC commenced development of standard operating procedures and guidelines for LACC Investigators covering investigative techniques based on international best practices, investigation methods for investigating corruption cases, and other activities surrounding the LACC anti-corruption investigation process.

LPAC advisors also developed standard operating procedures to introduce LACC investigators to the concept of anti-corruption investigation life-cycle best management techniques and practices. Completion of the "Anti-Corruption Project Cycle Management" standard operating procedure is anticipated not later than May, 2016.

- **Activity B.2.b – Develop guidelines and standard operating procedures (SOPs):** As a result of the Commissioner's extended absence this month, LPAC proposed SOPs submitted in December, 2015 remain pending at this time. LPAC continues to press for

LACC review and approval of the SOPs, and for follow-on training to support implementation.

- **Activity B.2.c – Support legislative drafting:**
 - Following initiatives started last month, LPAC supported LACC consultations on draft anticorruption bills seeking to establish anti-corruption clauses in government contracts. The results from these collaborations were submitted by LACC to Senator Jewell Howard-Taylor for inclusion in the final bill submitted this month.
 - At the request of LACC Commissioner Toe, LPAC Advisors are working to support LACC efforts to develop communication strategies, and community education programs to support recent anti-corruption bills to establish regional anti-corruption courts, and to modernize and improve LACC anti-corruption investigations and prosecutions in Liberia.

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:** In coordination with LACC and MOJ, LPAC advisors are developing a joint memorandum of cooperation to support curriculum development and workshop materials for an *Investigation and Prosecution* training workshop scheduled to be conducted during MOJ's Second Quarter Training Assembly.
- **Activity B.3.b – Build capacity of prosecutors:** LPAC advisors facilitated a meeting between MOJ Prosecutors and LACC Investigators to allow LACC investigators to explain their evidence collection procedures and investigative reporting process in three pending cases. As a direct result of this meeting, MOJ prosecutors elected to proceed with indictments and prosecutions in the three cases.
- **Activity B.3.c – Strengthen coordination between enforcement agencies:** LPAC continues to support LACC engagements with law enforcement agencies based on the results from the January, 2016 workshop, post training assessments and student interviews; however, LACC critical staffing problems prevents meaningful engagements at this time.

LACC and LPAC advisors meet with Liberian Revenue Authority (LRA) Assistant Commissioner Sumo Kalaplee to identify potential areas for joint-cooperation on anti-corruption issues, including: (1) procedures for exchanging information; (2) potential areas for future joint training programs; (3) exchange of anti-corruption investigation information; (4) development by LRA of an anti-corruption prevention plan based on LACC's template plan; and (5) possibilities for developing a joint memorandum of cooperation to support anti-corruption prevention programs by both agencies.

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:**

1. LPAC advisors continue work to develop an *Anti-Corruption and Social Accountability* policy paper to be presented to LACC’s Education and Prevention Commissioner this month.
2. LACC’s Education Unit continues community outreach and education programs at 50-schools in Monrovia and other counties. LPAC advisors helped to develop the curriculum for these courses, **however**, lack of transportation resources has prevented LPAC advisors from travelling to attend and monitor the training programs.



Education and Prevention Commissioner Aba Hamilton-Dolo conducting outreach and education activity at a school in Monrovia

- **Activity B.4.b – Facilitate LACC cooperation with civil society actors and support CSO's anti-corruption initiatives:** LPAC advisors delivered a concept paper, and proposed training program, to LACC’s Education and Prevention Division to help develop a “Youth Against Corruption” program that will engage local youth in the national fight against corruption.
- **Activity B.4.c – Develop modern multi-functional interactive LACC website:** LPAC received the ICT Final Report and is currently developing procurement actions to support development of counterpart websites at each location. Website discussions will be included in the USAID technical working group meetings scheduled for April, 2016.
- **Activity B.4.d – Support developing and implementing effective complaints management system (CMS):**
 1. Last month, LACC’s Education and Prevention Division accepted UNDP funding to start a “Report Corruption” telephone hotline. Unfortunately, checks of the phone line confirm that it is most often turned off, and when operational is seldom answered. Ultimately, LACC lacks the staffing resources to support a CMS hotline system at this time.
 2. LPAC Advisors continue development of a concept paper to develop a sustainable CMS system, combining best practices within the context of Liberian and LACC capabilities and systems. The concept paper and recommendations are projected to be completed in May 2016 and will be submitted to LACC for review and action.

- **Activity B.5.a – Support LACC leadership in corruption prevention activities:** In coordination with LACC’s Education and Training Division, LPAC advisors:
 1. At the request of LACC’s Enforcement Division, LPAC advisors supported a 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. LACC’s Enforcement Division and MOH are working to develop future anti-corruption training programs around the country; and MOH is working to adopt their own anti-corruption prevention plan based on the LACC template model.
 2. LPAC Advisors assisted LACC meeting with the LRA to discuss the development of anti-corruption prevention plans to be introduced at LRA.
- **Activity B.4.b – Facilitate LACC cooperation with civil society actors and support CSO’s anti-corruption initiatives – AND**
- **Activity B.5.c – Assist LACC with taking a lead in developing National Anti-Corruption Strategy and Action Plan.**
 1. In coordination with LACC senior leadership, LPAC advisors developed a draft “Anti-corruption Prevention Plan” that has been approved and adopted within LACC; this is becoming the model for other public agencies in Liberia.
 2. The LPAC supported the LACC commitment to join the “Liberian Decentralization Support Program” (LDSP) - a Ministry of Internal Affairs program to establish County Service Centers in all 15 counties – and to introduce anti-corruption prevention plans; train local staff; and engage civil society through awareness and outreach campaigns.
 3. At the request of LACC’s Education and Prevention Division, LPAC developed a one-day training workshop for LACC staff to explain the new Anti-Corruption Prevention Plan, and to explain how to adopt and employ the principles of the plan in their daily work activities.

Issues and Constraints:

1. The head of LACC’s Investigations Unit continues to impede ongoing investigations and cooperative efforts with MOJ prosecutors.
2. LACC is working three (3) major anti-corruption indicted cases for trial - one at the Supreme Court, another at Court C in Monrovia, and another in Kakata Court. In the past, LACC investigators have received substantial support from MOJ Prosecutors who helped LACC prepare indictments and trial documents. However, recent indications from the MOJ prosecutors suggests a new reluctance to take the cases to trial, and without that support, LACC will be hard pressed to prosecute the cases on their own.

Currently the four members of LACC’s Legal unit (and the head of the department) are declining to meaningfully engage and support any of the “politically sensitive” indicated cases, and they present no justification for their lack of engagement. A remaining single attorney in the unit is committed to the prosecutions, but will be unable to prosecute the cases on his own.

At the request of LACC senior leadership, LPAC advisors are attempting to bring

LACC investigators (and the sole willing prosecutor) together with MOJ prosecutors to coordinate a joint review the investigations' evidence, and to secure MOJ prosecution support for the three cases.

3. LACC's Education and Prevention Division (EPD) remains reluctant to plan and coordinate anti-corruption and prevention training programs, and community outreach and education activities (beyond the current local school training programs), with law enforcement agencies and other ministries who are requesting LACC anti-corruption and prevention support - including the MOJ, MOH and Ministry of Education (MOE) and the LNPA and LRA.
4. LPAC has completed the recruiting and candidate selection process for the LPAC approved Anti-corruption Coordination Specialist position, and has forwarded our hiring request to USAID for review and approval. Once on board, the person will work directly with LACC's EPD to overcome the hesitations noted in the preceding paragraph.
5. LACC's EPD remains resistant to developing "outcome based" performance measures that can be linked to actual reduction of corruption activities. Instead, EPD continue to solely rely on M&E metrics based on "unit counts of activities and participants." LPAC advisors continue to work to educate and explain modern M&E systems and measurement tools.
6. LPAC completed hiring actions to complete the LACC advisor team (with one final approval action pending at USAID).

LOOKING AHEAD

General

- **MOCs:** LPAC will complete MOC templates and work plans for counterpart institutions based on the USAID approved template for the JI and will coordinate USAID sponsored MOC technical working group meetings starting later in the month.
- **Completion of ICT Assessments:** LPAC 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 April aimed at finalizing recommendations based upon a gap analysis. Pending progress on the recommendations, the group may begin looking at a new court management core competency topic (i.e., case flow management).
- **Activity A.1.c.3 - Professional Magistrates Training Program:** LPAC will begin monitoring the 15-month long PMTP program with an eye to identifying program improvements that will lead to a more sustainable program, stronger curriculum and more effective instruction.
- **Objective A.1.d - Monitoring and evaluation (M&E) team:** Initiate baseline data collection for the PMTP and initiate needs assessment for Bailiff and Court Clerk training

programs.

Lewis Arthur Grimes School of Law (Law School)

- **Activity A.2.a.1 – Completion of MOCs based on the HICD assessment:** LPAC will complete the MOC template and draft work plan for the Law School and will coordinate a USAID sponsored MOC technical working group meeting(s) starting later in the month.
- **Activity A.2.a.2 - Assistance with procurement of Internet:** LPAC continues to support Law School and University of Liberia engagements with LIBTELCO to connect to sustainable high speed Internet at the Law School.
- **Activity A. 2. A.3 - Staff capacity building.**
 - LPAC will continue to develop and improve systems and work-flow processes for the Law School's back office staff; and to design a set of standards and SOPs to guide their work.
 - LPAC will continue to offer training opportunities for Computer Lab staff, Librarian and administrative support staff and will help the Law School to gradually develop systems and procedures as it pursues plans for autonomy from the University of Liberia.
- **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. LACC continues working with the Dean and Curriculum Committee to encourage their efforts to develop and implement new curriculum courses into future semesters; however, at an early April 2016 meeting with the Dean seems appears to confirm that the Law School will not be making efforts to implement new curriculum courses this next semester (2nd semester of this school year).
- **Activity A.2.c.1 - Public Service Scholarships.** Continue the scholar mentorship program and support the plans for hosting the *Public Service Day*.
- **Activity A.2.e.2 - Law Journal.** Continue to support review of existing article manuscripts and newly solicited articles in preparation of publishing the first journal issue in over five years.
- **Activity A.2.e.3 –Support for Research and Writing.** Two Seattle University professors will deliver training in *Legal Research and Writing* in May, 2016.
- **Activity A.2.e. 5 - Newsletter Development.** LPAC will continue to support Law School activities to publish the next quarterly Law School newsletter.

Liberia Legal Information Institute (LiberLII)

- **General:** LPAC will continue providing technical and program management assistance to LiberLII in order to:
 1. Support grant implementation and milestones from April 1 through September 30, 2016;
 2. Improve relations and engagements with LiberLII's Board of Governors;

3. Establish monitoring and evaluation (M&E) and quality assurance auditing programs;
 4. Support LiberLII efforts to hire new staff and transition LiberLII website applications to AfricaLII; and
 5. Support LiberLII efforts to improve program management, staff supervision, fundraising, and annual work plan and budget development.
- **Activity A.3.a.2 - Staff capacity building:** LPAC advisors will continue consultations and technical assistance to LiberLII.
 - **Activity A.3.a.1 - MOU based upon HICD assessment entered into by LiberLII and USAID:** LPAC will complete the MOC template and draft work plan for LiberLII and will coordinate USAID sponsored MOC technical working group meeting(s) starting later next month.
 - **Activity A.3.c.4 - ICT Assessment.** LPAC will work with LiberLII to implement “quick fixes” to its IT structure while the procurement for any necessary and appropriate equipment is completed.

Liberian National Bar Association (LNBA)

- **Activity A.4.a.1 - MOU based upon HICD assessment entered into by LNBA and USAID.** LPAC will complete the MOC template and draft work plan for the LNBA and will coordinate USAID sponsored MOC technical working group meeting(s) starting later next month.
- **Activity A.4.b.1 - Marketing/Fundraising Coordinator.** LPAC will work to move forward the hiring process for the new Deputy Director position that will have responsibilities for fundraising as discussed above.
- **Objective A.4.c - LNBA is able to effectively and efficiently develop Continuing Legal Education courses:** At the request of the LNBA President, LPAC will develop procedural guide to developing CLE programs and activities for the bar.

Liberian Anti-Corruption Commission (LACC)

- **Activity B.1.a - MOU based upon HICD assessment entered into by LACC and USAID:** LPAC will complete the MOC template and draft work plan for LACC band will coordinate USAID sponsored MOC technical working group meeting(s) starting later in next month.
- **Activity B.1.b – Support implementation of the Capacity Building Plan (CBP):** Subject to the final MOC agreement, LPAC will continue working with LACC to develop their strategic work plan.
- **Activity B.1.c - Support ICT Assessment and Procurement:** Subject to USAID’s approval of the ICT Final Report, LPAC will share the results of the report with LACC in preparation for the anticipated USAID sponsored MOC technical working group meeting later next month.
- **Activity B.2.a - Provide technical assistance and training in investigative techniques:** LPAC advisors will continue providing technical assistance and capacity building training to LACC investigators through *on-the-job* desktop training programs.

- **Activity B.2.b Develop Guidelines and Standardized Operating Procedures (SOP):** LPAC advisors will complete an *Investigations Security Standard Operating Procedures (SOP)* manual and will secure LACC management approval and support for training and implementation.
- **Activity B.2.c Support legislative drafting:** LACC Deputy Commissioner Toe's requested LPAC's support to facilitate LACC's sponsoring and conducting community outreach and education meetings across Liber to explain the two new anti-corruption bills introduced in the Senate in late February, 2016. LACC is working to schedule the community outreach activities next month.
- **Activity B.3.a - Foster cooperation between LACC and Ministry of Justice (MOJ) to effectively prosecute corruption:** At the request of LACC's Education and Prevention Department, and in coordination with INL, LPAC Advisors will provide training sessions on "*Anti-corruption and Related Offenses*" and "*Financial Crimes Investigation Techniques and Methods*" during the MOJ sponsored Prosecutors Quarterly Training Assembly to be conducted on April 26-29, 2016.
- **Activity B.3.c Strengthen coordination between enforcement agencies:** Continue working with LACC and law enforcement agencies to follow-on potential future training programs and materials, and other joint LACC/MOJ engagement activities recommended during the recent January, 2016 training program.
- **Activity B.5.a - Support LACC leadership in corruption prevention activities:**
 - Continue working with LACC's management and Education and Prevention Division staff to support LACC development of joint training programs between LACC and the Ministry of Internal Affairs, through the "*Liberian Decentralization Support Program*."
 - Support LACC's anti-corruption training engagements with MOH and LRA to support their own development of anti-corruption prevention plans based on the LACC template.

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

Legal Professional Development and Anticorruption activity in Liberia (LPAC)				
30-60-90 Day Activity Chart				
Quarter Two (January - March 2016)				
Component A: Strengthening Legal Professional Development Institutions				
Component A.1: Sustainable James A.A. Pierre Judicial Institute (JI)				
	Days	30	60	90
● A.1.a: The JI's financial and administrative management systems conform to international good practice				
HICD assessment				
Training on technology				
Training calendar				10%
Training catalog				
Staff capacity building		on-going		
ICT assessment and procurement		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 habdbook				
TOT workshop				
Adult education handbook				
Workshop on best practices in adult education				
Individual mentoring		25%		
TOT expansion				
Training materials developed		10%	10%	20%
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%	25%	50%
Working group established				
Identification of partners/donors to ensure coordination				
Quarterly Judicial Training Program		25%	25%	25%
Other Training Programs				10%
● A.1.d: The JI has a M&E team that is well trained, well equiped 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				100%
Court Observation - Baseline				10%
● A.1.e: JI enabling legislation is passed that authorizes the JI to engage in the full range of activities projected in the JI's 2012-2017 Strategic Plan				
Legislative Drafting				
Component A.2: Sustainable Louis Arthur Grimes Law School (Law School)				
● A.2.a: The Law School's financial and administrative management systems conform to international good practice standards				
HICD assessment				
Assistance in procurement of repairs and refurbishment				
Staff capacity building		30%	40%	40%
ICT Assessment and Procurement		40%	50%	60%
● 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%	20%	0%
Alumni association organized and active		40%	45%	45%

Legal Professional Development and Anticorruption activity in Liberia (LPAC)

30-60-90 Day Activity Chart

● A.2.c: The Law School has developed an action plan for the establishment of a public service scholarship endowment with the aim of providing public service scholarships in perpetuity without utilization of annual budget funds				
Public service scholarships				
● A.2.d: The Law School fully implements curriculum reform and establishes a clinical legal education program				
Curriculum and legal clinic assessment and action plan	60%	60%	60%	
Plan for implementation of new curriculum	80%	90%	90%	
● 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	30%	40%	60%	
Law journal	40%	50%	60%	
Increase faculty development				
Training in research and writing	30%	30%	50%	
Newsletter development	90%	100%	30%	
● A.2.f: The Law School is able to provide legal service to the University of Liberia through a legal department that does not rely on faculty who are teaching courses				
Move legal counsel from law building				
Component A.3: Sustainable Liberia Legal Information Institute (LiberLII)				
● A.3.a: LiberLii's financial and administrative management systems conform to international good practice standards				
HICD assessment				
Staff capacity building	15%	20%	30%	
● 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%	25%	25%	
Marketing/fundraising coordinator				
Marketing and fundraising plan	15%	20%	50%	
● 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%	30%	30%	
ICT assessment and procurement	20%	90%	95%	
Improved awareness of LiberLii	40%	45%	45%	
Improved capacity to produce materials in electronic format - training	15%	15%	15%	
Component A.4: Capable and Effective Liberian National Bar Association (LNBA)				
● A.4.a: LNBA's financial and administrative management systems conform to international good practice standards				
HICD assessment				
Staff capacity building				
● A.4.b: The LNBA is able to effectively conduct outreach and fundraising activities to generate a constant stream of funding to support its operations, quarterly assemblies, professional development activities, and public outreach and service programs				
Fundraising and outreach plan	0%	0%	0%	
Fundraising and outreach coordinator	80%	90%	90%	
● 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%	40%	40%	
Development of CLE courses	0%	0%	0%	
Regulatory Framework for mandatory CLE	10%	10%	15%	
Mandatory CLE certification program	10%	10%	10%	
● A.4.d: TThe LNBA is able to effectively and efficiently implement a Pro Bono program that delivers quality services to the low income population.				
Present pro bono prgram				
Sustainable pro bono program				

Legal Professional Development and Anticorruption activity in Liberia (LPAC)

30-60-90 Day Activity Chart

Component B: Strengthening the Liberian Anticorruption Commission (LACC)

B.1: The LACC's organizational structure, systems and resources conform to international standards and support its mandate				
Draft and sign initial MOU	10%	75%	100%	
Implement HICD	10%	30%	80%	
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	60%	75%	90%	
Procure equipment and ICT per the approved Procurement Plan		75%	90%	
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)		on-going		
Develop intelligence and analysis competences	10%	15%	20%	
Develop and implement security procedures to shield investigations	5%	5%	10%	
Start the process of creating conditions for LACC to join and get access the Interpol Global Focal Point Platform	5%	5%	10%	
Develop and implement procedures for information exchange with other law enforcement agencies through MoUs		on-going		
Develop and implement guidelines and SOPs for investigating corruption	25%	25%	25%	
Establish 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%	25%	25%	
Facilitate developing legislation enabling investigation and prosecution of corruption	15%	15%	15%	
Mobilize stakeholder support and conduct negotiations to support legislative changes				
B.3: LACC and MOJ have well-trained and coordinated prosecutorial teams capable of developing and arguing strong corruption cases that lead to convictions on corruption charges				
Facilitate negotiations and then development of draft MoU between LACC and MoJ to foster collaboration	25%	25%	25%	
Draft policies and SOPs for MoJ and LACC collaboration during investigation	25%	25%	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)		on-going		
Implement P-CBP (training and mentoring)	25%	25%		
Develop a Prosecutor's Manual and SOPs	25%	30%	50%	
Encourage networking between investigators, prosecutors, MoJ and Courts through MOU		on-going		
Establish asset tracing, forfeiture and confiscation in corruption cases		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.4: The LACC has an effective public education and outreach program that provides information and support to the activities of individual citizens, CSOs, and business organizations in the private sector fight against				
Review LACC Communication Strategy and assess LACC staff communication skills	10%	10%	25%	
Build LACC staff communication skills through training and mentoring		on-going		
Identify CSOs capable to implement anticorruption initiative and define priorities for the LPAC's Small Grants Program (SGP)		20%	40%	
Develop and announce 1st round of SGP, evaluate proposals and make awards		15%	25%	
Monitor implementation and provide support to SGP grantees		15%	25%	
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.)		10%	15%	
Develop the concept and the structure of the website and ICT		10%	10%	
Develop the website and ICT			10%	
Train LACC staff to maintaining and updating the website and ICT				
Assess capacity and practices of LACC in collecting and processing citizen complaints	5%	5%	5%	
Design complaint management system (CMS) concept, start developing policies, a manual and SOPs	5%	5%	5%	
B.5: The LACC is able to exercise its leadership role under the NACS and the NIF and is able to effectively work with the legislature and other integrity agencies to develop and implement effective anticorruption strategies,				
Assess LACC institutional and human capacity to implement its corruption prevention functions		on-going		
Develop draft Corruption Prevention Capacity Building program	25%	40%	80%	
Implement Corruption Prevention Capacity Building program	90%	90%	90%	
Assist with the development of LACC Corruption Prevention activity plan	15%	25%	40%	
Introduce LACC leadership and staff to Vulnerability to Corruption Assessment (VCA)		15%	30%	
Adapt VCA to Liberia context		5%	10%	
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				

Legal Professional Development and Anticorruption activity in Liberia (LPAC)

30-60-90 Day Activity Chart

Establish a Working Group to draft the national strategy and the plan		5%	10%	
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		10%	25%	
Monitor implementation and provide support to SGP grantees			10%	
Draft the description for LACC Legislature Communication Officer (LCO) position		5%	10%	
Assign and train LACC staff member for the LCO position		5%	5%	
Support LCO in implementing her/his functions	5%	10%	20%	
Prioritize legislative gaps hindering the LACC implementing its mandate	25%	35%	45%	
Review legislation and drafts to ensure that it conforms to international standards and is aligned with Liberian law		on-going		
Assist the LACC in engaging stakeholders in discussion around the legislation				