

# LIBERIA PEACEBUILIDNG FUND PROJECT DOCUMENT COVER SHEET

Recipient UN Organisation: UNDP	Liberia PBF Priority Area: Priority Area 2: Critical to promote peace and resolve conflict
Project Manager: Daniel Tipayson Name: Liberia Anti-Corruption Commission	Implementing Partner(s): Name: Liberia Anti-Corruption Commission (LACC)
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Telephone: 077 530 239 E-mail: dtipayson@yahoo.com	E-mail: LACCliberia@gmail.com
Project Number:	Project Duration: Eighteen (18) Months
Project Title: Supporting the Liberian Anti- Corruption Commission	Project Location: Liberia
Project Description: The project seeks to address the challenge of corruption that threatens peace in Liberia by assisting the Liberia Anti-Corruption Commission to be alive to its responsibilities. The primary goal is catalytic, that is, to respond to the immediate need of the Commission to achieve functionality as a sey institution of good governance by building operational and public engagement capacity.	TOTAL PROJECT COST: 733,000 PBF: 500,000 Government Input: in kind Other: UNDEF 133,000; UNDP 100,000 Total: 733,000

## Peace building Impact and key outcomes:

Ultimately, the project impact will show in three main ways:

## Peace building Impact

Impunity, greed and the lack of accountability were major contributing factors to the outbreak of the 14-year long Liberian civil war. In this new era of relative peace and stability, it is vital that public office holders exhibit high sense of integrity, accountability and transparency. The project seeks to promote these values by enhancing the functionality of the LACC and enabling it to check the abuse of public power and, thereby, alleviating a major source of public discontent and rebuilding confidence in good governance that ultimately would guarantee peace and stability.

#### **Key Outcomes**

 LACC fully operational, the Commissioners being able to exercise leadership and guidance, and the Executive Director and staff of LACC being able to provide effective and efficient administrative support to the Commission;

- Second, a vibrant and capable LACC that meets the mandate to "investigate, prosecute and prevent corruption" will moderate the public outcry against corruption, build national consensus and mitigate the threat to peace and stability;
- Thirdly, successful interdictions or prosecutions of corruption as a result of the work of LACC will reinforce the Rule of Law which is one of the key requirements for a stable pos-conflict Liberia. The respect for the Rule of Law contributes to peace and stability.

Technical Advisory Panel Review Date: 17 February 2009

PBF Secretariat Review Date: 20 March 2009

Joint Steering Committee Approval Date: 27 February 2009 (with comments for modification of project)

On behalf of:

Signature

Date

Name/Title

Recipient UN Organization Co-Chair PBF SC Co-Chair PBF SC

23-2.0

Ambulai Johnson, Minister

Jordan Ryan, DSRSG (RG)

THE LOGICAL FRAMEWORK ANNEX 2.1

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Results	Measurable indicators	Means of verification	Important assumptions
Peace building Impact:  Deter the misapplication of public resources thereby alleviating a major source of public discontent and rebuilding confidence in the system of governance and promoting peace and stability with all key arms of government-Executive, Judiciary and Legislature  Contributing to the enhancement of democratic governance and rule of law	- increase in number of reported cases of corruption -public confidence and credibility for LACC highly improves	-Documented cases of prosecution; number of cases increasing overtime -Public perceptions of LACC positive in radio surveys; credibility enhanced	Sustained Government's commitment  LACC members commit to the capacity development process
through successful interdictions and timely prosecutions of corruption cases			
Outcomes: Enhanced functionality of LACC	# of cases LACC actively investigation	<ul> <li>Annual report of the LACC</li> <li># of cases referred to MoJ</li> </ul>	LACC members utilise capacity infusion towards mandate implementation
Output: Functional LACC Secretariat Public Awareness and Sensitization Training and capacity development for LACC staff and other relevant	-Secretariat fully equipped with personnel and functioning -LACC staff and individuals from related agencies trained and capacity adequately developed to be able to	-Asset list - on site inspection -Report on specific training	Equipments and individuals with relevant expertise available for deployment and functioning of LACC
anti-corruption agencies Development of CSOs focused monitoring checklists of the public sector	function effectively -CSO focused monitoring checklist developed, launched and available for use - Regular consultative forum	-Existing copies of checklist distribution for use widely across public sectors	
Relationship other anti- corruption agency	of other anti-corruption agencies	inutes of consultations, meetings, MoU between GAC and LACC	
ACTIVITIES:  Procurement of equipment  Procurement of resources (books, manuals etc)	See budget	Financial report	Procurement undertaken in timely manner
<ul><li>Organizing workshops and seminars</li><li>Study tours</li></ul>			
Public Awareness     and Sensitization			

#### 1. Background and problem statement

The overthrow in 1980 of the True Whig Party that ruled Liberia since independence in 1847 and the subsequent 25-year instability and civil wars is generally ascribed to the acute contradictions of state formation, compounded by an entrenched systemic and endemic corruption. Fighting corruption, therefore, has emerged as one of the crucial challenges for the post-conflict Administration of President Ellen Johnson-Sirleaf which was inaugurated in January 2006. The national Poverty Reduction Strategy acknowledges corruption as having "undermined development and political legitimacy" in the past; and the problem could as well debilitate current development efforts, if unchecked. To meet the challenge and advance good governance, a number of anticorruption and integrity-promoting initiatives have been introduced, including the establishment of the Governance Commission (GC), Liberia Anti-Corruption Commission (LACC), activation and invigoration of the General Auditing Commission (GAC), and proposals for a Code of Conduct for public officials Nonetheless, corruption continues to be perceived as widespread as allegations inundate the media. Recent GAC reports on a selected number of state institutions exposed and affirmed the prevalence of the problem. The growing problem undoubtedly triggered the President's recent statement reiterating that the "nation has been plagued with longstanding plunder and systemic corruption" and that most "institutions of government inherited a corrupt and criminalized value system that are so entrenched that some seem irredeemable." Not surprisingly, corruption has not only been decried but also tagged by the President as the country's "number one enemy."

That corruption is rife at the national level goes without saying, as the recent cases of "Knuckelsgate," recycling of checks at Liberia Central Bank and Ministry of Finance among other show. The problem therefore has high potential to destabilize national politics, as recent statements by opposition parties, particularly CDC portend. Corruption, however, appears equally pervasive at the local levels. In recent months allegations have been levelled against County Superintendents, the various Legislative Caucuses, Police, and Immigration officials. With the government's agenda for decentralization that seeks to transfer resources to the Counties, the problem of corruption, if unchecked could have serious implications for local development, peace and stability. Already the management of the County Development Fund (CDF) has come under stress and a recent conflict mapping sponsored by the European Union confirms the proneness of the Fund to conflicts. Indeed, the President has had cause to suspend some County Superintendents in order to forestall public unrest and restore peace in some counties. The need for effective counter-measures to check and control corruption and enforce accountability and transparency in public conduct can, therefore, not be overemphasized.

Unfortunately, the Liberia Anti-Corruption Commission, the key institution established to combat corruption, has remained literally dormant since its establishment in August 2008. The lack of capacity (human and material) has disabled the Commission from becoming fully functional and operational. Prior to their appointments, the Chairperson and her five Commissioners as well as the Executive Director have had little or no background training and experience in anticorruption work; the lack of resources has precluded orientation or induction programs upon assumption of office. Therefore, the Commission has found it difficult to conceptualize and actionably translate its mandate. Basic office equipment, including most prominently networked computers and reference materials are lacking at the Commission's offices and the lack of means of transportation has constrained the mobility of staff for outreach activities. Thus, although formally constituted, the Commission has been lame-ducked, unable to unfurl practicable work-plans to meet its mandate. Meanwhile, allegations and actual cases of corruption are on the rise and growing partisanship over the problem threatens to widen existing social and political cleavages and undermine the relative peace in the country. Considering the gravity of the problem and the high public expectations for the Commission to meet the challenge and help build "a system of national integrity" (PRS, P.87), it is utterly crucial for LACC to be fully operational and in the shortest possible time.

The immediate beneficiary of the project is the Liberia Anti-Corruption Commission who's Commissioners and staff would be readily capacitated to perform their responsibilities and the secretariat that will be furbished with the necessary equipment and materials for effective operation. Liberian citizens, on the whole, stand to benefit directly from LACC that is fully operational and functional to enforce the Anti-Corruption Act that seeks to instil accountability and transparency in public conduct. The entrenchment of these values will reinforce national integrity, enhance public confidence and legitimize politics and thereby mitigate one of the main threats to peace and stability in Liberia.

#### 2. Project Rationale and expected results

The overarching rationale for the project is to promote peace and stability through a capable Liberia Anti-Corruption Commission that addresses conflict fuelling issues of corruption and misuse of national resources at the national and sub-national levels. This will be achieved by supporting the institutional and capacity development of the LACC to effectively carryout its mandate. One of the key objectives of the Liberia Poverty Reduction Strategy (PRS) is to "build effective and efficient institutions" (LPRS, p.89) and, in the area of governance, the Liberia Anti-Corruption Commission

(LACC) is one such key institution. Seeking to strengthen Governance and Rule of Law, as required by the PRS, the Anti-Corruption Act of 2008 mandates the Commission, among other things, to:

"...implement appropriate measures and undertake programs geared toward investigating, prosecuting and preventing acts of corruption, including educating the public about the ills of corruption and the benefits of it eradication." (Act 2008, Part V: Sec. 5.1)

Designed to be at the forefront of the fight against corruption, the LACC, however needs the tools, strategic direction and capacity to undertake the task effectively. It also needs to build strategic alliances with other institutions in the national integrity arena such as the General Auditing Commission, Civil society, and Ministry of Justice. The agencies should be collaborating in the fight against corruption. For example, audits of the GAC should feed into investigations which are initiated by the LACC. The audit reports from the GAC coupled with the findings of the investigation from LACC should form the basis of systemic and procedural reforms formulated by the GC in collaboration with stakeholders. Civil society and the media also have a complementary role to play with the GAC in highlighting cases of on-going corruption and bringing it to the attention of the GAC for audit and LACC for investigation. The results of investigation and audit reports of the GAC should form the basis of prosecution by the Ministry of Justice Economic Crime unit.

The project will therefore seek to provide the LACC with the needed logistics and equipment to build a functioning Secretariat and Commission as well as provide needed capacity, through seminars, training, experts advice and study tours to enable the personnel to build up their knowledge and expertise in anti-corruption and economic crimes and build alliances and networks in the fight against corruption. This will be done through exposure to best practices in the region and beyond.

The expected results at the end of the project are:

- A well-oriented and informed Commissioners of LACC able to pursue the mandate of the Liberia Anti-Corruption Act and effectively engage the public.
- A well-oriented and informed Executive Director and Line Managers of LACC able to lead their staff to design and implement anticorruption activities
- Secretariat of LACC able to function effectively and efficiently using modern information, communication and technology instruments
- Ability of the Executive Director and staff to produce quality work-plans and implement planned activities
- An informed and articulate Liberian public able to understand the ills of corruption and appreciative of the need to eradicate it.

#### 3. Partnerships and Management Arrangement:

A project of this nature requires strong partnerships among the various key stakeholders. Besides LACC, which is the primary stakeholder, the UN, General Auditing Commission, Ministry of Justice, Governance Commission, Counties, Civil Society and Development Partners are key stakeholders, having the common

The project will be implemented by the Secretariat of the LACC with the Executive Director as the chief driver. He shall be assisted by the three Line Managers: Program Managers for Administration, Education and Prevention and Enforcement respectively. The Executive Director of LACC will be the Project Manager. He, in consultation with the UNDP Assistant Resident Representative/Governance (ARR/P), will develop the Project's annual work plan (AWP) prior to the commencement of project implementation. The Program Manager will prepare monthly, quarterly, and annual reports for the project Board.

#### 4. Monitoring & Evaluation

Tracking the achievement of planned results for each activity within the annual work plan and reporting progress to the Project Board and giving feedback to the implementing partners will be the responsibility of the Project Manager in close consultation and collaboration with the Monitoring and Evaluation Officer at the UNDP. The Project Manager, in collaboration with the M&E Officer will ensure that the selected implementing partners develop a results-based monitoring plan. The plan will have SMART indicators which would facilitate effective monitoring. The project focal point will provide monthly reports to the Project Board.

Specific mechanisms that will be used to monitor the achievement of results in the annual work plan will include:

- i. Monthly and Quarterly progress report, technical and financial report prepared by the Project Manager for review by the Project Board; a standard reporting format will be used (See Annex 1);
- ii. Annual progress report, technical and financial report prepared by the AWP implementing agency and/or the ERP Atlas system at the end of the year; and
- iii. Field visits undertaken jointly by implementing agency and UNDP.

Quarterly meetings of the Project Board will be convened to review progress reports and reports on monitoring visits so as to take necessary actions to ensure the project results are achieved and where possible, recommend a change in implementation strategy. A mid-term review with partners will be conducted as well as an annual review.

Midterm and final evaluation of the project will be conducted in accordance with UNDP rules and regulations and will be budgeted for accordingly. Where appropriate the project will also lend itself to external auditing and monitoring from designated agency from the PBF secretariat to ensure proper accountability and evaluation of all key deliverables in accordance with agreed outputs. This will ensure programme effectiveness and proper evaluation of impacts desired by the PBF secretariat.

#### 5. Sustainability of the project

The LACC as a government institution will receive annual subventions in the national budget. The support prescribed in this project is to provide the initial infusion of logistics and capacity to assist the Commission to perform its mandated functions. It is expected that as the National Budgetary conditions improves, allocations to the Commission will also increase.

In the medium term however, the UNDP/UNMIL and the USAID have agreed broadly on a phased approach of support to the commission to ensure that the Commission receives the critical resources it needs in the next 3 years. USAID will be fielding a consulting in the 1<sup>st</sup> quarter of 2009 to work with the LACC and other stakeholders to develop a four year strategic plan. Within the context of a strategic plan to be developed, UNDP/UNMIL and the USAID will ensure robust and sustainable institutional building and building of sustained support for the work of the Commission.

#### 6. Project Implementation with timeline

The nature of the project requires an implementation methodology that will focuses on institutional building through the procurement of essential equipment and services to strengthen the LACC. The Commissioners and senior staff of the Commission will also be exposed to best practice principles and skills of anticorruption.

For details on project activities, outputs/outcomes and timeline see Annex 2.5

THE PROJECT BUDGET

The budget would utilise the Standard Format\* agreed by UNDG Financial Policies Working Group with necessary modifications to suit the expected PBF project activities.

Budgets could be presented in the following Atlas (UNDP financial system) compatible format;

CATEGORY	ITEM INIT CO	INITCOST	# OF I BITTE	TOOD IVITOR
1 Personal		UNII COSI	# OI OINITS	IOIALCOSI
I. Personnel		25,000	9	150,000
2. Contracts	<ul> <li>Professional/Internet Services/Networking</li> </ul>	8,000	4	32,000
	- Grants	10,000	5	50,000
3. Training	■ LACC Orientation Seminars/Workshops	6,000	10	000,09
4 Transport	Vehicles	45,000	C	000 00
To an and	VOID CONTRACTOR OF THE PROPERTY OF THE PROPERT	43,000	7	000,006
5. Supplies and	• Stationery	Assorted	Assorted	15,000
Consumables	<ul><li>Consumable</li></ul>	Assorted	Assorted	15,000
	■ Fuel (generator/utility/vehicles)			20,000
6.Equipment	• Computers	1,200	10	12,000
	Printers (1 heavy/4 light)	3000/1000	5	2,000
	Copying machines (1 heavy/1 light)	5000/1,500	2	6,500
	• Scanner	2,000	1	2,000
	Office furniture	500	9	3,000
7. Travel	<ul> <li>Study tours</li> </ul>	2,500		2,500
8. Miscellaneous				2,290
Sub-total				467,290
9.Agency Management Support**	7% of sub-total (PBF Funds)			32,710
Total PBF				500.000
Other Contribution				
	County Training	10,000	15	150,000
	Networking; Civil Society engagements, etc.  Study Tours.	0005	_	52,000
Sub-total	orda) todas	2000		000,02
10 Agency	50/ of INIDEE comment			222,000
Administrative	570 of Civides support			11,00
Support				
TOTAL UNDP/UNDEF				233,000
OVERALL TOTAL				733,000

- \* The Standard Financial Report that has been reviewed with the UNDG Financial Policies Working Group.

  \*\* The rate shall be within the range of 5% to 9%, with overall expected average of 7% of the total of categories 1-8., as agreed to by Recipient UN Organizations in MOU signed with the PBF's Administrative Agent, the UNDP MDTF Office

## Detailed Work Plan for 18 Months 2008-2009

<ul> <li>Functional LACC Secretariat</li> </ul>	<ul> <li>Procurement of 2 vehicles</li> <li>Procure and install assorted office equipment.</li> <li>Networking of computers</li> <li>Design seminars/workshops</li> <li>Printing and distribution of 5000 copies</li> </ul>	<ul><li>Funds</li><li>Stationery</li><li>Printing fees</li><li>Room/Bd</li></ul>	May-June 2009
	of LACC brochures and informational materials  Printing and distribution of 4000 copies of "Act to establish LACC."	Noon Bu	
<ul> <li>Public Awareness and Sensitization</li> </ul>	<ul> <li>Organize 15 County forums on AC education</li> <li>Engage consultants to design and conduct forums</li> <li>Procure and prepare forum/training materials</li> <li>Recruit of 50 participants for each Forum</li> <li>Secure forum facilities</li> </ul>	<ul> <li>Consultants fees</li> <li>Transportation</li> <li>Stationery</li> <li>Venues</li> <li>Facilitators</li> <li>Portable genset</li> <li>Meals for participants</li> </ul>	1 <sup>st</sup> Forum in May 2009 Final Forum in April 2010
LACC Coms'ners and staff trained and capable of carrying out the mandate	<ul> <li>Ten capacity building seminars/workshops held for LACC officers</li> <li>Experiential training/study tours for LACC Commissioners and Exec Director</li> <li>Engagement of consultants to design monitoring checklists</li> <li>Training of CSOs and Media in monitoring</li> <li>Preparation of TORs</li> </ul>	<ul> <li>Air tickets</li> <li>Consultants fees</li> <li>Training materials, stationery, etc.</li> <li>Venue/</li> </ul>	July 2009 to April 2010
Development of CSOs, media focused monitoring checklists of the public sector	<ul> <li>Identity and recruit CSOs/Media</li> <li>Engage consultants</li> <li>Design monitoring checklists</li> <li>Training and deployment of monitors</li> </ul>	<ul> <li>Consultants fees</li> <li>Printing fees</li> <li>DSA</li> </ul>	August – October 2009
Relationship established with other anti- corruption agency	<ul> <li>Consultations</li> <li>Planning meetings</li> <li>Develop MoUs</li> </ul> Grand Total		April to November 2009

Dates	6 Month Benchmarks	Indicators of Progress
First 6 Months	<ul> <li>3 capacity building seminars/workshops conducted for LACC</li> <li>2 Comms and Exec Director participate in study tour</li> <li>3 County forums conducted,</li> <li>Consultants having conducted specialized tasks: strategic plans, public awareness, workshops</li> <li>Orders placed for office equipments (Computers, etc)</li> <li>Orders placed for printing 4000 copies of LACC Act and 2,500 copies of information materials</li> <li>2 All-purpose vehicles Procured Negotiate with CSOs to define relationships</li> </ul>	<ul> <li>Reports of training seminars/workshops conducted for LACC</li> <li>Evidence of travel and reports of interaction and learning activities of LACC Commissioners and Exec Director from study tours</li> <li>Official contracts with Consultants</li> <li>Evidence (media reports/registration forms/post-forum reports) of County Forums held</li> <li>Strategic plan available;</li> <li>Evidence of orders (contract) for printing of copies of Anti-Corruption Act 2008</li> <li>Documentations on procurement of office equipments</li> <li>Vehicles procurement documentation</li> <li>Signed MOUs of commitment from CSOs and other partners for collaborative work against corruption</li> </ul>
Second 6 Months	<ul> <li>3 capacity building seminars/workshops conducted for LACC</li> <li>2 Commissioners and Exec Director in study tour</li> <li>6 County forums conducted,</li> <li>Consultants conducted specialized tasks: strategic plans, public awareness/education workshops, need assessment;</li> <li>2,500 copies of information materials printed and circulated</li> <li>Activities with CSOs and Partners</li> <li>Monitoring Checklist for CSOs/Media developed</li> </ul>	<ul> <li>LACC Secretariat operational with networked Computers and other office equipment</li> <li>LACC able to initiate anticorruption activities</li> <li>LACC Commissioners ability to engage the public on anticorruption issues</li> <li>Evidence of study tour and learning experiences by Commissioners and Exec Director</li> <li>Media reports indicating public appreciation of LACC</li> <li>Completion of 4-year Strategic plan</li> <li>Printed LACC informational materials available for public distribution</li> <li>Records of meetings and decisions concluded with CSOs, GAC, and other partners</li> <li>Design of monitoring checklists completed and commissioned for printing</li> </ul>

3 capacity building seminars/workshops conducted for LACC     2 Commissioners and Exec Director participate in study tour     6 County forums conducted,     Implementation of Strategic Plan adopted by LACC     Final copies of LACC Act and 1600 copies of information materials printed and distributed to the public     Joint anticorruption activities taken with CSOs and other partners.	<ul> <li>LACC's engagement with the public regular and consistent</li> <li>Greater public attention to issues of corruption</li> <li>Greater evidence of LACC Commissioners being more inclined to investigate corruption allegations and seeking prosecution of culprit</li> <li>Plans made for implementation of Strategic Plan including fundraising</li> <li>Evidence of increasing Government funding for LACC</li> <li>Copies of Anti-Corruption Act 2008 and other informational materials of LACC easily available to the public</li> <li>Record of joint activities with CSOs and other partners</li> <li>Reports of CSO/Media monitoring</li> </ul>
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# Liberia Peace building Fund Project Summary

**PBF** Priority

Area:

3.1

Recipient UN

Organization:

UNDP

Organization	LAURE CONTRACTOR CONTR		1 KI Cu .		
Implementing Partner(s):	Liberia Anti-	Corruption C	Commission (LACC)		
Project Number:	PBF/ PP/R5/A	<b>A3</b> /01			
Project Title:	Support to th	e Liberian Aı	nti-Corruption Comm	ission	
Total Approved Project Budget:	US\$500,000	22 H			
Location:	Nation-wide				
JSC Approval Date:	27 February	2009			
Project Duration:	18 months	Starting Date:	April 2009	Completion Date:	September 2010
Project Description:	in Liberia by a responsibilitie immediate ne	assisting the l s. The prima ed of the Con	ess the challenge of control Liberia Anti-Corruption ary goal is catalytic, Inmission to achieve fund ag operational and pub	Commission to that is, to re inctionality as k	o be alive to its espond to the ey institution o
Peace building Impact:	factors to the era of relation exhibit high project seeks LACC and alleviating a	e outbreak of ve peace and sense of its to promote enabling it to major source	lack of accountabil f the 14-year long Li d stability, it is vita integrity, accountabilithese values by enhance check the abuse of e of public discontentilitimately would guar	berian civil want that public lity and transfering the funct public power and rebuildi	ar. In this new office holders parency. The ionality of the and, thereby, ng confidence
Outcome(s):	LAC leader LAC suppression Section with the correct Rules	CC fully oper- ership and gu CC being able oort to the Co ond, a vibrant estigate, pros- ic outcry aga gate the threa edly, success uption as a re-	ational, the Commiss idance, and the Exec to provide effective	ioners being abutive Director and efficient achat meets the representation will represent the mational conservers of LACC will represent the requirement of the conservers of	ble to exercise and staff of dministrative mandate to moderate the ensus and of reinforce the ts for a

contributes to peace and stability.

Outputs:  Public Awareness and Sensitization LACC Commissioners and staff trained and capable of carrying out the mandate Development of CSOs, media focused monitoring checklists of the public sector Relationship established with other anti-corruption agency  Procurement of 2 vehicles Procure and install assorted office equipment. Networking of computers Design seminars/workshops Printing and distribution of 5000 copies of LACC brochures and informational materials Printing and distribution of 4000 copies of "Act to establish LACC." Organize 15 County forums on AC education Engage consultants to design and conduct forums Procure and prepare forum/training materials Recruit of 50 participants for each Forum Secure forum facilities Ten capacity building seminars/workshops held for LACC officers Experiential training/study tours for LACC Commissioners and Exec Director Engagement of consultants to design monitoring checklists Training of CSOs and Media in monitoring Preparation of TORs Identity and recruit CSOs/Media Engage consultants Design monitoring checklists Training and deployment of monitors  Training and deployment of monitors
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Training and deployment of monitors
Consultations
Planning meetings
Develop MoUs
Indicator and
Benchmarks:
Dec announce de
Procurement: