

Legal Professional Development and Anti-Corruption Program (LPAC) Monthly Activities Report for April 2016

Liberia Legal Professional Development and Anti-Corruption (LPAC)

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GENERAL

This is LPAC's Monthly Activities Report for April 2016. Bullet summaries are aligned to activities approved in the Year One Inception/Work Plan. The narrative of progress is reported in keeping with coded objectives and activities as described in the project inception report. Annexed to this report is "Attachment A," a progress chart in tabular form reflecting results accomplished as a result of activities carried out.

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. 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.

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- **Component B** supports Government of Liberia (GOL) 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.

APRIL 2016 PROJECT ACTIVITIES

COMPONENT A – STRENGTHENING LEGAL PROFESSIONAL DEVELOPMENT INSTITUTIONS

JAMES A. A. PIERRE JUDICIAL INSTITUTE

Component A.1 James A.A. Pierre Judicial Institute (JI). The JI has sustainable capacity to support an accountable judiciary that instills increased trust in Liberia's formal justice system. To achieve sustainability, it will be necessary for the Institute to obtain reliable funding from the GOL and better manage its scarce resources.

- **Activity A.1.a. 5 – Staff capacity building.** LPAC advisors met with JI technical and administrative groups throughout the month to guide the development of the annual work plan, management action plans and reports (monthly, quarterly, and annual workshops) including an annual calendar.
- **Activity A.1.c.1 – Court management curriculum.** The Judiciary Committee for the Advancement of Court Management (JCACM) held two meetings in April to continue working on human resource management analysis and course development. This month's meetings finalized the process of exploring international best practices and identifying gaps in the Liberian court system related to Human Resource Management and Development. A final draft of the resulting HR curriculum will be reviewed and published in May.
- **Activity A.1.c.3 – Professional Magistrates Training Program (PMTP).** In preparation for the PMTP which began on April 4, 2016, LPAC finalized the procurement of equipment and furnishings for the PMTP training rooms including LCD projectors, screens, chairs and other items that will ensure the JI has the appropriate facilities to conduct the training of the newly appointed Magistrates as well as other trainings. LPAC began monitoring the PMTP, utilizing a faculty evaluation template created to provide consistent and ongoing feedback to trainers. LPAC also conducted an assessment of student computer literacy creating a baseline and observed computer trainers providing feedback on their teaching. The computer literacy assessment will guide LPAC in advising the JI in the reestablishment of the computer lab.
- **Activity A.1.c.4 – Quarterly Judicial Training Program.** LPAC worked with the JI and National Association of Trial Judges to develop a budget proposal and agenda for the upcoming QJTP scheduled for May 2-3, 2016 in Monrovia. Programs were designed to incorporate the *Legal Research*

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and Writing Course being conducted by the US Law Professor (STTA's), and a session on *Judges as Leaders in Fighting Corruption*.

- **Activity A.1.d – Monitoring and Evaluation (M&E) Team.** The M&E Team produced the results of the PMTP baseline, and worked with faculty to develop and administer surveys that further evaluate students' knowledge levels and skills in using computers. LPAC also began working with PMTP trainers to develop ongoing evaluation methods that will support M&E. The M&E Team began working with JI to develop needs assessments that support all new training efforts.
- **Issues and Constraints.** The JI has a culture arising from competing donor demands and regular court conflicts and influences that make it very difficult to apply timely project management to programming such as the PMTP, QJTP or other trainings. The net result is that programs get planned with less than optimal time to ensure effective, efficient implementation and quality control. As part of LPAC's efforts at administrative capacity building, LPAC will propose a systematic training on project management and work to encourage the JI to adopt and publish a work plan and calendar of events that is honored throughout the judicial system.

LOUIS ARTHUR GRIMES SCHOOL OF LAW

Component A.2 - Louis Arthur Grimes School of Law (LAGSL). An institution that consistently obtains outside sources of funding to pay for programs, materials, and activities that better prepares young lawyers.

- **Activity A.2.a.2 – Assistance with Internet Procurement.** LPAC continues to support the Law School and the University of Liberia (UL) engagements with LIBTELCO to connect to sustainable high speed Internet fiber optic cabling to enhance Internet connectivity.

Following the initial survey and assessment completed last month to identify connectivity costs and budget sustainability issues, LPAC coordinated a technical meeting between LIBTELCO, UL and the Law School. The meeting was attended by UL's ICT Director, Mr. Gardy Jackson, Law School IT Coordinator, Mr. Kesselly Massaquoi, and the Executive Assistant to the Dean, Atty. Morrison Hines.

Additional issues remain to be resolved between UL and the Law School before a final RFP can be issued by the University. Continuing meetings are scheduled in May 2016.

- **Activity A.2.a.4 – Staff capacity building.**
 - LPAC's Finance and Administrative Specialists continued one-on-one technical assistance training to the Law School staff including: Dean's secretary, faculty liaison, registration and records manager, computer lab coordinator, expeditor, head librarian and three library staff. After conducting an initial workflow and process analysis of administrative, financial and management operations, the Specialists commenced formal competency assessments and evaluation of training needs.
 - In line with the request by the Law School Financial Advisor to assist with designing independent "back office" systems, LPAC Specialists started to work with four former employees of UL Business and Finance Office (BFO) (who are now assigned to the Law

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School), to investigate the advisability of designing independent HR, procurement, assets and financial-management systems that could be used by the Law School after becoming an autonomous institution.

- **Activity A.2.b.1 – Alumni Association Organized and Active.**
 - Since LPAC's inception, the Alumni Committee has not met, remains inactive, and the Chair of the Alumni Committee has repeatedly refused LPAC offers to support committee activities; or to help with fundraising efforts to design and market products such as magazines, books and other materials to law school alumni and other interested parties. This matter will be included in the upcoming USAID sponsored technical working group meetings with the Law School starting in May 2016.
 - In the meantime, the public service scholars continued efforts to create an electronic alumni database by circulating a demographics questionnaire to prior graduates.
- **Activity A.2.b.2 - Fundraising and Outreach Plan.** The Law School Dean continues to reject recruitment actions for the Fundraising/Outreach Coordinator until funding commitments with USAID are resolved during the MOC and work plan agreement process.
- **Activity A.2.c.1 - Public Service Scholarships.** LPAC supported the public service scholars working with the UN Rule of Law Section to co-host the *Public Service Day* celebrations later in May 2016.
- **Activity A. 2.d.2 - Plans for implementation of the new curriculum.** The Law School has declined to discuss its intent to introduce new curriculum courses, or to identify any prospective new curriculum teaching professors for next semester until after clarification of funding commitments under the LPAC project. This issue will also be the subject of negotiations at the upcoming USAID sponsored MOC technical working group meeting.
- **Activity A.2.e. 2 – Law Journal.** LPAC continued to support the law journal staff to finalize articles and formatting to publish the law journal during the second semester. LPAC's COP also met with journal staff and is working minor quick fix equipment and Internet connectivity solutions to improve law journal operations. LPAC also provided journal staff with free on-line law journal access to major US law school law journals, and other international sources.
- **Activity A.2.e.3. –Support for Research and Writing Seminar.** LPAC completed 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*. Final preparations for the seminar, handouts, invitations, announcements, and pre-registration of students occurred during April 9-13, 2016 (*See Issues and Constraints below* for a more detailed description of the problems created by the Dean and Associate Dean that delayed final notice to law students; and had the potential to prevent the 2nd week courses planned for law students and professors).
- **Activity A.2.e.4 - Support for the textbook writing program.** The Curriculum Committee failed to convene their promised meeting to recommend options to support the LPAC law book stipend writing program; and the Dean continues to oppose any other efforts to move the law book writing

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stipend program forward until the matter can be further discussed during the USAID sponsored MOC technical working group meetings scheduled to start in May 2016.

- **Activity A.2.e. 5 - Newsletter Development.** LPAC's scholarship recipients started to prepare the contents to be used in the second quarter issue of the newsletter. They started to track and record activities and events around University of Liberia Law School campus, like the second semester pre-registration, the Alumni Association of University of Liberia (AAUL) annual fund drive, and the negotiations with students about next semester fee increases. They also developed a programmatic-schedule for attending and covering all training sessions to be delivered to professionals on *Legal Research and Writing* and all subsequent Law School *seminar* activities.
- **Issue/Constraints:**
 - The Dean refused to sign off to the announcements and invitation of students and faculty about the *Legal Research and Writing* seminar scheduled for May 9th-13th, 2016; and at 4PM on April 29, 2016, LPAC received a text message from Associate Dean Lawson, indicating that neither she nor the Dean were predisposed to sign the announcements without the MOC and financial commitments to the Law School. (**Note:** USAID ACOR Daryl Veal and LPAC advisors met with Associate Dean Lawson on Monday, May 2nd, and were able to secure her approval and signature of the training announcements).
 - The Dean has continued to delay approval of LPAC's request to initiate hiring actions for the Law School's Fundraising/Outreach Coordinator position.
 - The Dean continues to refuse to send notice to faculty about the LPAC textbook writing stipend opportunities; and as a result, LPAC efforts to develop this program activity are stalled – with the likely outcome that LPAC will be unable to complete this deliverable activity during Year 1.

LIBERIAN LEGAL INFORMATION INSTITUTE

Component A.3 – Sustainable 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:**
 - LPAC coordinated a new grant with LiberLII that will cover April – September 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. On April 30, LiberLII successfully completed the first five milestones of the new grant as follows: hired an IT assistant, finance assistant and a legal editor; adopted an annual work plan; developed a new M&E plan; finalized a marketing/fundraising plan; and created a fundraising brochure.
 - LPAC began conversations with AfricanLII to support LiberLII's migration to the AfricanLII platform later this year. The focus of the discussion was to discuss an implementation plan and the required assistance from AfricanLII for the migration.

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- **Integrated Activity 2: IT assessment and procurement.** LPAC continued to work with LiberLII to identify any “quick” IT repairs that could be completed pending the purchase of any necessary new equipment. Along those lines, LPAC ordered one 4T external hard drive to ensure LiberLII is able to back up their documents locally.
- **Activity A.3.a.1 - MOU based upon HICD assessment entered into by LiberLII and USAID.** LPAC completed the MOC template and draft work plan for the LiberLII and submitted to USAID for approval.
- **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 as follows: reviewed the budget of a proposal that is being developed by LiberLII in response to a call for proposals from Open Society Initiative West Africa; provided comments to draft job descriptions for a finance assistant and a new editor position; participated in the interview process for IT and finance assistants; and assisted with finalizing the above-mentioned documents that were part of the milestones under the existing grant.

LIBERIAN NATIONAL BAR ASSOCIATION

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.** LPAC completed the MOC template and draft work plan for the LNBA and submitted to USAID for approval.
- **Activity A.4.a.2 - Staff Capacity Building.** The LNBA President and members of the Executive Council agreed to begin the process of developing written internal administrative and financial polices at the Bar Secretariat.
- **Objective A.4.c - LNBA is able to effectively and efficiently develop Continuing Legal Education courses.** The LNBA agreed to participate in the legal writing seminar program and submitted the names of 50 attorneys who will take part in training sessions.
- **Issue/Constraints:**
 - The leadership of the Bar requested additional time to review LPAC proposed draft job descriptions for a Deputy Director/Fundraising Coordinator and Legal Aid/CLE Manager as well as the outline of steps to develop a mandatory CLE program.
 - The Legal Aid Committee has not made any progress on developing a formal pro bono program.

COMPONENT B – STRENGTHENING THE LIBERIAN ANTI-CORRUPTION COMMISSION (LACC)

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

- LPAC provided technical assistance and training support to LACC investigators and MOJ prosecutors to coordinate efforts to complete indictments in three cases.
- LPAC work on the development of manuals for investigation.

Objective B.3 - LACC and MOJ have well-trained and coordinated prosecutorial teams capable of developing and arguing strong corruption cases that lead to convictions on corruption charges.

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

- LPAC continued to evaluate “operational gaps” between LACC investigators’ and MOJ prosecutors’ work processes, output products, and basic understandings about each other’s work.
- LPAC continued coordinating with LACC’s Investigations Department and MOJ Prosecution Department to support engagements to develop standardized work processes, operating procedures; to develop MOU agreements to mutually exchange records; and to unify procedures to jointly analyze and debrief cases prior to submission to MOJ for prosecution.

○ **Activity B.3.b Build Capacity of Prosecutors:**

- In coordination with LACC’s Education and Prevention Department (EPD), and INL’s implementing partner PAE, LPAC conducted two training programs as part of the larger MOJ Prosecutors’ Quarterly Training Workshop on April 27, 2016. The two sessions included presentations on “*The Role of Prosecutors in Fight Corruption*” and “*Methods and Techniques to Fight Corruption*.” LPAC is currently evaluating pre- and post-test M&E results to improve future presentations.
- Provide training and capacity building support 1) for the evaluation and prosecution of ongoing cases and training and 2) to help in the analysis and preparation of future indictments and trial proceedings.

○ **Activity B.3.c - Strengthen coordination between enforcement agencies.** Work is ongoing between the LACC & LRA on the Assets Declaration procedures to cooperate and exchange information to be adopted by them. A draft of the MOU between LACC & LRA was submitted to BOC and is awaiting formal approval.

○ **Activity B.5.a - Support LACC leadership in corruption prevention activities** in coordination with LACC’s Education and Training Division, LPAC advisors.

- At the request of LACC leadership, LACC met with LACC’s Asset Declaration Officer to initiate an evaluation of asset declaration and verification processes, and developing standardized operating procedures and records systems is a targeted activity for Q3 and Q4.

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- Ongoing work to develop work-plans for the Civil Society discussions on the draft bills (Corruption Court and corruption offenses act). Work is ongoing to identify participants and prepare a program for civil society discussions on the bills.
- **Issues/Constraints:**
 - Incapacity of LACC to follow up on activities started with law enforcement agencies continues to have a negative impact on cooperation between institutions.
 - LACC's Board of Commissioners recently introduced expanded management responsibilities for the Director and Program Managers to develop and implement activities – however, they lack the training, staff and budget resources to effectively implement the new mandates. LPAC advisors continue to meet with the Director and PMs to help them analyze the new requirements, and to build program and staff competencies to accomplish the new objectives.

CROSS-CUTTING ACTIVITIES AFFECTING ALL COMPONENTS

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

- **Information Technology and Computer Assessments (ICT).** In February-March 2016, LPAC completed ICT assessments at each counterpart's location; and on March 21, 2016, submitted the *Final Information and Computer Technology Assessment Report* to USAID for review and approval.

Upon acceptance by USAID, LPAC will share individual counterpart sections from the final report during the upcoming USAID sponsored Memorandum of Cooperation (MOC) technical working group meetings starting in May 2016 (*See* Integrated Activity 2 below).
- **ICT Procurements.** LPAC continued to procure minor quick fix ICT equipment solutions to ensure continuity of counterpart operations; however, major ICT procurements arising from the final ICT report will be developed and approved by USAID as part of the overall MOC technical working group meetings starting in May 2016.

Integrated Activity 2: Review and Agreed on Language of MOCs with USAID. On April 21, 2016, LPAC revised, and submitted to USAID, unified MOC narrative language for each counterpart institution and accompanying work plans. On April 27, 2016, USAID Liberia's Rule of Law Advisor, Mr. Finley Karngar, spoke to LPAC's COP informing him that the MOC and work plan submissions were going to be approved by USAID; and that together USAID and LPAC would organize USAID sponsored MOC technical working group meetings in May 2016.

GENERAL

- **Position Vacancies:**
 - **LPAC Anti-Corruption Coordinator Position.** On 29 April 2016, LPAC's selected candidate notified us by email that she will decline the already agreed upon employment contract. LPAC immediately offered the position to the 2nd ranking candidate and he has accepted the offer (and salary). LPAC will develop, and submit to USAID next week, the request for hiring authority for the newly selected applicant.
 - **LPAC M&E Position.** On 29 April 2016, LPAC's selected M&E candidate notified the program by email that she will not accept the position. LPAC immediately withdrew the

offer and re-initiated the recruitment and hiring process.

- **Additional Vehicle Requirements.** Last month, USAID approved the transfer of two additional vehicles to LPAC's inventory; and LPAC has submitted one of the proposed vehicles to a local shop for repair estimates. The second vehicle has tentatively been identified, and LPAC will submit that vehicle (once confirmed by USAID) to a local shop for repair estimates.

LOOKING AHEAD

JAMES A. A. PIERRE JUDICIAL INSTITUTE

- **Cross-cutting Theme – Gender.** LPAC is developing a scope of work, and STTA approval request form, for an international gender expert to work with JI leadership to evaluate the JI training curriculum, and to make recommendations to help evolve the curriculum to international best practice standards with respect to training women and minorities.
- **Activity A.1.a.5 – Staff capacity building.** LPAC will lead a JI retreat later in May, designed to finalize the work plans and management action plans and build staff capacity for aligning around better project management and team communication.
- **Activity A.1.b.9 – Development of training materials.** It is anticipated that after the MOC is signed, LPAC will work with JI to develop the curriculum and training of trainers for the proposed Bailiff Initiative.
- **Activity A.1.c.1 - Court management curriculum.** In May, LPAC will initiate a new core competency into the JCACM meetings. The focus will shift from HR to court performance standards and measurement with special emphasis on the *International Framework for Court Excellence¹ (IFCE)*. LPAC will work with the committee to finalize HR recommendations based upon the gap analysis and publish a HR curriculum for future use at the JI as part of the proposed court management program.

Activity A.1.c.3 - Professional Magistrates Training Program. LPAC will continue 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. LPAC will enlist the expertise of the STTA's conducting the Legal Writing and Research training to advise PMTP trainers on developing the Legal Writing Module for PMTP.

- **Activity A.1.c.4 – Quarterly Judicial Training Program.** Conduct and evaluate the QJTP scheduled for May 2-3, 2016 in Monrovia.
- **Activity A.1.d - Monitoring and Evaluation (M&E) Team.** Finalize and initiate needs assessments based upon review from JI for use in the Bailiff and Court Clerk training programs. Continue to provide technical assistance and training to JI on evaluation.

¹ <http://www.courtexcellence.com/~media/Microsites/Files/ICCE/The%20International%20Framework%20E%202014%20V3.ashx>

LOUIS ARTHUR GRIMES SCHOOL LAW SCHOOL

- **Activity A.2.a.1 – Completion of MOCs based on the HICD assessment.** LPAC will share the USAID approved final draft MOC and work plan with the Law School and, after allowing for a brief internal review by the Law School administration, will coordinate a technical working group meeting with USAID and the Law School to negotiate and agree on the MOC by the 3rd week in May, 2016.
- **Activity A.2.a.2 - Assistance with procurement of Internet.** LPAC continues to support the Law School and University of Liberia's engagements with LIBTELCO to connect to sustainable high speed Internet at the Law School; and will integrate the findings and implementation recommendations of the ICT report in the MOC negotiations with 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 the Administration and Records Manager, Computer Lab staff, Library staff, 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.** Following agreement on the MOC and work plan, LPAC expects to continue supporting the Law School's plans to gradually introduce new curriculum courses; and will support adoption of innovative teaching partnerships, develop e-Learning options, implement the textbook writing program and organize partnerships with U.S. Universities to conduct team-teaching and other distance learning options.
- **Activity A.2.c.1 - Public Service Scholarships.** LPAC will continue the scholar mentorship program and support the plans for hosting the Public Service Day.
- **Activity A.2.e.2 - Law Journal.** LPAC will support the law journal offices with a limited number of requested furniture (chairs and tables) and materials to support ongoing work; and will support finalization of review of selected article manuscripts and prepare for publication of the first journal issue in over five years.
- **Activity A.2.e.3 – Support for Research and Writing.** LPAC will deliver the scheduled five-day seminar on Legal Research and Writing during the week of May 9 -13, 2016.
- **Activity A.2.e. 5 - Newsletter Development:** LPAC will support the public service scholarship recipients collect and organize informative content and support publication of the next quarterly Law School newsletter during semester two.

LIBERIA LEGAL INFORMATION INSTITUTE (LIBERLII)

- **General.** LPAC will continue providing technical and program management assistance to LiberLII in order to:
 - Support grant implementation and milestones from April 1 through September 30, 2016;

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- Improve relations and engagements with LiberLII's Board of Governors;
 - Support LiberLII efforts to transition LiberLII website applications to AfricaLII; and
 - Support LiberLII efforts to improve program management, staff supervision, fundraising, and financial policies.
- **Activity A.3.a.2 - Staff capacity building.** LPAC advisors will continue consultations and technical assistance to LiberLII.

LIBERIAN NATIONAL BAR ASSOCIATION (LNBA)

- **Activity A. 4.a.2 - Staff Capacity Building.** LPAC will meet with the Executive Director of the Bar Secretariat and begin assisting the LNBA to develop written internal administrative and financial policies at the Bar Secretariat.
- **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.** Fifty (50) members of the LNBA agreed to participate in the legal writing seminar program.
- **Objective A.4.d - The LNBA is able to effectively and efficiently implement a Pro Bono program that delivers quality services to the low income population.** LPAC will work to move forward the hiring process for the new Legal Aid/CLE Manager position.

LIBERIAN ANTI-CORRUPTION COMMISSION (LACC)

- **Activity B.2.a - Provide technical assistance and training in investigative techniques:**
 - Develop the terms of reference, and STTA approval request, for an international financial crimes investigation expert to develop a “*Financial Investigations Workshop*” and SOP Guidelines (based on regional and international best practices) to support LACC financial investigations.
 - Complete the “*Investigations Information and Analysis Manual*” as an operational SOP for LACC investigators.
- **Activity B.3.b - Build Capacity of Prosecutors.** As a follow up from the recent event with MOJ Prosecutors, a “Task Force” will be appointed to evaluate strengths and weakness to define strategies to support capacity building from prosecution services.
- **Activity B.5.a - Support LACC Leadership in Corruption Prevention Activities.** Prepare the TOR for a “Corruption Risk Assessment” course with STTAs, to introduce competences to develop prevention plans.