



**STRENGTHEN TRANSPARENCY, ACCOUNTABILITY, OVERSIGHT AND
PARTICIPATION (STAOP)**

Annual Report 2015

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Duration: 2013 - 2017

Aft: Governance Pillar

CPD Component: *Governance systems reformed to promote and sustain democratic principles with strengthened decentralized capacity*

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Lead Implementing Partner: *Liberia Anti-Corruption Commission (LACC)*

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1. **Acronyms**

AWP	Annual Work Plan
SCC	STAOP Coordinating Committee
CSO	Civil Society Organizations
ECOWAS	Economic Community of West African States
GAC	General Auditing Commission
GC	Governance Commission
GOL	Government of Liberia
IAA	Internal Audit Agency
IACD	International Anti-Corruption Day
IAS	Internal Audit Secretariat
LACC	Liberia Anti-Corruption Commission
MOJ	Ministry of Justice
MAC	Ministries Agencies and Commissions
NIF	National Integrity Forum
PPCC	Public Procurement Concession Commission
STAOP	Strengthen Transparency, Accountability, Oversight and Participation
SIC	Student Integrity Clubs
UNCAC	United Nations Convention of Anti-Corruption
UNDP	United Nations Development Programme
GYAC	Global Youth Against Corruption

II. Executive Summary

In June 2013, the United Nations Development Program (UNDP) and the Government of Liberia (GOL) signed a new agreement intended to address issues of transparency, integrity and accountability within the public and private sectors of the Liberian economy. The program, entitled Strengthen Transparency, Accountability, Oversight and Participation (STAOP) is geared towards strengthening key line ministries, governance institutions and ensuring openness in reporting the generation of revenue from the extractive mineral and natural resource sectors. The program places particular emphasis on building the capacity of the media, civil society organizations, including women and youth groups to participate in local and national dialogue on transparency and accountability.

Implementation of activities began in the third quarter (July – September 2013), six months into the UNDP Calendar year. The entire process of implementation began with an Inception Workshop hosted by the UNDP on July 9 – 10, 2013, in Buchanan, Grand Bassa County. In attendance were the Liberia Anti-Corruption Commission (LACC) which is the lead implementing agency of the STAOP Project and other oversight institutions including the Governance Commission (GC), Public Procurement and Concessions Commission (PPCC), Liberia Extractive Industry and Transparency Initiative (LEITI), and the Internal Audit Secretariat (IAS). This workshop was intended to give an overview of the STAOP Program and highlight its linkages to the Government's Agenda for Transformation (AFT) (2013 – 2017).

A second workshop (July 23 – 25, 2013) was hosted by the National Implementation Modality Support Unit (NIMSU) of the GOL to abreast oversight institutions with its working tools, templates and processes among others.

Implementation of programme activities was given a boost with the recruitment in mid-September of a National Programme Officer and the subsequent recruitment of other programme staff in Early October 2013. Coordination improved markedly when the programme vehicle was delivered in December 2013. The beginning of efforts to intensify effective collaboration between governance institutions, key line ministries and agencies, civil society organizations including the press and women groups; necessary for enhancing the fight against corruption was made manifest with the development of the National Integrity Framework for Collaboration (2014 – 2017) by a national consultant in November 2013.

Implementation of activities during the year 2015 began late, due to the late signing of the Annual Work Plan in April 2015. Notwithstanding the late start, most of the activities planned for the year were implemented in the second and third quarters. A major challenge which surfaced and is in need of critical review is the low level of cooperation between certain integrity institutions and others. An effort by the Liberia Institute for Public Administration (LIPA) to mend fences and enhance collaboration among institutions was not fully reciprocated by certain institutions. The thwarting of the LIPA initiative led to the failure of the project to implement a key activity intended to build the capacity of the LACC and MOJ in the techniques and essentials of investigation and prosecution during the year.

III. Introduction / Overview of the Programme

The Strengthen Transparency, Accountability, Oversight and Participation Programme (STAOP) aims to support the achievement of the Agenda for Transformation and the objectives of the UN Development Assistance Framework for Liberia (2012 -2017) which prioritizes strengthening governance and promoting transparency and accountability. It aims to contribute to government and other actors' efforts to strengthen corruption prevention, transparency and accountability in Liberia as well as provide support to both state institutions and civil society organizations to increase transparency and accountability in governance processes by (i) establishing a broad consensus on need for incorporating the principles of integrity, transparency and accountability in governance (ii) strengthening institutional capacity and coordination to promote transparency and accountability and curb impunity, and (iii) creating opportunities for civic engagement to monitor public sector and engage in transparency and accountability mechanisms.

The programme brings together various institutions created by the Government of Liberia to foster the objective of promoting the governance agenda. These institutions include: the Liberia Anti-Corruption Commission (LACC), Governance Commission (GC), Public Procurement and Concessions Commission (PPCC), National Integrity Forum (NIF) – which brings together key integrity institutions, private sector and civil society organizations to coordinate and address corruption, LEITI to improve transparency in the natural resources and extractive industry sector. The project will also focus on building civil society capacities to engage in various transparency and accountability mechanisms at national and local level.

Project Overall Objectives

The overall objective of the project is to contribute to government and other actors' efforts to strengthen corruption prevention, transparency and accountability in Liberia. The project has adopted a three prong strategy that focusses on :

- a) Establishing a broad consensus on need for incorporating the principles of integrity, transparency and accountability in governance;
- b) Strengthen institutional capacity and coordination to promote transparency and accountability, and curb impunity;
- c) Creating opportunities for civic engagement to monitor public sector and engage in transparency and accountability mechanisms.

Specific Objective

The project will provide support to both state institutions (relevant line ministries, agencies and oversight institutions) and civil society organizations to increase transparency and accountability in governance processes.

IV. Strategy

The project design is informed by UNDP's work both in Liberia and globally, and its implementation will be informed by several guiding principles as succinctly spelt out in the programme document as follows:

Relevance: The project aims to support the achievement of the Agenda for Transformation and objectives of the UN Development Assistance Framework (UNDAF) for Liberia (2012 – 2017). The Agenda for Transformation prioritizes strengthening governance and promoting transparency and accountability and establishing an open and transparent governance system to consolidate “peace-gains”, deliver services, with special emphasis on three sectors – health, education and natural resources. Performance efficiency, transparency, accountability and integrity in these three sectors can reduce leakages and ensure that the investments made and revenue generated contributes to strengthened national capacities to achieve sustainable development, protect the rights of the people, and transition from fragile post-conflict context to stable middle-income country. The STAOP Project contributes to on-going decentralization efforts to strengthen the capacity of County Administration in at least five counties to be selected jointly with the project steering committee; that manages both County Development Fund and Social Development Fund, by improving transparency and accountability of local administration.

Partnership and Coordination: The project is implemented by the Liberia Anti-Corruption Commission (LACC), under the National Implementation Modality. LACC is the institution of government that has the mandate to implement appropriate measures and undertake programs geared toward investigating, prosecuting and preventing acts of corruption. In addition, as the chair of the National Integrity Forum (NIF), it brings together oversight institutions such as GC, PPCC, General Auditing Commission (GAC), Internal Audit Agency (IAA), and Civil Service Agency (CSA) as part of the technical committee to coordinate and provide support to ministries and agencies to strengthen transparency and accountability. This project also focuses on providing specific support to the LACC to strengthen its capacity to prevent corruption; PPCC to improve procurement procedures in line ministries; and LEITI to improve transparency in the natural resource and extractive industry sector. Additionally, the project intends to build civil society capacities to engage in various transparency and accountability mechanisms at national and local levels.

Capacity Development: While supporting south-south knowledge exchange, the project will bring in anti-corruption experts to develop and provide trainings. Where possible, local experts (particularly from state institutions) will also be involved in these trainings to share their expertise.

Deliver as one: Synergy will be built with support and current work of the UN systems and donors in the area of decentralization, public sector reform, governance reforms, rule of law, capacity building support to institutions, natural resource management, service delivery (particularly health and education).

Sustainability: The project is positioned to provide support to on-going initiatives and implemented by the LACC and other key partners such as the GC, PPCC and LEITI. These partners were involved in the design of the project, ensuring not only national ownership of the proposed project, but also the sustainability of mainstreaming transparency in all reform processes.

Gender: This project aims to strengthen women's participation in promoting transparency and accountability at the local governance level and contribute to other efforts to promote gender equality.

Youth: Recognizing the potential of youth in promoting government's accountability and building on experiences of youth engagement in governance processes across the world, this project aims to build the capacity of youth and create opportunities for their engagement in local governance processes.

V. Progress Towards Achievement of Outputs

The STAOP Programme is one of four programmes situated under the Inclusive Governance and Public Institution Pillar, under the GOL/UNDP programme alignment focusing on the following outputs:

Output 1.1 : Increase national awareness, advocacy and dialogue on corruption prevention, transparency and accountability

Output 1.2: Increase corruption prevention capacity of oversight institutions and line ministries (MOE & MOHSW).

Output 1.3. Increase prevention capacity of county administration in at least five counties

Output 2.1: Enhance capacity of oversight institutions on using the UN Convention Against Corruption as an entry point for strengthening preventive mechanisms

Output 2.2: Increase prosecutorial capacity of the Liberia Anti-Corruption Commission

Output 3.1: Increase capacity of civil society organizations to inform the public , monitor service delivery and promote social accountability

The year started with a continued inability to implement activities in the first quarter. First quarter activities had to be put off because the Annual Work plan (AWP) for the year was approved in April due to continued requests by partners for inclusion in the AWP, even though time had elapsed for the approval of the AWP. Thus the entire first quarter was used up negotiating a budget which was finally approved one month into the second quarter. Significant progress was achieved in the second and third quarters. The late delivery of reports by consultants and inaction by implementing partners at the most inopportune moments served to dampen some of the successes of the year.

The project office had to relocate along with the main office of the LACC. This move created problems for the project as the office space shrank and space for the storage of supplies and coordination meetings had to be negotiated. Administration has however promised to carry out partitions and create additional space.

During the year, the project sought to begin initiatives aimed at (a) impacting on the provision of assistance intended to strengthen the investigative and prosecutorial capacity of the LACC; and (b) ensuring that gender and youth dimensions are inclusive of the implementation strategy.

The project therefore conducted an assessment of the capacity of the LACC to investigate and prosecute corruption. The assessment culminated in the development of an Action Plan which would be used by the project in the ensuing year to tackle challenges which have hitherto impeded the LACC's efforts at intensifying the delivery of its two main mandate areas - investigation and prosecution. The project also, during the year, involved the Liberia Rural Women Association and the Global Youth Ambassadors of Liberia (GYAL) in the implementation of its activities. Efforts will be exerted to strengthen a working relationship with these organizations particularly at the local level.

Output 1.1 : Increase national awareness, advocacy and dialogue on corruption prevention, transparency and accountability

- *Activity 1.1.1: Print 8,000 copies of Code of Conduct.*

Under this output, the Governance Commission printed eight thousand copies of the Code of Conduct for distribution to public sector employees nationally. The printing of the code means there is now a high level of accessibility to this very important government tool which will be used to track the actions of public sector employees and promote a higher level of discipline and morality in the public sector. The Code is the Government of Liberia's first attempt aimed at addressing important issues such as – conflict of interest, bribery, sexual harassment, etc. in the public sector. The Code when implemented will lead to an increase in the capacity of the government to prevent corruption and increase transparency and accountability in the workplace.

- *Activity 1.1.3: competition for best investigative reporting on corruption in the education sector*

Various meetings were held with the Press Union of Liberia (PUL), the main partner in this exercise to begin implementation of this activity. Delays in the signing of the AWP meant that the activity could not start at the beginning of the year. Accordingly, no significant progress was made in the delivery of this activity during the year.

- *Activity 1.1.2: Celebration of 2015 Anti-corruption Day.*

The LACC, along with other integrity institutions, civil society organizations, media and students, commemorated the 2015 International Anti-corruption Day (IACD) and created awareness on the ills of corruption and highlighted the need to stop acts of corruption in the society. Activities implemented to commemorate the day included a parade with a beautifully decorated float in the principle streets of Monrovia, radio talk shows, and an in-door program

during which Hon. Alfreda Steward Tamba, the Commissioner General of the Liberia Revenue Authority (LRA) served as key note speaker. The speaker informed the audience that unless everyone takes concrete and sustainable action to curtail the vice, the war against corruption will remain elusive. She said that her administration is committed to visibly fight corruption.

The commemoration of the event keeps the populace aware of continued efforts to stop corruption. It also encourages discussion of corruption issues at public spaces such as Hataye shops, in public transports and call in shows on various radio stations. Such discussion keeps corruption in the spotlight and reminds politicians, policemen, judges, financial managers and others of the necessity of continually fighting corruption.

- *Activity 1.1.3: Launch Mapping of Risk Assessment in the Education Sector Report*

The Risk Assessment Report was launched by the Liberia Anti-corruption Commission. The assessment and launch of the report is an attempt by the LACC to begin a dialogue with public sector high schools in the Montserado area, which will increase awareness of corruption prevention in the education sector.

Output 1.2: Increase corruption prevention capacity of oversight institutions and line ministries (MOE & MOHSW).

- *Activity 1.2.1: Establish Integrity clubs in 10 assessed public high schools in Montserado County.*

Under this output, the LACC Education and Prevention Division authorities did not implement the activity intended to establish integrity clubs in public schools in Montserado County.

- *Activity 1.2.2: Train Internal Auditors from IAA to improve their auditing skills in PPCC Compliance Requirements*

Held a two (2) day procurement workshop in Buchanan, Grand Bassa County to acquaint participants of the new initiatives developed by the PPCC to enhance efficiency in public procurement, increase compliance with the PPC Act, as well as reduce the risk of waste and abuse of government's limited resources. A total of 224 auditors and compliance officers from the Internal Audit Agency, Accounting Services Unit of Ministry of Finance and Development Planning, and Liberia Revenue Authority amongst others participated in the workshop held from December 4-5, 2015. Discussions were focused on the 25% Small Business Act implementation and the Vendors Register, the PPCC's Key Performance Indicators for procurement entities compliance assessment amongst other relevant subject matters. The workshop was a follow up to the two days engagement with internal auditors held in the Conference Hall of the National Elections Commission on November 3-4, 2015. The female

population which attended the workshop stood at 74 while the males population was 150. The workshop has increased the corruption prevention capacity of internal auditors and enhanced their understanding of the PPCC compliance requirement which is key to their work.

- *Activity 1.2.3: Develop training modules and provide training in ethics and integrity and procurement audit for technical staff (MOH, MOE, MPW, MIA, MOFDP, Police and NIF) for capacity building in the public sector.*

This activity was not implemented during the year by the LIPA.

Output 1.3. Increase prevention capacity of county administration in at least five counties

- *Activity 1.3.3: Organize informational regional workshop in five targeted counties with county administration officials, line ministries and oversight institutions to raise awareness on performance audits and identify programming, procedural and management systems gaps within county administration.*

The PPCC organized a three day regional procurement workshop in Tubmanburg, Bomi County, attended by fifty five (55) participants from key public institutions in Montserado, Bomi County, Grand Cape Mount, Grand Bassa and Margibi Counties. Others attending the workshop included heads of entities and procurement officers of the Booker Washington Institute (BWI), Kakata Rural Teachers Training Institute (KRTTI) , Redemption Hospital, Bomi County Community College, Forestry Training Institute, as well as county superintendents and their deputies, chairs of project management committees, county project officers and city mayors.

This workshop succeeded in providing knowledge in performance audits and improving the management of funds allocated for county development. This means that some public sector institutions at the county level like those in the education and health sectors have been able to set up procurement structures to guide the conduct of public procurement and ensure compliance with the PPC Act. The training will translate into an increase in delivery of quality services to the rural communities as wastage will now be minimalized in view of the enhanced

procurement procedures adopted by the officials within the county.



- Activity 1.3.4: *Support to local government transparency and accountability:*

The Carter Center's Access to Information Senior Project Coordinator and the Liberia Anti-Corruption Commission (LACC) Program Officer for Community Relations undertook a 2-week visit to 4 target counties and trained 76 heads of line ministries and agencies in corruption prevention measures and the role of the LACC in the fight against corruption. Those who attended the training included the superintendents of the targeted counties, Assistant Superintendents for Developments and Fiscal Affairs, County Inspectors, Project Management Committee members and 38 members of the Freedom of Information Networks in the four target counties.

Citizens of the targeted counties knowledge of the mandate of the LACC and the importance of adopting measures to stop corruption were considerably increased when the Program Officers from the Carter Center and LACC appeared on 4 main community radio stations including in Fish Town, River Gee , Zwedru, Grand Gedeh, Sanniquellie, Nimba County, and in Voinjama, Lofa County. Residents also benefited when the Carter Center explained the FOI as a tool for transparency. Having acquired information on freedom of information and anti-corruption, citizens are now empowered to request from their county leaders, information on accountability which will eventually lead to corruption prevention at the county level.

Output 2.1: Enhance capacity of oversight institutions on using the UN Convention Against Corruption as an entry point for strengthening preventive mechanisms

- *Activity 2.1.3: Source international training institution to train PPCC staff in Standard Concession Procedures and contracts, was implemented by the PPCC.*

All procurement arrangements including the sourcing of international institution to conduct the training as well as accommodation, air tickets and daily subsistence allowance (DSA) for six staff were concluded in the third quarter. With direct support from the UNDP, the staff departed Liberia on Saturday, November 7, 2015 for a five- day intensive training in Ghana. The training ran from November 9-13, 2015. The training was initially planned for three (3) staff but the number was increased to six (6) in view of the relevance of the training to the work of the PPCC. The training built the capacity of the PPCC staff to adequately respond to concerns/issues raised in the Agenda for Transformation (AFT) concerning weak processes and systems to manage public revenues, budgeting and expenditure management, procurement and practices and granting concessions. US\$30,000 (Thirty Thousand United States Dollars) was approved for this activity but this amount was increased to US\$40,804 to accommodate three additional staff.

- *Activity 2.1.1: Hire individual contractor to conduct UNCAC self-assessment to identify policy and implementation gaps, with specific focus on Article 9, on public procurement and management of public finances and develop action plan to address gaps.*

A term of reference was developed and the position for national consultant was advertised in two local dailies, the e-Mansion and LACC websites. Applications were received from Liberian nationals in the USA, Italy and Liberia. A shortlisting panel and an interview panel were established by the STAOP Coordinating Committee (SCC) and the applicants were shortlisted and interviewed for the position via teleconference at the UNDP. The position for UNCAC Self-assessment Consultant was won by Mr. Emmanuel Munyenneh, a Liberian national. Mr. Munyenneh was however replaced by the applicant who came second because it was revealed to the STAOP Coordinating Committee (SCC) that Mr. Munyenneh was already in the employ of the UNDP.

The UNCAC Self –Assessment consultant was recruited by the LACC and given a contract. In consonance with the UNDP Guidance Note on the UNCAC Self-Assessment, a Steering Committee comprising the SCC and civil society organizations was established to monitor progress made by the consultant during the assessment.

The first draft of the UNCAC Self-assessment Report was reviewed by the Steering Committee on Thursday September 10, 2015. This meeting was originally scheduled for August 14, 2015 but was delayed by the late delivery of the consultant. Following a presentation by the consultant, comments were made with the intent to improve the contents of the report and a request was made for a change in the format of the report to reflect an inclusion of a gap

analysis. The consultant was asked to present a revised version of the report on September 17, 2015. The revised copy of the report was finally received by the STAOP Office on Thursday September 22, 2015 and sent to members of the Steering Committee for review and comments. A meeting was then held on Tuesday September 29, 2015 to discuss and prepare for a workshop to validate the report. The meeting unearthed many more issues for improving the document. After many working sessions with the consultant, a final draft was ready for validation.

A workshop comprising integrity institutions, key line ministries, and civil society was finally held on Friday October 30, 2015 at the Golden Key Hotel near Monrovia. The workshop was divided into working groups and these reviewed the draft document, vis-à-vis the UN Convention against Corruption (UNCAC) and identified gaps and made recommendations to remedy them.

Deliberations during the workshop led to the development of an Action Plan. The Action Plan presents an opportunity for the implementation of the provisions of the UNCAC by integrity institutions. Copies of the Report and Action Plan were printed and will be distributed to stakeholders and partners.



Programme Analyst at UNDP give remarks at UNCAC Validation workshop

- *Activity 2.1.2: LACC participate in 2015 UNCAC Peer Review of Djibouti in Vienna, Austria*

This activity was implemented during the year. Two staff of the LACC travelled to Vienna, Austria where they participated in the review of the country of Djibouti in consonance with the provisions of the UNCAC.

Output 2.2: Increase prosecutorial capacity of the Liberia Anti-Corruption Commission

- *Activity 2.2.1: Provide support to the LIPA to assess the capacities of LACC and MOJ to investigate and prosecute corruption.*

This activity was implemented fully during this quarter. Following discussions between the head of the Liberia Institute for Public Administration (LIPA) and both the Minister of Justice and Executive Chairperson of the LACC, a memorandum of understanding (MOU) was signed between the LACC and LIPA. The memo gave LIPA the authority to conduct an assessment of the capacity of the LACC to investigate fraud and the capacity of the Ministry of Justice (MOJ) to prosecute.

Following the signing of the MOU, the LIPA held series of discussions with personnel of the LACC and those of the MOJ in charge of prosecution. There were delays in the conduct of the assessment as some personnel in both the LACC and MOJ were engaged otherwise and not always available for a meeting with the LIPA team. The assessment was finally concluded and a report was prepared. On Friday September 4, 2015, the LIPA convened the first meeting during which the draft assessment document was presented, discussed and comments made. The Ministry of Justice, PPCC, Governance Commission, the Executive D of the LACC, staff of the STAOP and the Director General of LIPA were in attendance. Two other working sessions with the LACC and STAOP project followed.

A final draft document was developed with an Action Plan. The final report reveals existing gaps within the LACC and MOJ at the individual and organizational levels in investigation and prosecution. The report ends with an action plan which seeks to address the gaps identified during the assessment. The Action Plan derived from the assessment serves as a window of opportunity for the provision of assistance to build the capacity of the LACC to effectively investigate and the MOJ to prosecute corruption. A copy of the report is available for distribution.

- *Activity 2.2.2: Provide support to LIPA to hire experts to provide joint training to the LACC and Ministry of Justice (MOJ) in techniques and essentials of investigation and prosecution of corruption cases.*

The Director General of the LIPA consulted the Minister of Justice and Executive Chairperson of the LACC to acquaint them with the training and formal letters were dispatched to the two entities. However, the MOJ dithered continually when asked to provide a listing of its personnel for the training. This situation continued until the third quarter expired and the training was not held.

- *Activity 2.2.3: Hire consultant to build the prosecutorial capacity of the LACC*

The lawyer hired under this activity continued to render invaluable prosecutorial services to the LACC. His contribution to the work of the Legal Section of the LACC increased the number of cases presented for prosecution at the Courts. Some of these cases had hitherto remained dormant. The consultant during the quarter also provided support to the LACC by providing inputs needed by the UNCAC in the Peer review of Djibouti. He travelled to Vienna, Austria and participated in the conference to discuss the review process of Djibouti. The lawyer resigned from the STAOP Project during the second quarter and joined the Legal Section as a full time employee of the LACC. The work of the STAOP Consultant increased the level of compliance by Liberia to the provisions of the UNCAC and strengthened the prosecutorial capacity of the LACC.

Output 3.1: Increase capacity of civil society organizations to inform public monitor service delivery and promote social accountability

- *Activity 3.1.1(b): Organize talk shows and drama for rural radio stations targeting civil society and women groups on various reforms and concessions awarded.*

The PPCC worked with civil society organizations to strengthen their capacity to monitor service delivery and promote social accountability. Talk shows were conducted on various radio stations and dramas were played targeting civil society organizations and women groups informing them about the various reforms and concessions awarded. The radio talk shows were conducted for a period of one month on a bi-weekly basis. The drama was produced and aired on major community radio stations throughout the country. The drama component of the activity was continued in the third quarter due to production delays and inaccessibility of roads. The drama was aired three times weekly for a period of one month. The airing of the drama and talk-shows put civil society organizations and women group in a better position to understand the procedures and processes in public procurement.

- Activity 3.1.3: Support the creation of an NGO/CSO database by the GC and MFDP.

The GC sought to implement this activity during the third quarter. The GC developed a term of reference (TOR) which was reviewed and endorsed by the STAOP Coordinating Committee (SCC). The TOR basically sought to recruit services of a vendor with capacity to develop an MIS database application package to store information which will track NGO/CSO activities around the country. The advert for a suitable firm / vendor to create and install the database, were posted in the dailies on October 8, 2015. Implementation of this activity was halted due to the travel of the GC staff.

Results Matrix

Expected Output	Output Targets	Key Activities	Progress Towards Expected Results
Output 1.1: Increase national awareness, advocacy and dialogue on corruption prevention, transparency and accountability	*Provide information to the public on how to conduct successful procurement *Civil society, integrity institutions and media houses promote information on transparency and accountability.	Print 8,000 final copies of the code of conduct	The availability of a code for public sector employees will increase awareness on corruption prevention as issues related to conflict of interest , bribery and other aspects of transparency and accountability are discussed regularly.
		Celebration of 2015 Anti-corruption Day	Integrity institutions, CSOs, and media houses raised awareness on the need to continue the fight against corruption
Output 1.2: Increase corruption prevention capacity of oversight institutions and line ministries (MOE & MOHSW).	*Financial management of key line ministries and oversight institutions improved *Information on corruption trend in service delivery documented.	Launch Mapping of risk Assessment in the Education Sector	The document when implemented will increase awareness of corruption prevention and generate dialogue of corruption and transparency issues in the education sector.
		Train Internal Auditors from IAA to improve their auditing skills in PPCC Compliance Requirements	Public sector auditors knowledge of procurement is used to Enhance their capacity to prevent corruption in the public sector.

		Organize informational regional workshop in targeted counties with county administration officials, line ministries and oversight institutions to raise awareness on performance audits and identify programming, procedural and management systems gaps within county administration	County authorities capacity built in performance audits and financial management to increase corruption prevention at the local level.
Output 1.3. Increase prevention capacity of county administration in at least five counties	County Administration capacities built on how to prevent corruption and promote responsible leadership.	Support to local government transparency and accountability	County authorities and CSOs at the local level knowledgeable of techniques to prevent corruption and improve transparency and accountability.
Output 2.1: Enhance capacity of oversight institutions on using the UN Convention Against Corruption (UNCAC) as an entry point for strengthening preventive mechanisms	Implement sections of UNCAC Action Plan	Source international training institution to train 6 PPCC staff in Standard Concession Procedures and contracts, was implemented by the PPCC.	Capacity of PPCC staff are strengthened to deliver on public procurement as per Article 9, of the UNCAC
		Hire individual contractor to conduct UNCAC self-assessment to identify policy and implementation gaps, with specific focus on Article 9, on public procurement and management of public finances and develop action plan to address gaps.	The availability of the UNCAC Action plan will strengthen the capacity of integrity institutions, and CSO organizations to use the UNCAC as a guide in the fight against corruption.
		LACC participate in 2015 UNCAC Peer Review of Djibouti in Vienna, Austria	The LACC has already begun to understand and utilize the facilities of the UNCAC to

			strengthen her ability to fight corruption.
Output 2.2: Increase prosecutorial capacity of the Liberia Anti-Corruption Commission	LACC prosecutors, investigators and lawyers trained in the handling of corruption cases, including in case selection, and forensic financial investigation	Provide support to the LIPA to assess the capacities of LACC and MOJ to investigate and prosecute corruption.	The assessment of the LACC provides an opportunity for unearthing challenges hampering her ability to prosecute corruption.
		Hire consultant to build the prosecutorial capacity of the LACC	The impact of this activity ended when the consultant resigned.
Output 3.1: Increase capacity of civil society organizations to inform public monitor service delivery and promote social accountability	CSOs database created outreach activities conducted civil society and community based organizations take part in national and local dialogue	Organize talk shows and drama for rural radio stations targeting civil society and women groups on various reforms and concessions awarded.	Civil society organizations in the fight against corruption are more easily accessible to monitor actions of public officials and report.

VI. Challenges / Lessons Learned

Challenges

- A major challenge experienced during the year is the late delivery of funds for first and second quarter activities caused mainly by the late approval of the annual work plan and budget.
- The lack of cooperation by the Ministry of Justice in the implementation of some of the activities of the STAOP Project led to the late delivery of an output and the non-delivery of another.
- The inability of national consultants to abide by schedule caused disruptions in the timely delivery of outputs during the year.
- The move by the LACC to a new location disrupted the project's filing system and caused the project to loose:
 - Substantial office space
 - A space for holding meetings, and
 - The lap-top of the Program Officer

Lessons Learned

1. The encounter with public officials at the county level showed that many senior officials are yet to fully accept the procurement reform program and many are in need of information on corruption prevention.
2. The lukewarm attitude of some key officials in Government shows that there is a need to intensify collaboration among integrity institutions and increase information dissemination on the importance of corruption prevention.
3. A delay in the provision of inputs for the implementation of activities by certain implementing partners is hampering the delivery rate of the project.
4. A delay in the provision of invoices, receipts and other financial documents for funds received by implementing partners is hampering the delivery rate of the project.

VII. Financial Summary

Activity	Approved Budget	Expenditure	Balance	% Spent
Activity 1.1.1: Print 8,000 copies of Code of Conduct.	10,000	10,000	–	100
Activity 1.1.3: competition for best investigative reporting on corruption in the education sector	8,000	–	8,000	NIL
Activity 1.1.2: Celebration of 2015 Anti-corruption Day.	15,000	15,000	–	100
Activity 1.1.3: Launch Mapping of Risk Assessment in the Education Sector Report	1,000	1,000	–	100
Activity 1.2.1: Establish Integrity clubs in 10 assessed public high schools in Montserado County and erect bill boards	6,200	–	6,200	NIL
Activity 1.2.1: Train Internal Auditors from IAA to improve their auditing skills in PPCC Compliance Requirements	19,500	19,500	–	100
Activity 1.2.3: Develop training modules and provide training in ethics and integrity and procurement audit for technical staff (MOH, MOE, MPW, MIA, MOFDP, Police and NIF) for capacity building in the public sector.	30,000	–	30,000	NIL

Activity 1.3.3: Organize informational regional workshop in targeted counties with county administration officials, line ministries and oversight institutions to raise awareness on performance audits and identify programming, procedural and management systems gaps within county administration	35,000	35,000	–	100
Activity 1.3.4: Support to local government transparency and accountability	50,000	50,000	–	100
Activity 2.1.3: Source international training institution to train 6 PPCC staff in Standard Concession Procedures and contracts, was implemented by the PPCC.	40,804	40,804	–	100
Activity 2.1.1: Hire individual contractor to conduct UNCAC self-assessment to identify policy and implementation gaps, with specific focus on Article 9, on public procurement and management of public finances and develop action plan to address gaps.	15,000	15,000	–	100
Activity 2.1.1(a & b): Validate and print UNCAC Action Plan	10,000	10,000	–	100
Activity 2.1.2: LACC participate in 2015 UNCAC Peer Review of Djibouti in Vienna, Austria	5,500	5,500	–	100
Activity 2.2.1: Provide support to the LIPA to assess the capacities of LACC and MOJ to investigate and prosecute corruption.	5,000	5,000	–	100
Activity 2.2.2: Provide support to LIPA to hire experts to provide training joint training to the LACC and Ministry of Justice (MOJ) in techniques and essentials of investigation and prosecution of corruption cases.	Funds redirect to Training of Internal Auditors(Activity 1.2.1)	–	–	NIL
Activity 2.2.3: Hire consultant to build the prosecutorial capacity of the LACC	33,000	15,500	17,500	46%
Activity 3.1.1(b): Organize talk shows and drama for rural radio stations targeting civil society and women groups on various	10,000	10,000	–	100

reforms and concessions awarded.				
Activity 3.1.3: Support the creation of an NGO / CSO database by the GC and MFDP	25,000	–	25,000	NIL
Total:	299,004	232,304	106,200	78%

VIII. Future Plans / Programme Priorities for 2016

The programme will seek to overcome challenges encountered in 2015 and implement more activities in 2016. It is hoped that unlike 2015, the first quarter of 2016 will be utilized. Implementing partners which did not implement key activities during the year 2015 will be encouraged to implement them during 2016. These activities have been maintained in the 2016 work plan.

The programme will also seek to build on inroads by the PPCC and the Carter Center to continue to dialogue with county authorities to properly manage funds entrusted to them. The LACC working in concert with civil society organizations will seek to provide information to the county authorities on corruption prevention with the intent to promote transparency and accountability at the local level.

Having assessed the capacity of the LACC to investigate corruption and assessed integrity institutions to ascertain their level of compliance with the UN Convention Against Corruption, attempts will be made to implement portions of the action plans derived from the assessments. The GC will endeavor to assess trends in corruption perception in the service delivery sectors by conducting another Barometer Survey.

- Increase transparency and accountability in the counties by increasing awareness on corruption prevention of county authorities.
- Build the capacity of the LACC to prosecute corruption cases.
- In consonance with the UNCAC, the programme will try to build the capacity of the LACC to collect and manage data effectively to enhance its ability to investigate corruption.
- Conduct another survey of key service delivery sectors to ascertain corruption perception trends in the sectors.
- Create a CSO directory to increase their capacity to inform the public on development programs and monitor the delivery of services to the communities.
- Increase national awareness on corruption by training additional auditors and creating more awareness on procurement reforms.

- The LACC will participate in an Annual International Conference to increase awareness on corruption prevention.