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LEGAL PROFESSIONAL DEVELOPMENT AND ANTI-CORRUPTION PROGRAM (LPAC)

Quarterly Report

April to June, 2016



Associate Justice Philip A. Z. Banks, III (left), LPAC COR Finley Kargar (center) and Mervyn Farroe, Acting Deputy Mission Director, (right) at the Memorandum of Cooperation Signing Ceremony between USAID and the James A. A. Pierre Judicial Institute. (photo by LPAC)

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LPAC QUARTERLY REPORT – April to June, 2016

Legal Professional Development and Anti-Corruption (LPAC) Program

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PROGRAM OVERVIEW

The Legal Professional Development and Anti-Corruption Program (LPAC) is USAID/Liberia's primary formal justice sector program. LPAC fits within a greater framework of the Mission's current and planned rule of law and governance sector activities, as it seeks to promote a more effective and accountable formal justice sector through improved capacity of five legal institutions: the James A. A. Pierre Judicial Institute (Judicial Institute), the Louis Arthur Grimes School of Law (Law School), the Liberia Legal Information Institute (LiberLII), the Liberian National Bar Association (LNBA), and the Liberia Anti-Corruption Commission (LACC).

LPAC was designed to build on key policy and vision platforms of the Government of Liberia (GOL) in its first and second national Poverty Reduction Strategies (PRS), and its Agenda for Transformation. 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. It consists of two components. The first component directs capacity building to the four key Liberian justice sector institutions that educate, regulate and inform legal professionals. The second component supports the Liberian Anti-Corruption Commission (LACC) and associated Government of Liberia (GOL) entities in their efforts to investigate, prosecute and convict perpetrators of corruption related crimes, and to educate the public regarding the fight against corruption in Liberia.

- **Component A.** supports human and institutional capacity development (HICD) at four legal educational, 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. Component A supports direct technical, managerial and financial-capacity building along with formal training with the ultimate purpose of fostering a robust, well-trained and competent legal profession.
- **Component B.** supports the Government of Liberia to increase 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 extends 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 will expand support to the LACC to include enhancing organizational structures and systems promoting education, outreach and prevention activities and assist the LACC in its anti-corruption leadership and coordination roles.

COMPONENT A: STRENGTHENING LEGAL PROFESSIONAL DEVELOPMENT INSTITUTIONS IN LIBERIA

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

Description/Narrative of Significant Project Activities this Quarter

This quarter, LPAC made significant progress on three fundamental activities aimed at building capacity within the JI: 1) addressed the major administrative deficiencies identified in the HICD Assessment, 2) established an M&E system, 3) advanced the initiatives of the Judiciary Committee for the Advancement of Court Management. In addition, LPAC continued to support the PMTP and assisted the JI in conducting the Quarterly Judges Training program.

LPAC advisors met with JI technical and administrative groups throughout the quarter to assess operational policies and staff capacity to perform basic back office functions. LPAC worked closely with JI's financial officer to improve financial management, budget planning and the procurement process. Technical assistance focused on developing administrative, personnel, and training policies. LPAC engaged JI staff in the development of annual work plans, management action plans and a reporting system. As this work continues, LPAC aims to guide the JI in developing an annual calendar and catalogue of programs.

Meeting regularly throughout the quarter, the Judiciary Committee for the Advancement of Court Management (JCACM) made significant progress towards improving staff development and court administration training by developing criteria and standards for court management that are tailored to Liberia. Led by LPAC, the JCACM explored international best practices in court administration and developed recommendations on ways to improve human resource management and the organization of court operations. Finally, the LPAC Advisor led a series of trainings on court performance standards and measurement with a special emphasis on the International Framework for Court Excellence (IFCE).

Additionally, LPAC completed drafts of three court management curricula: 1) *Fundamentals of Human Resource Management* 2) *Ethics for Court Employees*, and 3) *Court Executive Development Program*. Each of these curricula will become part of JI's training for the first generation of court administrators. To support the *Ethics* curriculum, LPAC drafted a model code of conduct for court employees which will be presented to the Supreme Court for consideration. JCACM is planning a retreat in Q4 to be trained on the curriculum and to finalize HR recommendations before presenting a report to the Supreme Court and the Court Administration Office.

This quarter, the newly embedded M&E team worked within the JI to establish an integrated M&E system. The M&E framework uses a four step model for acquiring information: 1) needs assessment, 2) baseline study, 3) ongoing program evaluation, and 4) post program impact evaluation. These concomitant interventions provide a pool of information to guide project teams and other relevant stakeholders in measuring performance and tracking progress in achieving desired goals.

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The first execution of the M&E system focused on PMTP. In collaboration with PMTP trainers and the JI training coordinator, M&E conducted a baseline study of the PMTP students. An in depth computer competency skills assessment followed to identify students with little or no computer skills. The findings from these studies were discussed with JI in an attempt to demonstrate the utility of M&E in making course adjustments. M&E worked with JI to create a database management and filing system for tracking hard and soft copy documents in a professional and systematic manner. The new M&E system is steadily building evidence-based policy and decision-making capacity with the JI.

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

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

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

- Results Achieved: Completed.
- Status of Activity: LPAC will continue to work with JI throughout YI to improve records management.

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

- Results Achieved: Ongoing.
- Status of Activity: Activity will continue in Q4 with a JI staff retreat and will be completed by years' end.

Activity A.1.a.4 - Creation of a training catalog.

- Results Achieved: Ongoing.
- Status of Activity: Activity will be completed in Q4.

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

- Results Achieved: During Q3, LPAC's administrative and financial systems specialists continued meeting with JI administration staff to build capacity. LPAC is working to improve internal administrative and management systems, including human resources, financial and procurement procedures. Through one on one meetings, LPAC worked independently with the various JI divisions (administration, training, IT and research) to develop annual work plans.
- Status of Activity: LPAC will continue engagements with JI to provide technical assistance in administrative systems set-up, support preparation of policies and procedure manuals and deliver trainings to the counterpart staff. LPAC will support the JI to digitize their records and migrate to an electronic records and registration management system. A special focus on budgeting will occur during Q4 aimed at assisting JI in developing the 2017 budget request.

Activity A.I.a.6 - ICT Assessment and Procurement.

- Results Achieved: In Q2, LPAC conducted an ICT assessment and the assessment team made recommendations on necessary equipment, improving the records management process, implementing an education management system, enhancing the JI's website, and upgrading JI's training facility and computer labs. LPAC began working with JI to identify requirements for the computer lab, and in the process recommended that JI move the computer lab from its existing location to the larger classroom. The existing computer lab could only accommodate six students, and as such provided a poor option for training court staff and judges on an ongoing basis.
- Status of Activity: LPAC anticipates moving forward with procuring necessary and appropriate equipment in Q4.

Activity A.I.b.1 - Training of Trainers Program.

- Results Achieved: None
- Status of Activity: No plans for Q4.

Activity A.I.b.2 - Advanced faculty handbook.

- Results Achieved: None
- Status of Activity: In Q4, LPAC will expand the LPAC faculty development program providing advanced faculty training on adult learning and experiential teaching techniques.

Activity A.I.b.4 - Adult education handbook on adult education best practices.

- Results Achieved: The LPAC *Adult Education Handbook* was used to guide JI in developing the proposed Board Bylaws and design of the M&E system.
- Status of Activity: The LPAC *Adult Education Handbook* will be used throughout the duration of the project to build JI capacity in adult education best practices with special emphasis during Q4 on needs assessment.

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

- Results Achieved: Utilizing the LPAC *Faculty Development Manual*, LPAC worked with the three seconded magistrates to develop program syllabi, learning objectives, and update course materials applying adult education best practices.
- Status of Activity: LPAC will monitor trainers throughout PMTP to evaluate and improve their teaching skills.

Activity A.I.c.1 - Formation of court management working group.

- Results Achieved: The Judiciary Committee for the Advancement of Court Management (JCACM) met regularly in Q3. Led by LPAC, the JCACM explored international best practices in human resource management and court administration, completed a HR gap analysis, drafted a *Code of Conduct* for court employees and completed drafts of three court management curricula: 1) *Fundamentals of Human Resource Management*, 2) *Ethics for Court Employees*, and 3) *Court Executive Development Program*.

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- Status of Activity: The JCACM will forward the HR Gap Analysis report and the *Code of Conduct* for court employees to the Supreme Court for consideration. The JCACM will continue to meet regularly in Q4 moving their focus to court performance standards and measurement and caseload management.

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

- Results Achieved: LPAC met with IDLO to discuss their new project and explore areas of mutual interest. The IDLO embedded court management expert was invited to join the Court Management working group.
- Status of Activity: Meetings scheduled with donors/partners ongoing.

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

- Results Achieved: Under the guidance of LPAC, the JI conducted a baseline study of PMTP students, worked with trainers to develop evaluation questions, and led discussions with JI on baseline findings. Findings strongly suggest that trainers need additional training on teaching methods and evaluation.
- Status of Activity: LPAC will continue to monitor and mentor PMTP trainers throughout Q4.

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

- Results Achieved: LPAC worked with the JI and the National Association of Trial Judges (NATJ) to deliver the QJTP held May 2-3, 2016 in Monrovia. The program addressed Legal Research and Writing and a session promoting Judges as Leaders in Fighting Corruption.
- Status of Activity: Developing a proposal for funding the third QJTP and long range projections for funding a sustainable QJTP will commence in Q4. Work with NATJ and JI on developing a trial judge's curriculum advisory committee.

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

- Results Achieved: LPAC revitalized discussions concerning the proposed Bylaws that were drafted in Q1. The Chairman of the Board of Governor's agreed to place the issue on the agenda for the next Board meeting scheduled for early in Q4.
- Status of Activity: Board of Governor's is reviewing proposed Bylaws and will consider adopting at the July meeting.

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

- Results Achieved: A Monitoring and Evaluation (M&E) system was designed and fully implemented in Q3. A brochure was developed providing JI with a simplified reference explaining the process, procedure and rationale for M&E in judicial education. LPAC conducted a PMTP baseline study for 60 PMTP students. The study informs decisions on future planning for the recruitment, training and deployment of magistrates across the country. The M&E Team provided technical support to LiberLII in developing their M&E System as part of LPAC's capacity building support.
- Status of Activity: The M&E Team will provide technical assistance to PMTP trainers on evaluation, and administrate a sitting magistrate needs assessment.

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

Description/Narrative of Significant Project Activities this Quarter

The most significant activity of this quarter was the week-long Legal Research and Writing Seminar organized by LPAC in partnership with the Law School, conducted for law students and faculty in early May. One hundred and thirty-eight students (118 males and 20 females) participated in the seminar designed to develop critical legal writing and research skills. The seminar, led by Professors from Seattle University's Legal Writing program, allowed students to experience the writing, reasoning and analysis process as well as learn a range of newer and orthodox research strategies and techniques.

Nearly all attendees commented that the modern adult-learning techniques and the learning environment demonstrated by the presenters, provided them with their first opportunity to engage with classmates and instructors and to think critically about the issues of legal research and writing. They appreciated presenters who showed a genuine interest in their learning; were open to their ideas and questions and maintained a student-friendly climate and an atmosphere of mutual respect in and outside the classroom.

A special module for the law professors was intended to engage them in a discussion on how to transfer legal writing skills to law students through doctrinal courses that have traditionally conveyed only the theory of law, and how writing skills could be taught and assessed across the entire law school curriculum. This module, which was scheduled on Thursday afternoon, also included a discussion on writing pedagogy aimed

"Most of us come from law practice backgrounds and utilize traditional Socratic case dialogue in our teaching, but we lack contemporary techniques of classroom delivery that are said to promote better learning outcomes."

Professor John Josiah

at assisting professors in communicating with students on critical writing skills and on how to critique conventional students' writing in order to offer help. Sadly, only two professors attended this session. Nevertheless, the session glaringly exposed the urgency for organizing and encouraging better participation by faculty in programs that are designed to discuss contemporary learning theory and teaching techniques that could help professors to strengthen the design and delivery of their instructional materials.

The seminar underscored the necessity of having a faculty development program at the Law School that could offer training on methods of active, learner-centred education and techniques to teach difficult concepts to maximize students' understanding and retention.

LPAC continued to support the editorial staff of the Law School. In April, LPAC advisors secured two scholarly articles that were presented at the LNBA Quarterly Assembly and in May, LPAC supported three law journal staff to attend the Law Day event. LPAC also assisted the journal editorial board to develop a section that features recent developments in the law. The current edition will focus on land governance in Liberia.

This quarter, LPAC continued to support the newsletter development team in an effort to ensure regular publication. With support from LPAC, an inaugural issue was published at the end of the first semester, and the second issue currently under development is expected to be published during the current semester. LPAC continues to challenge the public service scholars to develop and edit informative articles for publication in the newsletter.

In May, the Legal Research and Writing Seminar offered a special module that was targeted to newsletter

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and law journal staff to introduce them to skills of writing and editing and the processes involved in publishing scholarly articles—including topic selection, research, design choices, drafting, and revision strategies. They were shown editorial techniques to achieve the best balance between the author’s intent and purposes, the reader’s needs, and the journal/newsletter’s purposes. During the month of June, LPAC and the newsletter development team started to meet with potential publishers and to discuss design features, expected print quality and material, editorial requirements and to discuss cost of publication.

LPAC continued to support the public service scholars in their activities and programs at the law school. LPAC advisors started to develop a mentorship program aimed at providing individualized academic and career counselling to the public service scholars. LPAC also supported the scholars to attend and participate in the Law Day event sponsored by the Liberian National Bar Association. In addition, the scholars also participated in the Legal Research and Writing session for 1st year law students and the special session on scholarly writing designed for student-writers, newsletter and law journal staff.

At the beginning of the second semester, LPAC advisors met with the scholars to review last semester’s grades and activities, and to set performance and activity milestones for classroom, newsletter, and other scholarship related requirements. LPAC advisors worked with the scholars to develop and sign updated letters of commitment which will be used to monitor progress and to validate scholars’ continuing participation in the program in the second year. LPAC continues to closely monitor each scholar’s academic achievements.

In June, LPAC and the scholars met with the Law Students’ Association (LAWSA) President, and discussed necessary program changes and new collaborative opportunities for hosting the Public Service Day. The meeting identified key public service actors who will speak at the event, secured the University of Liberia main auditorium as the venue; confirmed the support of the University President and the Law School Dean, and focused on various strategies for funding the event. Due to the expected inauguration of the incoming Dean on July 1, the event organizers agreed to postpone the Public Service Day event until July 15.

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

- **Results Achieved:** During most of this Q3, many LPAC planned activities for the Law School were stayed because the former Dean had directed in March, that LPAC’s then outstanding engagements, that included: Discussing the final ICT Assessment Report; appointing a Fundraising Coordinator; organizing and supporting the law school’s Alumni Association; establishing a Fundraising and Outreach Plan; supporting implementation of the new curriculum; supporting the textbook writing program; and discussing the USAID sponsored MOC and work plan development activities, would be suspended until funding commitments to the Law School under the LPAC program were resolved.
- **Status of Activity:** As a consequence of the former Dean’s refusal to engage with LPAC, no MOC or work plan activities (other than those involving recipients of the public service scholarship and those involving the law journal) were undertaken during Q3.

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

- **Results Achieved:** In April, LPAC initiated plans to work with the University of Liberia to support the Law School to negotiate with LIBTELCO in order to connect the school to LIBTELCO’s high-speed fibre optic Internet network.
- **Status of Activity:** Actions were suspended pending appointment of a new Dean. With the new Dean expected to take office on July 1, LPAC plans to re-start negotiations during Q4.

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

- Results Achieved: LPAC specialists started to work with the administrative staff of the Law School to develop work flow and process analysis and to explore training needs assessments. However, in April, they were informed by the Executive Assistant to the Dean that the staff had not yet been cleared to work with LPAC on those finance and administration matters.
- Status of Activity: The activity was suspended at the direction of the former Dean.

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

- Results Achieved: LPAC and the scholarship recipients continued developing an automated alumni database.
- Status of Activity: In April, LPAC supported the public service scholars to circulate a demographics questionnaire to prior Law School graduates. Other activities included reaching out to local graduates and those in the diaspora in an effort to update their information and migrate the alumni list to an electronic format. Going forward, LPAC will work with a local IT Specialist to develop the database.

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

- Results Achieved: No results were possible as activity was suspended.
- Status of the Activity: As directed by the former Dean, hiring activities and plans to develop and implement a Fundraising/Outreach Action plan remained stayed during Q3.

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

- Results Achieved: All activities to which the scholarship recipients were assigned (newsletter development, law journal, alumni database, students' affairs and Public Service Day planning) progressed as scheduled. In May, LPAC advisors met with the scholars to review last semester's grades and to plan activities for the second semester. During that meeting, LPAC and the scholars set performance and activity milestones for classroom, newsletter, and other scholastic related requirements. The scholars signed updated letters of commitment which will be used to monitor progress and to validate their continuing participation in the program.
- Status of the Activity: On-going.

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

- Results Achieved: No results were possible as activity was suspended.
- Status of the Activity: Suspended.

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

- Results Achieved: No results were possible as activity was suspended.
- Status of the Activity: Suspended.

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

- Results Achieved: In May, LPAC organized a five-day Legal Research and Writing seminar that included a module entitled *Teaching Legal Research and Writing Across the Curriculum*. This session allowed presenters to work with law school professors to help them integrate contemporary legal

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research and writing techniques in their own teaching. Unfortunately, only two law school professors attended the session.

- Status of the Activity: Although not well attended, this seminar underscored the necessity to establish a faculty development program at the Law School that could offer trainings on techniques and methods of a learner-centered education, and how to effectively teach adults. Going forward, LPAC has plans to help faculty develop contemporary teaching techniques.

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

- Results Achieved: LPAC is committed to supporting a semi-annual law journal. An inaugural edition is currently in the works. It is scheduled to be published before the end of the second semester of the current academic year.
- Status of the Activity: This activity is progressing as planned.

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

- Results Achieved: From May 9-13, LPAC organized and successfully completed a five-day *Legal Research and Writing* seminar for law students and faculty. The seminar was conducted by two visiting professors from Seattle University Law School's Clinical Legal Research Centre. Students were offered training in legal writing, analysis and research.
- Status of the Activity: This activity will continue throughout the LPAC program.

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

- Results Achieved: The activity was suspended (see above).
- Status of the Activity: LPAC will reinitiate this activity in Q4.

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

- Results Achieved: During the month of June, the second issue of the newsletter reached final stages of development as LPAC and the newsletter development team met with potential publishers to discuss design features, expected print quality and material, and editorial requirements, and to discuss cost of publication.
- Status of the Activity: Ongoing.

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

Description/Narrative of Significant Project Activities this Quarter

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.

On May 31, LiberLII successfully completed the second set of milestones of the new grant as follows: the Board adopted a human resource system, including an employee performance evaluation system; the Board adopted a new strategic plan; and the Board approved LiberLII's transition to AfricanLII.

On June 30, LiberLII notified LPAC that it successfully completed two of the three required milestones for June as follows: LiberLII uploaded 50 legal documents to its website and entered into a service agreement with AfricanLII to transition to a new operating platform. LPAC has certified that LiberLII has entered into a service agreement with AfricanLII but is still in the process of validating if LiberLII was able to upload 50 documents. As for the third milestone, raise \$2,000 from outside sources, LiberLII has requested an extension of the deadline until September 30th, which LPAC has approved.

On June 2, LiberLII and USAID signed the MOC that focuses on building the financial and operational sustainability of LiberLII, including improving administrative and financial systems, transitioning to a new operating platform for hosting the LiberLII website, and capacity building for the LiberLII staff.

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

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

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

- Results Achieved: During Q3, LPAC advisors completed the following: revisions to the budget formulation policy and standard operating procedures; funds receipting policy and standard operating procedures; funds disbursements policy and standard operating procedures; and transactions recording, accounting & reporting policy and standard operating procedures.

LPAC Advisors also reviewed the budget of a proposal 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 assistant (on May 2, the finance assistant and a legal editor began working for the organization.); assisted LiberLII to finalize a human resource system and employee performance evaluation system; and on May 13, LPAC conducted a training for LiberLII staff on Strategic Planning. From May 5 – 7, LiberLII attorneys participated in the legal writing seminar where expatriate trainers provided instruction on persuasive writing, using simple terms, and developing more concise styles.

- Status of Activity: LiberLII's grant (running from April 1 – September 30, 2016) requires completion and implementation of administrative, management, and LiberLII governance systems as predicates to milestone payments through Q4.

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

- Results Achieved: In Q2, LPAC conducted an ICT assessment and the assessment team made recommendations on necessary equipment, improving the legal document collection process, enhancing the reliability of the LiberLII's website and proposed staffing models to implement the aforementioned recommendations. In addition, the assessment recommended that LiberLII take action to transition website applications and data to the more efficient AfricanLII system.
- Status of Activity: LPAC anticipates moving forward with procuring necessary and appropriate equipment in Q4 and the transition to AfricanLII in Q4.

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

- Results Achieved: No activities due to LiberLII's focus on completing other priority milestones under the current grant.
- Status of Activity: As originally planned, LiberLII intended to provide trainings to legal professionals during Q2 and Q3. However, under the new grant (from April 1 to September 30, 2016), LiberLII's focus will now concentrate on improving the reliability of the information on the website, and a planned migration to AfricanLII. Thus, the trainings for legal professional will be postponed to Q4 2016 or Q1 2017.

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

- Results Achieved: On April 30, LiberLII adopted a marketing and fundraising plan that details the near-term approach to be used by LiberLII to engage a variety of donors.
- Status of Activity: LPAC will provide training for LiberLII in Q4.

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

- Results Achieved: No activities due to LiberLII's focus on completing other priority milestones under the current grant.
- Status of Activity: The current grant requires LiberLII to negotiate MOUs by Q4 with legal material providers that agree to supply documents.

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

- Results Achieved: No activities due to LiberLII's focus on completing other priority milestones under the current grant.
- Status of Activity: As stated above, the public awareness component will be delayed until Q4 2016 or Q1 2017 following a migration to AfricanLII.

Sub-Component A.4: Liberia National Bar Association

Description/Narrative of Significant Project Activities this Quarter

The LNBA has agreed to restructure its Secretariat by expanding the number of professional staff and giving the Executive Director additional responsibilities that include fundraising. This restructuring includes a new full-time Legal Aid/CLE Manager position that will assist to develop and manage the LNBA's legal aid and CLE programs.

On June 29, LNBA and USAID signed the MOC which focuses on building the financial and operational sustainability of the LNBA including improving administrative and financial systems, expanding continuing legal education and pro bono programs, and capacity building for the LNBA secretariat staff.

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

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

Activity A.4.a.2 - Staff Capacity Building.

- Results Achieved: LPAC was able to get an agreement with the Executive Director (ED) to move forward with administrative and financial capacity building at the Secretariat. As a result, LPAC held a meeting with the ED to work out the initial implementation plan to conduct working meetings with specific staff of the LNBA, completed an initial review of LNBA's financial management practices to obtain an overview of its operations, and held an in-depth review exercise with LNBA's secretary and administrator, wherein inquiries were made of a total of 32 sub-variables regarding basic back-office functions and administrative systems, in keeping with the major areas studied by the HICD assessment team.
- Status of Activity: LPAC will continue to work with the Secretariat to develop administrative and financial systems in Q4.

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

- Results Achieved: As discussed above, the LNBA agreed to restructure its Secretariat and expand the responsibilities of the Executive Director to include fundraising. As a result, a job announcement was developed, posted on websites, and disbursed at the General Assembly meeting in May. However, the initial response to the announcement was insufficient and the announcement has been re-posted with an anticipation that interviews will take place in July.
- Status of Activity: It is anticipated the position will be hired in Q4.

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

- Results Achieved: The drafting of the Fundraising and Marketing Plan has been delayed because of the challenges referenced above in hiring a new Executive Director.
- Status of Activity: It is anticipated the Plan and training will occur in Q4.

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

- Results Achieved: The LNBA leadership approved an outline of steps to develop a new mandatory continuing legal education program including conducting a market survey.

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- Status of Activity: LPAC will work to initiate this activity in Q4.

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

- Results Achieved: Once the market survey is completed, course selection and creation may begin.
- Status of Activity: LPAC will work to initiate this activity in Q4.

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

- Results Achieved: The leadership of the LNBA approved an outline of steps to develop a new mandatory continuing legal education program, including a new regulatory framework.
- Status of Activity: LPAC will work to initiate this activity in Q4.

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

- Results Achieved: The leadership of the LNBA approved an outline of steps to develop a new mandatory continuing legal education program, including a certification program.
- Status of Activity: LPAC will work to initiate this activity in Q4.

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

- Results Achieved: The LNBA submitted an unsolicited proposal to develop a pro bono and legal aid program in five counties that will focus on pre-trial detention and training of attorneys. LPAC reviewed the proposal and provided feedback to the LNBA.
- Status of Activity: LPAC will work the LNBA to finalize the proposal and to initiate this activity in Q4.

COMPONENT B: STRENGTHENING THE LIBERIA ANTI-CORRUPTION COMMISSION

Description/Narrative of Significant Project Activities this Quarter

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

- MOC signed between both parties.

Activity B.1 b Support Implementation of the Capacity Building Plan (CBP).

- Re-align the CBP with the MOC Work Plan, and will re-submit to BOC for appreciation and further approval (expected to complete by July first week)

Activity B.2.a Provide Technical Assistance and Training in Investigative Techniques

- LPAC Advisors continued to support training and capacity building activities in ongoing investigation cases, and provided technical assistance and training support to LACC investigators and MOJ prosecutors to coordinate efforts to complete indictments in four cases.
- LPAC Advisors are supporting the design of an investigation plan/SOPs for new complex corruption cases, and worked to develop an *LACC Investigations and Standard Operating Procedures Manual*. Expected completion by the end of July 2016.
- Completed the “*Using Information and Analysis to Fight Corruption in Liberia*”, edition and printing ongoing. Coordinated with Enforcement Division to design and develop lessons plans. Training will be extended to MOJ Prosecutors and FIU and LRA Investigators.
- “Financial Investigation Course” designed and approved by LACC. MOJ Prosecutors, as LRA and FIU are invited to join the course. LPAC developed the STTA TOR to be submitted to USAID for approval and initiate the procurement process for an STTA to deliver the training (by first week of July). Worked on the preparation of the *Financial Investigation Course*, developing contacts with Liberian expert in financial investigations to evaluate capacities to do the training with national experts. The course will be complemented by an on-job-training period of three months, to assess the acknowledgment process in operational activities, ending on a test exam and certification.
- Coordinated with MOJ and LACC to secure 31 MOJ prosecutors and LACC investigators to attend the first day of the *Legal Research and Writing Seminar*; and 24 MOJ prosecutors and LACC investigators to attend the second day’s training.
- LPAC is following the ongoing cases at the court sessions, interacting with investigators and prosecutors, to evaluate the legal procedures in place and how they can affect or not the investigative process and the possibility to contribute to a better legal system, especially on what the corruption fight concerns.
- Began to develop lesson plans and materials for a *Money Laundering* training module to be included in the *Financial Investigations Course*.

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Activity B.2.b Develop Guidelines and Standardized Operating Procedures (SOP)

- SOP for security started to be implemented. Further training and monitoring and evaluation is required. LPAC is ready to support the implementation and training process.

Activity B.2.c Support Legislative Drafting

- LPAC began to support LACC's on-going efforts to establish public forums around the country to discuss both bills, and the impact of the legislation on LACC anti-corruption and prevention programs and activities. After consulting with Senate to evaluate status of the drafted laws concerning the "Corruption Court", amendments to the "Corrupt Offense Act" and LACC Act", LPAC realized that due to the recent indictment of the appointed Chairman of the designated committee for the public discussions and awareness, nothing was happening. In consequence, LPAC supported the realignment of the process, calling on the need to appoint new members. Committee activities reengaged during the last week of June.

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 advisors continued capacity building training and development of the LACC's *Investigation and Prosecutions and Standard Operating Procedures Manual*.
- 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 analyse and debrief cases prior to submission to MOJ for prosecution.
- LPAC followed up on the MoU preparations, to support MOJ and LACC to achieve a comprehensive document, according to both sides operational needs (ongoing).

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.
- Provided technical advice to support MOJ Prosecutor's development and submission of motions in a pending case. Outcome of the technical assistance effort will be integrated in the upcoming Prosecutors Manual/SOP (work initiated, expected to be completed by end of July).
- Followed up on the ongoing corruption cases at the courts to evaluate procedures and legal framework concerning investigation and prosecution.
- Met with the MOJ Solicitor General to discuss future training plans and continued working with the MOJ to analyse the pre and post-test results and comments from the recent MOJ Prosecutors' Quarterly Training Workshop.

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- Supported the two days training on “Legal Writing” for MOJ Prosecutors (See second comment in Activity B.2.a above).
- LPAC advisors continue to monitor and evaluate the major corruption prosecutions arising from the recent Global Witness report; and to evaluate the legal procedures and investigations framework surrounding these cases – the objective is to integrate key finding into the upcoming *Prosecutors Manual/SOP*.
- LPAC is gathering data concerning corruption cases handled by MOJ Prosecutors to support the design of a case management system.

Activity B.3.c Strengthen Coordination between Enforcement Agencies.

- LPAC Advisors assisted on the work between the LACC & LRA on the Assets Declaration procedures to cooperate and exchange information to be adopted by them.
- LPAC Advisors assisted on the draft of the MOU between LACC & LRA, that was signed by both parties at the end of June.
- LPAC worked on the development of standard procedures to strengthen operational links between LACC and LRA and on the operational implementation of the agreed activities.
- Developed an *Ethics and Code of Conduct* training plan to support LACC trainings in support of the Liberia National Police Academy TOT programs. LPAC Advisors will not be involved in the actual police training.

Activity B.4.b Facilitate LACC Cooperation with Civil Society Actors and Support CSO's Anti-Corruption Initiatives

- LPAC Advisors worked with LACC and CSOs to support LACC's upcoming public outreach and communications seminars to explain the recent “Corruption Court Bill” and the amendment to the “Corrupt Offenses Act” (ongoing activities pending on designate committee output).
- Attended the USAID InterNews’ “*Liberia Media Development (LMD) Program*” workshop with the theme “*The Liberian Media and the Law.*” Established contacts with CSO counterparts to secure their support of LACC public outreach and communication strategies and programs. Follow-on meetings are scheduled to explore development of small-grant options to engage the CSO programs in support of LACC media and communication outreach strategies and programs.

Activity B.4.d Support Developing and Implementing Effective Complaints Management System (CMS)

- Assessed the ongoing MOJ “Ops Project” to evaluate it, concerning the possibilities to introduce LACC into the project, and to check the “*Legal Aid Clinic*” and “*Complaint Mechanism*” established in the project.
- Continue collection of case management statistics and reporting systems to strengthen accountability and transparency between LACC and MOJ.

Activity B.5.a Support LACC Leadership in Corruption Prevention Activities

- 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 to develop 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.
- 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.” LPAC Advisors raised concerns about the elimination of the anti-corruption prevention position (and the impact of this decision on LPAC's developing corruption prevention programs) – noting that LACC has never undertaken a single corruption prevention activity – other than their local community training programs and that they have no strategy to transfer “prevention activities” to LACC commissioners and staff.
- LPAC Advisors will continue to work with the BOC to try and understand the rationale for eliminating this vital position and to continue work to develop LACC corruption prevention programs that extend into investigations and prosecutions.
- LPAC coordinated a workshop with Education and Prevention Division and Media Team to prepare debrief past and ongoing activities and end with a work plan to be implemented until the end of the present year, and another for next year. Follow up is expected to produce a comprehensive document to align with prioritized activities.

Activity B.5.c Assist LACC with taking the lead in developing a National Anti-Corruption Strategy and Action Plan.

- LPAC Advisors submitted a draft of an Anti-Corruption Plan to the Education and Prevention Division. Follow up is expected in Q4.

Activity B.5.d Support LACC Leadership with NIF and Autonomous Agencies (AAs).

- LPAC Advisors initiated the gathering of information to support Education and Prevention Division with the design of a “National Integrity System – A Guidance Framework” and “Action Plan” to help strengthen NIF. Edition completed, printed and distribution and subsequent training and program development scheduled, beginning in Q4.

Cross-cutting Activities Affecting All Components

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

- The HICD assessment was completed in Q1 and forwarded to USAID for review and approval in January, 2016. Essential information from the HICD assessment has been integrated into the memoranda of cooperation and work plans with individual counterpart institutions.

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

- The ICT assessment was completed in March and forwarded to USAID for approval. ICT equipment issues have been integrated into the MOC and work plans for each component. ICT procurement is expected to begin in Q4.

Integrated Activity 3: Administrative Financial Systems Capacity Development:

- During this quarter, LPAC's Administrative and Financial Systems Specialists continued staff capacity

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building activities and training in support of JI, Law School, and LiberLII counterparts. The end state objective of these activities is to design and implement modern administrative, management and financial systems that support counterpart business processes, and comply with international best practices and Liberian laws and regulations.

Integrated Activity 4: Submitted MOCs to USAID:

- LPAC has coordinated final MOC signings with the JI, LNBA, LiberLII and LACC; and is coordinating the final MOC signing with the law school on July 15th.

Problems, Issues and Means of Addressing/Correcting Them

Judicial Institute

The donor driven culture has led to a lack of a coherent strategy for sustainability and capacity building at the JI. An indicator of a lack of coherent strategy is the priority given to “events” rather than to capacity-building activities. In contrast to donor developed courses and curricula, “strategic” capacity building will focus on strengthening board governance, building strong relationships between the training institution and other counterparts, designing multifaceted faculty development programs, and developing staff capacity to conduct needs assessments, program evaluations, and curriculum development. It should also seek to strengthen the training institutions ability to advocate for adequate funding.

Law School

During most of Q3, the former Dean effectively suspended engagements with LPAC. He declined to discuss and approve LPAC’s proposals for implementing work plan activities. Starting in April, he refused to discuss the final ICT Assessment Report; to discuss appointment of a Fundraising Coordinator; to authorize plans for organizing and supporting the Law School’s Alumni Association; to authorize plans for establishing a Fundraising and Outreach Action Plan; to approve plans for supporting implementation of the new curriculum; and he declined to advance LPAC’s plans for implementing the textbook writing program. The former Dean also refused to send out LPAC’s suggested implementation plan for the textbook writing program that was submitted in November 2015. In April, he refused to distribute to faculty a notice about the textbook writing stipend opportunities. The former Dean and Acting Dean also actively delayed LPAC’s plans to coordinate USAID sponsored MOC technical working group meetings with the Law School despite having delivered the draft MOC and work plan documents to the Acting Dean on May 2, 2016. LPAC learned that, by early June, the MOC documents had not been passed along to key Law School administration officials to permit internal discussion ahead of planned technical working group meeting. Sadly, the technical working group meeting that was expected to be finalized during Q3 did not occur.

In early June, the University of Liberia’s President appointed Professor T. Negbalee Warner to serve as the new Dean of the Law School. He is expected to take office on July 1. On June 20, 2016, the COP and Senior Legal Education Advisor met with the incoming Dean to congratulate the incoming Dean on his appointment and to outline key engagement opportunities. He promised to review the draft MOC and work plan documents with the aim of identifying priority areas that could be advanced immediately, and to schedule a working meeting as soon as he takes office to jointly review and discuss the MOC and work plan, in order to quickly advance the outstanding activities. With Professor Warner as the new Dean, LPAC anticipates a new era of cooperation and constructive engagement with the Law School.

The week-long Legal Research and Writing seminar that was held in May revealed that many law school

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professors lack contemporary knowledge on adult education and skill in techniques and methods of active, learner-centered education. In addition, there are limited opportunities for faculty to build their teaching skills because no formal program exists for training professors to successfully incorporate modern teaching techniques. LPAC has designed plans for teaching experiential learning and for supporting development of course designs and contents that encourage active class participation and discussion. Unfortunately, with very few full-time faculty (almost all of them are adjunct professors), this program has not had traction quite yet. A training module, specifically designed for faculty during the seminar-week to brainstorm and discuss contemporary learning theory and teaching techniques, was attended by only two professors. This issue will be discussed with the new Dean at the MOC meeting, and LPAC will encourage the new Dean persuade them to participate in future faculty development programs.

The Law School's computer facilities are limited; it lacks wireless Internet connectivity and has no dependable electricity. Under the new era of constructive engagement with the new Dean, LPAC expects to restart previously suspended negotiation with the University to support the Law School to connect to LIBTELCO's high-speed fibre optic Internet cable network. LPAC will also continue to assist the Law School to develop internal budget preparation and execution competency in order to negotiate effectively with the University and GOL.

LiberLII

During the month of May, the Executive Director, upon receiving the first disbursement under the current grant, immediately processed payroll but made no efforts to withdrawal funds from the bank for the day-to-day operations of LiberLII. Subsequently, the signatories on the LiberLII bank account left the country and LiberLII had no means to access its funds leaving the organization without operating funds for the month of May.

Additionally, LiberLII was unable to raise funds from outside sources during this quarter as required by Milestone 3.3 of the current grant, and has requested an extension of the June 30th deadline. According to the information contained in the request, the fundraiser only made four attempts to contact potential donors in the first four months of his employment, and those contacts were only receptionists or administrative assistants.

During the fifth month, the fundraiser only made two attempts to contact additional potential donors. In fact, as set forth in the request, it appears the fundraiser only became active during the last two weeks of June (his sixth month) as the deadline for Milestone 3.3 approached. Based on the information in the request, it appears the fundraiser only worked 14 days in 6 months on fundraising in addition to the one month it should have taken to develop a fundraising plan and a brochure. LPAC finds this level of effort to be unacceptable and has determined that LiberLII is in noncompliance with the terms of the current grant.

Furthermore, the failure of LiberLII to take appropriate actions to meet Milestone 3.3 raises concerns regarding the leadership, teamwork, management and accountability within LiberLII. In addition to drafting a noncompliance letter, LPAC will be requesting a meeting with the LiberLII Board to discuss the overall sustainability of LiberLII.

LNBA

Although the leadership of the LNBA has been more engaged in discussions on LPAC activities, restructuring the Secretariat, and adopting administrative and financial policies, actual implementation is still far behind schedule. For example, there had been no engagement by the CLE Committee or Legal Aid Committees,

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and the Executive Director at the Secretariat was uncooperative. As a result, the LPAC Legal Professional Advisor gave a stern warning to the LNBA about its continued participation as part of LPAC should implementation not progress. Following this warning, the next day LNBA submitted a proposal to develop legal aid/pro bono programs and during the signing of the MOC, the LNBA President stated that the LNBA is ready to move “full throttle” with its engagement with LPAC. Both of these events still gives LPAC hope that the LNBA will finally move forward with programming.

In June, at the onset of the rainy season, the roof at the LNBA headquarters began leaking in several locations, including the LPAC advisor’s office. In order to protect LPAC/USAID property, all electronic equipment has been removed from the office and the Advisor has relocated to LiberLII and the LPAC main office. The President of the LNBA has promised to address this issue quickly.

LACC

LACC is out of budget, and the GOL budget projection for next year is suggesting severe cuts due to revenue constrictions. That will leave LACC with limited operational capacity. It highlights the fact of LACC’s continuous incapacity to develop and receive approval of budget policies to support basic operational activities.

The incapacity of LACC to follow up on activities that started with law enforcement agencies continues to have a negative impact on cooperation between institutions. It’s clear that they lack capacity to network and develop an effective system of check and balances. A system of checks and balances is crucial as part of a full package including a functional legal system, citizen participation, sound accountability mechanisms, free media, and strong judiciary, not as a stand-alone prescription.

OPPORTUNITIES AND CONSTRAINTS

Judicial Institute

Despite significant gains in developing a large repository of training materials, the JI requires assistance moving to the next level of developing faculty skilled in developing curricula and delivering courses applying adult education best practices. Additionally, the JI is looking to expand its offerings to include court administration, leadership development, interdisciplinary competencies and ethics, diversity and gender awareness. To be able to accomplish this, the JI needs to change its business model from donor driven to internally driven by developing staff capacity to design and deliver training.

Law School

Despite having developed a new curriculum to replace the 66 year-old curriculum that was approved by the Faculty Senate, the program of instruction at the Law School still places greater emphasis on theory and doctrine over practice and other context-based clinical programs. Given the emerging era of positive engagement, LPAC will encourage the new Dean to promote the value of clinical and practical programs.

In Q4, work plan activities that are directed toward developing clinical programs will be progressed. LPAC will encourage introduction of lawyering courses that engage students intensively with solving problems in particular fields, including collaborative learning designs that closely approximate the practice settings such as moot court competition. We will also further pursue the stalled discussions with LNBA to jointly develop a Legal Aid clinic at the Law School.

LiberLII

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The LPAC's Final Information and Computer Technology (ICT) Assessment Report recommends that LiberLII migrate from AustLII to the AfricanLII format. According to the Report, advanced enhancements to page features and access points to document searching and browsing can be significantly improved with design tools that African LIIs already use for site development. Also, content management tools will enable LiberLII to administer its own site so that currency and reliability is within reach of LiberLII staff and LiberLII legal researchers.

LPAC will work with LiberLII to make the transition to the new operating platform with AfricanLII, that should result in a more current and reliable legal information website for the legal professional and the public.

LNBA

The LNBA has requested that LPAC support a “convocation”, that will consist of a 2-3-day workshop where members of the Supreme Court and the LNBA will work to make recommendations to alleviate the backlog of cases at the Supreme Court. LPAC will work with the LNBA to develop this concept and submit to USAID for approval if appropriate.

Additionally, the LNBA, following the signing of the MOC with USAID, has committed to move “full throttle” to implement the activities set forth in the work plan associated with the MOC. The LNBA has already submitted a proposal to create a legal aid/pro bono program and LPAC will work with the Bar to finalize and implement the program. LPAC will also work with the LNBA to implement its new staffing structure and build the operational capacity of the Secretariat.

LACC

LACC's Board of Commissioners recently introduced expanded management responsibilities for the Executive 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 analyse the new requirements, and to build program and staff competencies to accomplish the new objectives. The MOC Work Plan gives the opportunity to LACC prioritize their activities and develop operational plans strategically.

LPAC Advisors are realizing how difficult it is to set up an effective monitoring body in a grey institutional environment where rules are opaque, presenting many opportunities for discretion (cases are pending on hold at the BOC for so long, not submitted it to MOJ prosecution, investigations not started or suspended without comprehensive reasons...). When comes to enforcement of anti-corruption, specifically in terms of investigation and prosecution, misguided procedures and laws are introducing more ambiguity and provide additional opportunities for corruption.

LOOKING AHEAD

Significant Planned Activities in Q4 (July – September 2016)

Judicial Institute

LPAC will submit to the Supreme Court and Court Administrator proposals and recommendations on ways to improve the organization of court operation and human resource management. Through the JCACM, LPAC will continue to provide technical assistance on developing concepts for administration policies; a plan for training the first generation of court administration trainers; and continue working with the JI to determine content of relevant curricula, hand-books, guidelines and manuals for staff and court administration. Next quarter, the working group will finalize a specific human resource management curriculum, and conduct a training of trainers' workshop designed to develop advanced court management competencies and teaching skills among JCACM members, who will serve as the first cadre of court management trainers.

LPAC and the JI will embark on a major initiative to revise JI's training of trainers' program, in order to buttress faculty and staff capacity to design quality curricula and implement training using modern adult learning methods. The enhanced ToT will include modules on designing curriculum and planning lessons, assessing student needs, developing learning objectives, evaluating learning and program outcomes, and identifying and utilizing instructional strategies such as: case studies, mock trials, role plays, simulations, videotaping, practice sessions, structured discussions and other experiential learning methodologies. A series of TOT's planned for the remainder of Year I will provide JI with the capacity to design advanced curriculum, filling gaps in their training program along with tools to lend greater sustainability.

Law School

LPAC will advance recommendations in the final ICT Assessment Report; advance hiring actions for a fundraising coordinator and develop a fundraising and outreach action plan; organize and support implementation of the new curriculum; support the Textbook Writing Program; and engage with the new Dean to advance outstanding MOC and work plan development activities. LPAC will also continue to assist the Law School to organize a vibrant Alumni Association.

LPAC will implement several activities directed towards faculty capacity building and curriculum support that promote adult learning methods and new experiential teaching techniques. Additionally, LPAC will support the Law School to broaden current courses that are too narrowly devoted to theory, to integrate clinical and practical learning opportunities.

LPAC will work with the Curriculum Committee to advance the textbook writing program and to progressively introduce newly designed core courses and electives in future semesters, as well as promote the development of partnerships with U.S. Universities to conduct team-teaching and e-learning programs. We will continue advancing legal scholarship at the Law School by supporting regular publication of the newsletter and law journal and providing opportunities for improving students' research and writing skills.

LiberLII

LPAC will assist LiberLII to transition to a new operating platform in cooperation with AfricanLII, continue building the operational sustainability of LiberLII through policy and procedure development, and begin enhancing the capacity of staff through targeted trainings.

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LNBA

LPAC will work with the leadership to the LNBA to hire a new Executive Director and Legal Aid/CLE Manager, begin working with the Secretariat on developing written administrative and financial policies, and assist the LNBA to implement a new pro bono and legal aid program.

LACC

LPAC will support implementation of the Capacity Building Plan and develop a strategic plan to implement it. Advisors will provide technical assistance and training in investigative techniques and assist and support ongoing investigations.

LPAC will complete the Guidelines and Standardized Operating Procedures. Additionally, we will finalize the analytical process of all the legal framework related to corruption and related crimes and operational procedures, and initiate the drafting of needed amendments and development of new laws.

A major effort will focus on fostering cooperation between LACC and Ministry of Justice (MOJ) to effectively prosecute corruption. This will include supporting the signature of the pending MoU between LACC and MOJ, and its operational implementation. To build the capacity of prosecutors, LPAC will participate in the Quarterly training of the MOJ Prosecutors and complete the Prosecutors Manual. To strengthen coordination between enforcement agencies, LPAC will work to strengthen the operational activities between LACC and LRA and enhance cooperation and mutual assistance to fight corruption between LACC with other institutions.

LPAC will start work to augment LACC's website to link the site to an effective complaints management system (CMS).

LPAC will support LACC leadership in corruption prevention activities by assisting the Education and Enforcement Division to design a Prevention Action Plan, and support the implementation with prevention plans with CSOs coordinated by LACC. Finally, we will be supporting LACC Leadership with NIF and Autonomous Agencies (AAs) to develop an action plan and to implement a national integrity system.

General Program Information

New LPAC Lease Approved: LPAC's current building on Old Road in Sinkor is wholly inadequate and the current lease is set to expire on August 31st.

LPAC is working with other landlords in the Mamba Point area to identify a new office complex for LPAC headquarters and training operations. The Mamba Point area has been selected as the target location because four of our five counterparts are located within 1.5 miles.

MONITORING AND EVALUATION

Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)			
30-60-90 Day Activity Projection Chart			
Component A: Strengthening Legal Professional Development Institutions			
Component A.1: Sustainable James A.A. Pierre Judicial Institute (JI)	July	August	September
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%	25%	50%
Training catalogue	On-going		
Staff capacity building	On-going		
ICT assessment and procurement	50%	50%	75%
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 (TOT)	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%	30%	35%
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

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Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)			
30-60-90 Day Activity Projection Chart			
Component A.2: Support to the Louis A.A. Grimes Law School	Jul	Aug	Sep
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	Completed		
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 A.3: Support to Liberia Legal Information Institute (LiberLII)	Jul	Aug	Sep
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	N/A	N/A
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	Completed		
ICT assessment and procurement	45%	50%	75%

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Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)			
30-60-90 Day Activity Projection Chart			
Improved awareness of LiberLII	N/A	N/A	N/A
Improved capacity to produce materials in electronic format – training	N/A	N/A	N/A
Component A.4: Support to the Liberian National Bar Association (LNBA)	Jul	Aug	Sep
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%	50%
Fundraising and outreach coordinator	50%	100%	100%
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%	75%	100%
Development of CLE courses	10%	10%	25%
Regulatory Framework for mandatory CLE	10%	30%	45%
Mandatory CLE certification program	10%	30%	45%
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	45%	60%	75%
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	Completed		
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			

Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)

Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)			
30-60-90 Day Activity Projection Chart			
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	0%	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: LACC is able to exercise a leadership role under NACS and 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

Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)

Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)

30-60-90 Day Activity Projection Chart

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 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 & drafts conform to international standards and aligned with Liberian law	On-going		
Assist the LACC in engaging stakeholders in discussion around the legislation	On-going		

**ANNEX A: QUARTERLY FUNDS EXPENDED AND FUNDING
PIPELINE ANALYSIS**

Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)

Cecchi and Company Consulting, Inc.
Liberia - Legal Professional Development and Anti-Corruption Activity - Contract No. AID-624-TO-15-00003
Accrual Report
Estimated Expenditures by Line Item
As of June 30, 2016

Line Item	Contract Amount (\$)	Billings through May 31, 2016	Estimated Billings June 2016	Estimated Billings Through June 30, 2016	Estimated Contract Remaining Funds as of June 30, 2016
Direct Labor	4,796,921	642,543	71,777	714,320	4,082,601
Allowances	1,828,384	326,126	22,628	348,754	1,479,630
Fringe Benefits	158,199	25,637	1,060	26,697	131,502
Travel and Transportation	642,438	102,478	5,000	107,478	534,960
Other Direct Costs	3,164,528	337,739	23,000	360,739	2,803,789
Grants	450,000	30,020	10,000	40,020	409,980
Subcontracts	4,867,266	573,232	35,800	609,032	4,258,234
Overhead	3,179,513	437,171	51,201	488,372	2,691,141
Total Costs	19,087,249	2,474,946	220,466	2,695,413	16,391,836
Fixed Fee	808,344	106,648	9,949	116,597	691,747
Total	19,895,593	2,581,594	230,416	2,812,010	17,083,583

Legal Professional Development and Anti-Corruption Program in Liberia (LPAC)

LPAC BUDGET PIPELINE THROUGH MAY 2016

Total Budget: \$19,895,593
Funds Obligated: \$8,000,000
Funds Spent: \$2,812,010

1) Spent:	14.1%	of total budget
2) Spent:	35.2%	of obligated funds
3) Time used:	20%	(12 of 60 months, 48 months remaining)
4) Average burn rate per month - to date:		\$234,334
5) Projected burn rate per month for April-June 2016:		\$271,838