



LEGAL PROFESSIONAL DEVELOPMENT AND ANTI-CORRUPTION PROGRAM (LPAC)

Monthly Report

May 2016



Students in a session of the Judicial Institute Professional Magistrate's Training Program Phase II being taught by Counselor J. Gbetee, JI's embedded faculty. (photo by LPAC/JI M&E)

This publication was produced for review by the United States Agency for International Development. It was prepared by Checchi and Company Consulting, Inc.

MONTHLY REPORT, May 2016

Legal Professional Development and Anti-Corruption (LPAC) Program

June 10, 2016

Submitted By:

Donald Cinnamond
Chief of Party
USAID-LPAC Program
dcinnamond@hecchiconsulting.com

Implemented by:

Cecchi and Company Consulting, Inc.
Contract No.: AID-OOA-I-13-00034
Task Order No.: AID-624-TO-15-00003

DISCLAIMER

The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

CONTENTS

PROGRAM OVERVIEW	1
PROJECT ACTIVITIES	1
General.....	2
Cross-cutting Activities Affecting All Components	3
Component A: Strengthening Legal Professional Development Institutions	3
Component A.1 James A.A. Pierre Judicial Institute (JI):	3
Component A.2 Louis Arthur Grimes Law School (Law School):	5
Component A.3 Liberian Legal Information Institute (LiberLII):.....	9
Component A.4 Liberian National Bar Association (LNBA)	11
Component B: Strengthening the Liberia Anti-Corruption Commission (LACC).....	12
LOOKING AHEAD	15
James A.A. Pierre Judicial Institute (JI)	15
Louis Arthur Grimes School Law School (Law School).....	16
Liberia Legal Information Institute (LiberLII)	16
Liberian National Bar Association (LNBA)	17
Liberian Anti-Corruption Commission (LACC).....	17
ATTACHMENT A: 30-60-90 DAY ACTIVITY PROJECTION CHART	19

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, namely: (1) increasing the capacity of Liberia's legal institutions to produce an increased number of high quality 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:

- **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 purpose of fostering a robust, well-trained and competent legal profession.
- **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.

PROJECT ACTIVITIES

This is LPAC's Monthly Activities Report for May 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 the *30-60-90 Day Activity Projection Chart*, a progress chart in tabular form reflecting results accomplished as a result of activities carried out.

GENERAL

- **INL Collaboration:** In late May, LPAC advisors met with a senior Bureau of International Narcotics and Law Enforcement Affairs' (INL) representative from Washington, D.C., INL Liberia's Deputy Director, and USAID Liberia's Rule of Law Advisor and LPAC COR, to discuss how future INL programs could be designed to augment and/or support USAID rule of law programming activities at the law school, LiberLII, LNBA and the JI. The Law Advisor and COR will identify gaps and explore new or existing areas of possible program support.



LPAC COP and advisors meet with INL representatives from Washington, DC and INL-Liberia to discuss potential INL program support to the Law School, LiberLII, LNBA and other rule of law activities in Liberia. (photo by LPAC, May 2016)

- **USAID Donated Vehicle(s):** The 2010 Land Cruiser to be transferred by USAID underwent final repairs and was transferred to LPAC on June 6th.
- **Hiring Actions:** From the last weekly report in May 2016, LPAC continues local hiring actions to fill the vacant positions noted below:

1. **Project Administrator – PENDING USAID APPROVAL:** LPAC forwarded a request for hiring authorization to USAID the last week of May.
2. **Judicial Training Specialist (LPAC/JI) – LPAC RE-INTERVIEWING CANDIDATE:** LPAC will re-interview a previously accepted candidate who expressed his renewed interest in the position.
3. **Monitoring and Evaluation Specialist (LPAC) – SCHEDULING INTERVIEWS:** Two candidates were interviewed in the last week of May and final selection along with salary history and reference checks are underway for both. It is expected that LPAC will forward a hiring recommendation to USAID in early June.
4. **Marketing and Fundraising Coordinator (LNBA) – PENDING APPLICATIONS:** LNBA distributed position vacancy announcements at the Quarterly Bar Assembly. Applications are expected to be received over a period of two weeks, with interviews and candidate section completed by the end of June 2016.
5. **Legal Profession Specialists (LPAC/LNBA) - PENDING APPLICATIONS:** LNBA distributed position vacancy announcements at the Quarterly Bar Assembly. Applications are expected to be received over a period of two weeks, with interviews and candidate section completed by the end of June 2016.
6. **Education and Prevention Specialist (LPAC /LACC): PENDING USAID APPROVAL:** LPAC will forwarded a request for hiring authority to USAID in June.

7. **Anti-Corruption Specialist (LPAC/LACC): CANDIDATE SELECTED:** LPAC is completing candidate reference checks this week, and it is expected that LPAC will forward a request for hiring approval to USAID in early June.

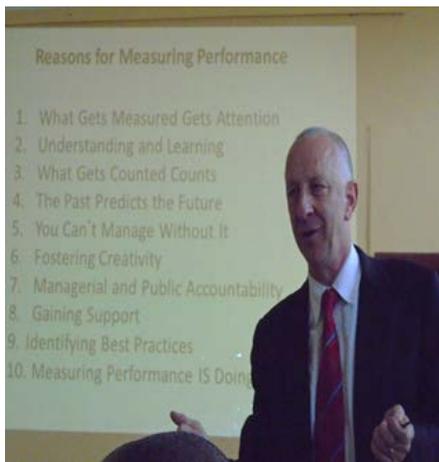
Cross-cutting Activities Affecting All Components

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

1. **Information Technology and Computer Assessments (ICT):** In February-March 2016, LPAC completed ICT assessments at each counterpart's location. The *Final Information and Computer Technology Assessment Report* was submitted to USAID for review and approval on March 21, 2016. 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 in May 2016 (with the exception of the law school).

2. **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.

- **Integrated Activity 2 – Review and Agreed on Language of MOCs with USAID:** LPAC completed final draft MOCs and work plans for JI, LNBA, and LiberLII, which were forwarded to USAID for review and approval. LPAC continued working with LACC to complete their MOC and work plan (Note: This was finished during the first week of June 2016). No activities are occurring at the Law School because of the Dean's refusal to engage with LPAC (See Issues/Constraints for Component A2).



LPAC's Senior Justice Advisor Dr. Ericksen discusses Court Performance Measurement at a weekly court management training for Clerks, HR Teams, Court Inspectors and Court Managers. (photo by LPAC/JI M&E May 5, 2016)

Component A: Strengthening Legal Professional Development Institutions

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

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

- **Activity A.1.a.5 – Staff capacity building:** LPAC advisors continued meeting with JI technical and administrative groups to guide the development of the annual work plan, management action plans and reports, including an annual calendar. On May 4, LPAC led capacity building training addressing professionalism and ethics for JI staff.
- **Activity A.1.c.1 – Court management curriculum:**
 1. In May, LPAC completed the proposed Liberian Court Executive Development Program (CEDP) curriculum guide and training materials. CEDP is designed to produce a cadre of court management executives trained to international management standards.
 2. The CEDP curriculum focuses on the principles and practices of modern court management, addressing the core competencies needed for a well-functioning judicial system.
 3. The JCACM completed its review of HR gaps in the Liberian court system and began developing recommendations for consideration by the court administrator and HR department. To support this effort, LPAC developed a HR curriculum and faculty toolkit.
 4. LPAC advisors are developing curricula for an HR training of trainer (TOT) program for JCACM members later this year.
 5. After completing the HR analysis and curriculum development phase, the LPAC Advisor began introducing the concept of court performance standards and measurement with a special emphasis on the International Framework for Court Excellence (IFCE). This topic will lead into case flow management.
- **Activity A.1.c.3 – Professional Magistrates Training Program (PMTP):**
 1. Utilizing the LPAC developed faculty evaluation template, LPAC monitored faculty and provided feedback on teaching methods. The observations are part of an overall evaluation aimed at streamlining curriculum, addressing gaps and strengthening faculty capacity.
 2. LPAC’s Senior Justice Advisor conducted a stress management training module, and the M&E Team monitored the training held for Magistrates and City Solicitors of Bomi, Margibi, Gbarpolu and Grand Cape Mount Counties. Funded by UNDP, the training was held in Tubmanburg, Bomi County from May 23-26, 2016.



LPAC’s Senior Judicial Training Advisor, Dr. Ericksen, presenting a workshop on Stress Management: Fostering Resilient Leaders, during the Magistrates and City Solicitors Training held in Bomi County. (photo by LPAC/JI M&E May 23, 2016)

- **Activity A.1.c.4 – Quarterly Judicial Training Program (QJTP):** LPAC assisted JI in conducting QJTP on May 2-3, 2016 in Monrovia. The program included a session on *Legal Research and Writing* conducted by US Law Professor Oates and Samuel (STTA) and a session on *Judges as Leaders in Fighting Corruption* presented by the LPAC Anti-Corruption Advisor.
- **Activity A.1.d – Monitoring and Evaluation (M&E) Team:** The PMTP Student Baseline Survey Study Report was finalized and submitted to the JI training department for review. The report provides an initial assessment of students’ understanding of the roles and functions of a magistrate. Additionally, LPAC conducted a baseline survey of students’ computer competency, providing feedback to JI management and faculty for use in adjusting the curriculum.
 1. The M&E Team provided technical support to LIBERLII in developing its M&E System as part of LPAC’s capacity building support.
 2. A M&E brochure was developed and submitted to JI for review. The M&E Brochure provides JI with a simplified reference explaining the process, procedure and rationale for M&E in judicial education.
 3. LPAC developed and submitted a draft proposal to conduct a magistrate needs assessment study. The study results will inform decisions on future planning for the recruitment, training and deployment of magistrates across the country.

Issues and Constraints: Delays in decision making continue to impede progress on a number of important developments. Proposed bylaws submitted in Quarter I for consideration by the JI Board have yet to be acted upon. The proposed bylaws are the first step toward addressing the financial sustainability and effective governance of the JI.

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 prepare young lawyers.

- **Activity A. 2.a.1 – MOU based upon HICD assessment entered into by the Law School and USAID:** In March 2016, the Dean of the Law School suspended the following engagements with LPAC: to discuss the final ICT Assessment Report; to appoint a Fundraising Coordinator; to organize and support the Law School’s Alumni Association; to establish a Fundraising and Outreach Plan; to support implementation of the New Curriculum; and to support the Textbook Writing Program.

In early May, USAID Liberia’s Land and Governance Office with LPAC’s ACOR, Chief of Party, Senior Legal Education Advisor and the Legal Education Specialist presented copies of the draft MOC and work plan to Associated Dean, F. Juah Lawson (acting in the absence of the Dean), who relayed the Dean’s requirement that senior leaders at the law school

needed at least two weeks to review the documents before any further meetings could be held with USAID and LPAC.

By mid-May, LPAC learned that the Dean had been elevated to the position of Vice President for Legal Affairs for the University of Liberia. LPAC also learned that an appointment of a successor Dean by the university's President would involve an indefinite period of time, during which no substantial engagement with the Law School could occur.

Since that time, LPAC advisors met with Acting Dean Lawson and has confirmed that she has taken no action to distribute the MOC and work plan to the "senior leadership of the law school"; nor does she have any plans to do so absent further direction from the former Dean who is on an extended vacation in the United States.

Despite the difficulties with the former and acting deans, LPAC has continued to explore additional support opportunities with the Law School, which for the time being are limited to support activities to the public scholars, and law journal and newsletter programs and staff.

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

1. In May LPAC supported the five public service scholars to attend and participate in two educational events: Law Day events sponsored by the Liberia National Bar Association under the theme of: "Adherence to the Rule of Law;" and the Legal Research and Writing Workshops offered for 1st, 2nd and 3rd year students, professors, law journal staff and advisors.

2. After each event, the scholars wrote articles to be included in the upcoming law school newsletter which is scheduled to be published during this semester.



Law school's public service scholars Mmonbeydo, Weeder, Fayia, Melvin and Bendu (from left to right) preparing articles for the upcoming edition of the newsletter. (photo by LPAC)

3. LPAC advisors continued working with the scholars to monitor their academic performance under their scholarship agreements. They also assisted in drafting letters of commitment/agreement regarding required academic performance and newsletter support activities this semester.

4. LPAC is closely monitoring one scholar whose grade point average has fallen below the required 3.0 standard. LPAC is providing additional mentoring support to help that scholar improve her academic performance in order to remain qualified for the scholarship program next year.

Potential issue with LPAC’s Public Service Scholarship Program: LPAC needs to start working with the law school to develop public scholarship recruiting programs for next year; however, the Dean’s (and Acting Dean’s) refusal to engage with LPAC programs has prevented any meaningful development of future scholarship programs and activities.

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

1. With support from LPAC advisors, Law Journal staff edited articles for the inaugural edition to be published this semester.
2. The Law Journal staff have elected to focus the first law journal edition on land governance issues and laws in Liberia. This decision is based on interest in recent publications by USAID’s Land Rights and Law Project explaining the history of land rights legislation in Liberia and two major land rights laws.
3. LPAC obtained a copy of the key note address offered by Supreme Court Justice Ja’neh at the recent Law Day Ceremony entitled “The Independence of the Judiciary and the Need for an Appellate Court for Liberia’s Judicial System.” Journal staff are editing this publication for inclusion in the upcoming journal.
4. LPAC is working to establish a small computer work center in the LPAC offices to enable public service scholars, and journal and newsletter staff to have a place to work and publish their required articles.
5. LPAC will use “quick fix” programming funds to set up this interim facility. Once the MOC and work plan are approved by the law school, the computers and printers will be integrated into the larger law school information and computer technology modernizations plans contemplated by the HICD and final ICT report.

- **Activity A.2.e.3. – Support for Research and Writing Seminar:** LPAC sponsored Seattle University Law School Professors to design and conduct two weeks of Legal Research and Writing Workshops for the JI, LNBA, LiberLII, and LACC, as well as focused workshops for 138 of the law school’s 1st, 2nd and 3rd year students, public scholars, law journal staff and advisors, and professors.

138 students attended the law school related programs (118 males and 20 females) along with only two professors. These trainings presented international best practices for legal

“The training helped me ... improve my research and writing skills and gave me more confidence in communicating my ideas to others. I hope to employ the new ideas and skills acquired in my future articles for the law school newsletter and other publications.”

- Joseph K. Fayiah, Public Service Scholar

research, writing, reasoning and analysis, as well as legal education techniques for professors to better evaluate student writing and oral presentations.

Nearly all attendees commented that the modern adult-learning environment offered by Professors Oats and Samuel provided them with their first ever opportunity to engage with classmates and instructors; develop and present ideas and responses to specific situational examples; and to think critically about the issues of legal

research and writing. Most students confirmed that their law school learning experience amounted to sitting and listening to professors read didactically from outdated law books – and then repeating the exact language of the dictated text in subsequent tests.

Post-seminar interviews with participants validated the importance of the programs – and the adult learning methodologies - and expressed the continuing necessity for other “modern” legal training programs to help students to prepare for future legal practice.

Following the successful completion of the one-week seminar on Legal Research and Writing, LPAC compiled all the training materials (Lesson Plans, PowerPoint Slides, Reading References, and Practice Exercises) into student reference books to be stored in the law school library.

“Thank you and your team so much for the great one-day workshop. It was very informative, very well presented, plus enjoyable. I have learned so much from the training that will assist me in my legal studies. I have already started to use some of the strategies and tools given and they are working remarkably well for me. I came away from the workshop feeling so confident and it really does help.”

- Masietta K. Taylor, 2nd Year Student

- **A.2.e.5 – Newsletter Development:**

1. The law school lacks facilities to enable the scholars to write newsletter articles, and the Dean’s refusal to engage with LPAC on the MOC has prevented actions to improve the school’s computer research center. Therefore, LPAC started procurement actions this month to establish a LPAC “work center” in the advisor offices to provide computers and printers for use by public service scholars and Law Journal staff.
2. LPAC’s continued to challenge the public service scholars to develop, edit, and publish the newsletter during the second semester. Suggested article topics include protests at the university, LPAC’s Legal Research and Writing Workshops, LNBA-sponsored Law Day events and the upcoming UNDP-sponsored Public Service Day ceremony and events.

Issues and Constraints: As noted in each weekly report for March, April and May –“ In March 2016, the Dean of the Law School effectively suspended engagements with LPAC to discuss the Final ICT Assessment Report; Appointment of a Fundraising Coordinator; Organization and support to the Law School’s Alumni Association; Establishing a Fundraising and Outreach Plan; Supporting Implementation of the New Curriculum; Support for the Textbook Writing Program; and engagement on the USAID sponsored MOC and work plan development activities.”

In the absence of an official Dean, the law school operates with a series of acting Deans who appear to have limited authority to engage with LPAC on MOC related issues.

Note: On June 6th, LPAC received word that Professor Negbale Warner, Chair of the Law School’s Curriculum Committee, has been appointed as the new Dean and is expected to start work on July 1st).

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

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

- **LiberLII Grant Funding:**

1. LPAC coordinated a new grant with LiberLII that will cover April – September 2016. The new grant focuses on sustainability, improved management activities, migration to AfricaLII to improve reliability of the website, and tangible milestones that are directly tied to future grant payments.
2. On May 31, LiberLII successfully completed the second set of milestones of the new grant as follows: (1) the Board adopted a human resource system including an employee performance evaluation system; (2) adopted a new strategic plan; and (3) approved LiberLII's transition to AfricaLII. As a result of this success, LPAC will disburse the second tranche in the amount of \$10,000 to LiberLII during the first week of June 2016.
3. Through a management oversight by LiberLII, the Executive Director was unable to withdraw operational funds from their bank account (see Issues/Constraints below).
4. In May LiberLII staff continued to scan and store documents for uploading in June and developed the required strategic, administrative and financial plans.

- **Integrated Activity 2: Information and computer technology (ICT) assessment and procurement.** LPAC fixed LiberLII's outdated scanners and printers to ensure continuity of operations. More extensive improvements to ICT equipment and to LiberLII's website will be included in post-MOC activities.

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

1. LPAC and LiberLII held a technical workshop on May 16 to finalize the content and work plan for the MOC. During the workshop, LiberLII Executive Director and staff approved terms and content of the MOC including the work plan activities.
2. On May 31, LiberLII's Board of Directors met and approved the MOC, work plan, and LiberLII May milestone activities. This decision ensured funding for June operations. (Note: USAID and LiberLII signed the MOC on June 2).

- **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:

- LPAC conducted an informal review of LiberLII's current level of progress on financial and asset management, and procurement systems. LPAC found LiberLII to be 85% compliant with only minor deviations in applying recently adopted policies due to new personnel learning the procedures.

- LPAC coached LiberLII Finance/Admin Staff to prepare a cash flow forecast that will provide flexibility for LiberLII's Executive Director to appropriately move funds between budget line items.
- LPAC assisted LiberLII to finalize human resource and employee performance evaluation systems.
- On May 2 LiberLII's Finance Assistant and a legal editor began working for the organization.
- On May 5–7 LiberLII attorneys participated in the legal writing seminar.
- On May 13 LPAC conducted a training for LiberLII staff on Strategic Planning.

Issues/Constraints: LiberLII faced management challenges as it continued to implement the current grant:

1. **LiberLII's Operational Funding Shortfall:** At the conclusion of the MOC and work plan meeting discussed above, LiberLII's Executive Director requested LPAC provide additional non-grant/program funds to allow LiberLII to pay for LiberLII's May operating expenses for water, toilet water, toilet paper, office supplies, and Internet connectivity as well as LiberLII's corporate portion of employee social security tax payments to LRA. They also requested \$50 to permit LiberLII to properly register as a business with the LRA (not done since incorporation in 2011) - indicating that once they had done so, they would be able to pay their required tax contributions for the staff.

Although LiberLII had funds remaining in their bank account from the April \$10,000 grant payment to purchase these operational items, the Executive Director neglected to withdraw the required monies and discovered that LiberLII's two authorized check co-signers had left the country (the Dean of the Law School and the Solicitor General).

As a result of this error, LiberLII could not make a withdrawal from their own bank account to pay operating expenses and tax payments for most of May. LPAC determined there were no legal mechanisms to "advance or loan" USG program funds to a grantee as requested by LiberLII. By the end of the month, this issue was resolved when one of the signatories to the bank account returned on May 25th.

At the May 31 meeting of the Board of Directors, LiberLII secured approval to add one additional check co-signing authority to improve the likelihood that at least one co-signing authority is in Liberia when needed.

LPAC will continue to monitor the impact of this funding shortfall on LiberLII's ability to achieve June 2016 milestones.

2. **Meaningful Engagement with the Board of Directors:** The recent turnover of Board Member institutional representatives from the law school and Ministry of Justice raised concern that the Board would not have a quorum at the meeting in May.

However, as a result of the work of LiberLII's Executive Director, they were able to convene a quorum of 4 of the 5 board members for the May 31 meeting.

This was important because while LiberLII's grant milestone payments for the month of May were predicated on board approval of LiberLII's strategic plan, the MOC and work plan and the administrative and human resources management transition to AfricanLII's operating system is still required.

LiberLII and LPAC have committed to improve communications with the Board through monthly reports and to schedule a formal briefing to explain in greater detail why LiberLII's transition from the AustLII to AfricanLII operating system is necessary.

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.

- **General:** In May LPAC met with the new president for the Liberian Women Lawyers Association (AFELL), Atty. Vivian Neal, to discuss opportunities for engagement with LPAC grant programs. The President expressed her enthusiasm for working together on women's rights issues through training for attorneys and public education. Atty. Neal indicated that AFELL will submit specific grant requests by the middle of June.
- **Activity A.4.a.1 – MOU based upon HICD assessment entered into by LNBA and USAID:**
 1. LPAC's COP and Senior Legal Advisor held working meetings with LNBA's Executive Committee on May 18 and 23 and finalized LNBA requested amendments to the MOC and work plan (still pending at USAID).
 2. During the last week of May, the LNBA executive leadership team was out of the country attending the West African Regional Bar Association Conference in Sierra Leone. Once they return LPAC will work to schedule a signing ceremony between USAID and LNBA at the LNBA offices.
- **Activity A.4.a.2 – Staff Capacity Building:** As part of the MOC resolution process, LNBA's Executive Board approved offers from LPAC to work with LNBA administrative and technical support staff to evaluate and improve financial, administrative and human resources programs. The President then directed the LNBA Secretariat to coordinate these engagement activities.

Unfortunately, the Secretariat has disregarded the directive from the President and Executive Committee, and for the time being is actively preventing LPAC staff from working with LNBA staff. LPAC's Senior Legal Advisor will be returning from home leave soon and will work with the President and Executive Committee to rectify the problem.

- **Activity A.4.b.1 – Marketing/Fundraising Coordinator:** LNBA leadership approved the job description for the new Deputy Executive Director/Fundraiser position. The job announcement was posted online and 100 copies were provided to the LNBA for release at the General Assembly at the end of May.
- **Objective A.4.c - LNBA is able to effectively and efficiently develop Continuing Legal Education courses:**
 1. The LNBA Executive Committee approved the outline of steps to adopt a mandatory continuing legal education system.
 2. On May 4, 40 LNBA members (25 male and 15 female students) participated in *Legal Research and Writing Seminar*.
 3. LNBA leadership approved the job description for the new Legal Aid/CLE Manager position. The job announcement was posted to the Internet and 100 copies were provided to the LNBA for release at the General Assembly at the end of May.
- **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:** As part of the MOC negotiations process, LNBA leadership approved the job description for the new Legal Aid/CLE Manager position. Once appointed, LNBA has committed to developing and implementing an effective pro bono program.

Issue/Constraints: During recent meetings with the LNBA leadership, LPAC again offered to cover some of the costs associated with the General Assembly as required under the LPAC contact. As of this report, the LNBA has not made a request to LPAC for assistance.

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

- **Activity B.2.a – Provide Technical Assistance and Training in Investigative Techniques:**
 1. LPAC advisors continued to support training and capacity building activities in ongoing investigations.
 2. LPAC is following the active cases arising from the recent *Global Witness* corruption report, attending related court sessions to observe the prosecutions and procedures, and mentoring LACC investigators involved in related cases.
 3. LPAC advisors are supporting the design of an investigation plan/SOPs for new complex corruption cases.
 4. LPAC completed the “*Using Information and Analysis to Fight Corruption in Liberia Manual and Standard Operation Procedures (SOPs)*” and is now coordinating with LACC’s Enforcement Division to design and develop lessons plans and training programs that will be offered to MOJ prosecutors and FIU and LRA investigators.

5. LPAC advisors continued to support training and capacity building activities in ongoing investigation cases and to develop an LACC *Investigations and Standard Operating Procedures Manual*.
 6. The concept (and curriculum design) for the *Financial Investigation Course* was approved by LACC. MOJ Prosecutors with LRA and FIU will be invited to join the course to be conducted by a STTA international expert. LPAC is currently developing the STTA scope of work and procurement process to be submitted to USAID for approval. Joint agency training is projected to be conducted in July 2016.
 7. LPAC coordinated with MOJ and LACC to secure attendance by 31 MOJ prosecutors and LACC investigators to the first day of the *Legal Research and Writing Seminar*, and 24 MOJ prosecutors and LACC investigators to the second day.
- **Activity B.2.c – Support Legislative Drafting:**
 1. LPAC advisors continue to monitor the progress of recent legislation to establish regional corruption courts and amend the Corrupt Offense Act.
 2. LPAC advisors continue to support LACC efforts to develop community discussion forums for the recently introduced legislative bills (above); and to discuss LACC anti-corruption and corruption prevention activities. Discussion with LACC’s Education and Prevention Department suggest that seminars will start in late June 2016.
 - **Activity B.3.a – Foster Cooperation between LACC and Ministry of Justice (MOJ) to Effectively Prosecute Corruption:**
 1. LPAC advisors completed and published LACC’s *Investigation, Prosecutions and Standard Operating Procedures Manual*.
 2. LPAC advisors are developing training, curricula and lesson plan materials for desktop and formalized training programs on the manual for MOJ and LACC investigators and prosecutors. Trainings are projected to begin in late June 2016.
 - **Activity B.3.b Build Capacity of Prosecutors:**
 1. LPAC provided technical advice to MOJ Prosecutors for developing and submitting motions in a pending case. Outcomes of the technical assistance effort will be integrated into the upcoming Prosecutors Manual/SOP.
 2. LPAC followed-up on the ongoing corruption cases at the courts, to evaluate procedures and legal frameworks concerning investigation and prosecution.
 3. LPAC met with the MOJ Solicitor General to discuss future joint training plans with LACC.
 4. LPAC published pre- and post-test results from the recently conducted MOJ Prosecutors’ Quarterly Training Workshop.
 5. LPAC supported the two-day training on *Legal Research and Writing Workshop* for MOJ prosecutors.

- **Activity B.3.c – Strengthen Coordination between Enforcement Agencies:**

1. LPAC Advisors coordinated with the LACC’s Body of Commissioners (BOC) to finalize an approved MOU between LACC and LRA to coordinate investigation and training programs, establish and improve interagency cooperation and to define procedures for the timely exchange of information. The final version of the MOU is now pending review at LACC’s legal unit and a public signing event for the joint MOU is expected within the next month.
2. LPAC also worked to develop standard operating procedures to strengthen cooperation between both LACC and LRA.

- **Activity B.5.A – Support LACC Leadership in Corruption Prevention Activities in Coordination with LACC’s Education and Training Division, LPAC Advisors.**

1. LPAC Advisors learned in mid-May that LACC’s BOC reassigned their recently hired Assistant Prevention Officer to non-prevention duties – declaring that “LACC doesn’t need a prevention officer. . .everybody can do prevention activities.” This decision effectively leaves LACC without a formal prevention programs.

LPAC advisors raised concerns with the BOC about the elimination of the corruption prevention position (and the impact of this decision on LPAC’s developing corruption prevention programs), noting that LACC has no strategy to transfer prevention activities to LACC commissioners and staff. LPAC advisors will continue to work with the BOC to understand the rationale for eliminating this vital position and to continue working to develop LACC corruption prevention programs that extend into investigations and prosecutions.

2. LPAC coordinated with the Education and Prevention Division and Media Team to prepare a workshop to review past and ongoing activities and to develop an annual work plans for the remainder of this year, and next. (Workshop was conducted on Wednesday, June 1).

- **Activity B.5.d - Support LACC Leadership with NIF and Other Autonomous Agencies:** LPAC support of LACC’s Education and Prevention Division efforts to convene a national integrity system conference and action plan.

Issues/Constraints:

1. The lack of capacity of LACC to follow up on activities started with law enforcement agencies continues to have a negative impact on cooperation between institutions.
2. LACC’s BOC 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.
3. 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.

LOOKING AHEAD

James A.A. Pierre Judicial Institute (JI)

- **Cross-cutting Theme – Gender STTA:** LPAC has developed (and will submit to USAID in June 2016) a proposed scope of work and STTA 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. (Note: LPAC intends to offer gender assessments and training programs to other counterparts through this STTA assignment as well, similar to the kind of cross-training provided to all counterpart institutions during the *Legal Research and Writing Workshops*.)
- **Budget Planning STTA:** LPAC has developed (and will submit to USAID in June 2016) a proposed scope of work and STTA request form for an international budget management/planning expert to work with JI leadership to evaluate their budget planning and justification processes, to develop training curriculum and programs, and to help JI implement international best practice to support their annual budget justification efforts. (Note: LPAC intends to offer budget planning/training programs to other counterparts through this STTA assignment as well, similar to the kind of cross-training we provided all counterpart institutions during the *Legal Research and Writing Workshops*).
- **Activity A.1.a.5 – Staff Capacity Building:** LPAC will lead a JI retreat in early July 2016 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, Public Defenders and court staff training initiatives.
- **Activity A.1.c.1 – Court Management Curriculum:** In June, LPAC will continue leading the JCACM meetings addressing court performance standards and measurement with special emphasis on the International Framework for Court Excellence (IFCE). LPAC will propose a committee retreat to review 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 work with faculty to develop the training materials for the Legal Writing Module, incorporating the advice provided by the STTA's who conducted the Legal Writing and Research training at the QJTP.
- **Activity A.1.c.4 – Quarterly Judicial Training Program:** Planning for the next QJTP scheduled for August, 2016 will commence with members of the NATJ and JI training department.

- **Activity A.1.d – Monitoring and Evaluation (M&E) Team:** Contingent on the approval of the JI's Work Plan and Performance Solutions Action Plan, the M&E Team will develop an activities tracking table to update both LPAC and JI management on the extent to which project activities are implemented and delivered. The team will also finalize the magistrate needs assessment and draft the monitoring and evaluation brochure.

Louis Arthur Grimes School Law School (Law School)

- **Activity A.2.a.1 – Completion of MOCs Based on the HICD Assessment:** No activities at the law school appear possible until the appointment of a new Dean.
- **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 after the appointment of a new Dean.
- **Activity A. 2. A.3 – Staff Capacity Building:**
 1. LPAC will continue to develop and improve systems and work-flow processes for the Law School's back office staff. LPAC will design a set of standards and SOPs to guide their work.
 2. 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:** No activities at the law school appear possible until the appointment of a new Dean.
- **Activity A.2.c.1 – Public Service Scholarships:** LPAC will continue mentoring scholars to maintain their scholastic grade point levels and post newsletter articles.
- **Activity A.2.e.2 – Law Journal:** LPAC will continue to support law journal staff in their editing of manuscripts for the next edition of the law journal.
- **Activity A.2.e. 5 – Newsletter Development:** LPAC will continue to work with public service scholars to complete articles for the next edition of the 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. Support LiberLII efforts to transition LiberLII website applications to AfricaLII; and
 4. Support LiberLII efforts to improve program management, staff supervision, fundraising, and financial policies.
- **Activity A.3.a.1 – MOU Based upon HICD Assessment Entered into by LiberLII and USAID.** LPAC will begin MOC and work implementation activities (Note: MOC was signed by USAID and LiberLII on June 2).
 - **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.1 – MOU Based upon HICD Assessment Entered into by LNBA and USAID.** The LNBA and USAID will finalize and sign the MOC.
- **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 and the LNBA will jointly conduct interviews of candidates for the Deputy Executive Director/Fundraiser position.
- **Objective A.4.c – LNBA Is Able to Effectively and Efficiently Develop Continuing Legal Education Courses and 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 and the LNBA will jointly conduct interviews of candidates for the Legal Aid/CLE Manager position.

Liberian Anti-Corruption Commission (LACC)

- **Activity B.1.a – MOC Based upon HICD Assessment Entered into by LACC and USAID:** LPAC will coordinate the signing of the MOC this month.
- **Activity B.1 b – Support Implementation of the Capacity Building Plan (CBP):** LPAC will continue to seek final approval of the CBP that has been pending with LACC's BOC since October, 2015.
- **Activity B.2.a – Provide Technical Assistance and Training in Investigative Techniques:**
 - I. LPAC will complete curriculum design and the request for short term technical advisor support to conduct the Financial Investigations Course.

2. LPAC will publish and disseminate the “*Using Information and Analysis to Fight Corruption in Liberia Manual and Standard Operating Procedures*” and develop curricula, lesson plans and materials for training to be conducted after the Financial Investigation Course.
- **Activity B.2.b – Develop Guidelines and Standardized Operating Procedures (SOP):** LPAC will continue work to collect LACC procedural documents, publish SOPs; and conduct desktop training programs.
 - **Activity B.3.a – Foster Cooperation between LACC and Ministry of Justice (MOJ) to Effectively Prosecute Corruption:** LPAC will coordinate with INL/PAE to participate in the next quarterly MOJ Prosecutors Training Workshop (July 2016).
 - **Activity B.3.b – Build Capacity of Prosecutors:** LPAC will continue work to finalize the Investigations and Prosecutions Manual and SOPs for LACC and MOJ.
 - **Activity B.3.c – Strengthen Coordination between Enforcement Agencies:**
 1. LPAC will coordinate a signing ceremony to finalize the MOU between LACC and LRA.
 2. LPAC will continue to support LACC’s engagement with other investigations, prosecutions, and public integrity agencies/commissions.
 - **Activity B.4.a – Support LACC with the Development of a Public Outreach and Communication Strategy Action Plan:** LPAC will conduct an annual work plan development workshop with LACC’s Education and Prevention Division.
 - **Activity B.4.b – Facilitate LACC Cooperation with Civil Society Actors and Support CSO's Anti-Corruption Initiatives:** LPAC will support LACC’s efforts to conduct nation-wide community outreach meetings to discuss recent proposals to establish regional anti-corruption courts and amend the Corrupt Offense Act.
 - **Activity B.4.c – Develop Modern Multi-Functional Interactive LACC Website:** Following the signing of the MOC, LPAC will initiate procurement actions to secure website design and development services to modernize LACC’s public website. Projected to start in July 2016.
 - **Activity B.5.c – Assist LACC with Taking a Lead in Developing National Anti-Corruption Strategy and Action Plan:** LPAC will continue supporting LACC efforts to develop a National Anti-Corruption Strategy in collaboration with other GOL ministries, agencies and commissions.
 - **Activity B.5.d–Support LACC Leadership with NIF and Autonomous Agencies:**
 1. LPAC will support LACC efforts to gather international donor partners to discuss the expiration of funding of NIF at the end of June 2016;
 2. LPAC will support LACC efforts to convene GOL and international donor partners to discuss how to develop a *National Integrity Program* to coordinate anti-corruption and corruption prevention activities in Liberia.

ATTACHMENT A:
30-60-90 DAY ACTIVITY PROJECTION CHART

Legal Professional Development and Anti-Corruption Program (LPAC)

30-60-90 Day Activity Projection Chart

Based on the May 2016 Monthly Report

Component A: Strengthening Legal Professional Development Institutions	Days		
Component A.1: Sustainable James A.A. Pierre Judicial Institute (JI)	30	60	90
A.1.a: The JI's financial and administrative management systems conform to international good practice standards			
HICD assessment	Completed		
Training on technology	On-going		
Training calendar	15%	45%	75%
Training catalog	On-going		
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	Completed		
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	On-going		
Institute Information Center - Judicial Reference Sets	N/A	N/A	N/A
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	On-going		
Identification of partners/donors to ensure coordination	On-going		
Quarterly Judicial Training Program	25%	25%	25%
Other Training Programs	On-going		
A.1.d: The JI has an M&E team that is well trained, well equipped and capable of conducting field work to evaluate the effectiveness of JI training programs, conducting research related to issues raised in judicial quarterly reports, and investigating causes of poor performance within the judiciary.			
Establishment of M&E Team	Completed		
Court Observation - Baseline	10%	25%	45%
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	N/A	N/A	N/A
COMPONENT A2 – SUPPORT TO THE LOUIS A.A. GRIMES LAW SCHOOL			
A.2.a: The Law School's financial and administrative management systems conform to international good practice standards.			
HICD assessment	Completed		

Assistance in procurement of repairs and refurbishment	Completed		
Staff capacity building	On-going		
ICT Assessment and Procurement	30%	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	N/A	N/A	N/A
Fundraising and outreach coordinator	N/A	N/A	N/A
Alumni association organized and active	N/A	N/A	N/A
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	On-going		
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	N/A	N/A	N/A
Plan for implementation of new curriculum	N/A	15%	25%
A.2.e: Legal scholarship at the Law School is enhanced through consistent publication of the law journal and newsletter, and through faculty textbook writing program.			
Legal writing workshops			
Law journal	15%	20%	50%
Increase faculty development	N/A	15%	25%
Training in research and writing	30%	30%	50%
Newsletter development	25%	50%	100%
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	N/A	N/A	N/A
COMPONENT A3 – SUPPORT TO LIBERIA LEGAL INFORMATION INSTITUTE (LiberLII)			
A.3.a: LiberLII's financial and administrative management systems conform to international good practice standards.			
HICD assessment	Completed		
Staff capacity building	On-going		
A.3.b: LiberLII is able to effectively conduct outreach and funding activities to generate a consistent stream of funding to support its efforts to make all of Liberia's laws and regulations readily accessible to the public.			
Workshops developed	N/A	25%	25%
Marketing/fundraising coordinator	Completed		
Marketing and fundraising plan	Completed		
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	Completed		
Bridge grant	Completed		
Development of stakeholder support	N/A	30%	30%
ICT assessment and procurement	20%	45%	95%
Improved awareness of LiberLII	40%	45%	95%
Improved capacity to produce materials in electronic format - training	15%	45%	95%
COMPONENT A4 – SUPPORT TO THE LIBERIAN NATIONAL BAR ASSOCIATION (LNBA)			
A.4.a: LNBA's financial and administrative management systems conform to international good practice standards			
HICD assessment	Completed		
Staff capacity building	On-going		

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.			
Fundraising and outreach plan	0%	0%	0%
Fundraising and outreach coordinator	5%	15%	25%
A.4.c: 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	10%	10%	10%
Regulatory Framework for mandatory CLE	10%	10%	15%
Mandatory CLE certification program	10%	10%	10%
A.4.d: LNBA is able to effectively and efficiently implement a Pro Bono program that delivers quality services to the low income population.			
Present pro bono program for consideration by LNBA	Completed		
Implement a sustainable pro bono program	5%	25%	45%
COMPONENT B: SUPPORT TO THE LIBERIA ANTI-CORRUPTION COMMISSION			
B.1: LACC's organizational structure, systems and resources conform to international standards and support its mandate.			
Draft and sign initial MOC	100%		
Implement HICD	10%	30%	80%
Develop CBP and get approval by USAID and LACC	Pending LACC approval		
Support implementation of the CBP	Pending LACC approval		
Monitor the CBP implementation	N/A	N/A	N/A
ICT assessment	Completed		
ICT procurement	N/A	40%	75%
Staff capacity building	On-going		
B.2: 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	Completed		
Develop draft Investigation Capacity Building Plan (I-CBP)	Completed		
Implement I-CBP (training and mentoring)	On-going		
Develop intelligence and analysis competences (MANUAL DEVELOPED AND SUBMITTED TO BOC FOR APPROVAL)	40%	55%	75%
Develop and implement security procedures to shield investigations (MANUAL DEVELOPED AND SUBMITTED TO BOC FOR APPROVAL)	50%	100%	
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 MOCs	On-going		
Develop and implement guidelines and SOPs for investigating corruption	On-going		
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	On-going		
Facilitate developing legislation enabling investigation and prosecution of corruption	15%	15%	15%
Mobilize stakeholder support and conduct negotiations to support legislative changes	On-going		
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 MOC 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	On-going		
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 MOC	On-going		
Establish asset tracing, forfeiture and confiscation in corruption cases		15%	15%
Identify GOL institutions with important links to LACC and facilitate drafting MOCs 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 corruption.			
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)	10%	20%	40%
Develop and announce 1st round of SGP, evaluate proposals and make awards	10%	15%	25%
Monitor implementation and provide support to SGP grantees	10%	15%	25%
Mobilize SGP grantees and other CSOs into Civil Society Anti-Corruption Network	10%	15%	25%
Assess needs and demand for the LACC website and ICT features (Facebook, Twitter, etc.)	N/A	N/A	N/A
Develop the concept and the structure of the website and ICT	N/A	10%	10%
Develop the website and ICT	N/A	10%	10%
Train LACC staff to maintaining and updating the website and ICT	N/A	N/A	N/A
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, policies, programs and laws.			
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)	N/A	N/A	N/A
Adapt VCA to Liberia context	N/A	N/A	N/A
Conduct meetings between LACC and NACSC members to build consensus on the Committee mandate	N/A	N/A	N/A
Assist LACC with drafting NACSC mandate, composition, roles, responsibilities, authorities, and procedures	N/A	N/A	N/A
Establish a Working Group to draft the national strategy and the plan	N/A	N/A	N/A
Conduct meeting of LACC with NIF and AAs on strengthen cooperation and joint actions (Note: NIF's funding ended on May 31, 2016).	N/A	N/A	N/A
Assist NIF with developing their Strategy for NIF and an Action plan (Note: NIF's funding ended on May 31, 2016).	N/A	N/A	N/A
Announces Small Grants Program (SGP) for NIF members, evaluate proposals and make award	N/A	10%	25%
Monitor implementation and provide support to SGP grantees	N/A	N/A	N/A
Draft the description for LACC Legislature Communication Officer (LCO) position	N/A	N/A	N/A
Assign and train LACC staff member for the LCO position	N/A	N/A	N/A
Support LCO in implementing her/his functions	N/A	N/A	N/A
Prioritize legislative gaps hindering the LACC implementing its mandate	On-going		
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	On-going		