



**Liberia Anti-Corruption Commission**

# **Abridged Strategic Plan (2021-2025)**



**Sharpening Our Focus to Fulfill Our**

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## I. EXECUTIVE SUMMARY

The Liberia Anti-Corruption Commission (LACC) is one of the major autonomous bodies/ agencies established to foster and promote a corruption-free society that advances transparency, integrity and accountability in Liberia. The mandate of LACC- to investigate, deter and prosecute acts of corruption, promote good governance and the rule of law, strategically positions the Commission to contribute towards promoting probity and accountability in both the public and private sectors. This new strategic plan sharpens LACC's focus and approach in pursuing its mandate. The Plan employed the value-based, issue-based, organic-based, and goal-based methods and utilized more than nine strategic tools to conduct external and internal environmental scans.

### I.1. Major Achievements

During the performance period of LACC's previous Strategic Plan (2014 to 2017), twenty nine cases were concluded, representing 93.10 percent gallop in performance (from 2 concluded cases during the previous performance period (before 2014-to this one). It also represents 12.08 percent of a total of 240 cases reported. Similarly, a noticeable seven

cases or 24.13 percent of the total 29 cases investigated, concluded, and forwarded were being prosecuted. Additionally, a whistle blower bill was drafted and presented to the Legislature for passage into law.

Of the cases prosecuted, two individuals pleaded guilty to corruption charges and restitution of funds is being enforced at the Circuit Court; but no conviction has yet been achieved at the Supreme Court in cases that were earlier convicted at Circuit Courts. These cases are still stalled at the high court awaiting final judgment. Meanwhile, restitutions were also made in other cases such as Aminata, a petroleum company, Mohammed Paasewe, former Superintendent of Grand Cape Mount County, Amos Tweah, former Assistant Minister, MICAT, Abu Kamara, former Assistant Minister for Administration, Ministry of Postal Affairs, and Hassen Kiadi, former Procurement Officer, Grand Cape Mount County. With respect to Education and Prevention, the Commission has conducted a number of public outreach campaigns and is facilitating the operation of Students Integrity Clubs in 19 public schools in Liberia with a focus of addressing systemic corruption in secondary schools.

### **1.2. Major Challenges**

The Liberia Anti-Corruption Commission has made progress. However, the reality is, several unaddressed challenges continue to outweigh LACC's current capacity -legal, financial, logistical/material, and technical human resource- to mitigate these demands. Key among these challenges include:

- a. Lack of adequate political will to fight corrupt practices manifests in many ways, including but not limited to: (i) concerted attacks on anti-graft institutions, including the LACC, by officials and their agents whenever they are accused of corruption; (ii) the lack of proper and adequate administrative actions against officials accused of or involved in corruption; (iii) unresolved corruption cases;(iv) unending corruption investigations;
- b. Failure to enact stronger laws that will strengthen current weak anti-corruption legislations, despite submissions and recommendations from the LACC. The current LACC legal framework limits the Commission from, directly and expeditiously prosecuting corruption cases. It also limits the Commission from effectively administering its Assets Declaration and Verification regime, as well as to protecting witnesses and whistles blowers.
- c. Failure on the part of MACs to adequately adhere to the Public Procurement laws and regulations; willingness to hold accountable those who are responsible for the loss of public funds and/or misuse of public resources; and corrupt practices that adjust to manipulate new accountability systems as they arise.
- d. While the general view is that the public detests corruption, ironically, directly and indirectly, the populace encourages it. Moreover, citizens seem to identify and speak of corruption only in terms of politics and acts of corruption associated with public officials and operatives.

In view of the above, inadequate financial and administrative support for the LACC has resulted to a number of demands faced by the Commission, which outweigh its current financial, human resources, material, and legal capacities to respond more effectively.

## **2. INTRODUCTION**

Globally, corruption is characterized as a complex social, political and economic phenomenon that affects all countries. In Liberia, the endemic nature of corruption evidently threatens the economic and social development of the country and challenges all Liberians and integrity institutions, including the LACC, to do more to strengthen and expand the fight against this menace. Corruption attacks the foundation of democratic institutions and stunt economic development because foreign direct investment is discouraged and small businesses within the country often find it impossible to overcome the "start-up costs" required because of corruption. Meanwhile, the Liberian Government had adopted a National Anti-Corruption Strategy (NAS) and strengthened the General Auditing Commission (GAC), Public Procurement and Concessions Commission (PPCC), the Liberia Extractive Industry and Transparency Initiative (LEITI), the

Internal Audit Agency (IAA), the Financial Intelligence Unit (FIU), the Liberia Revenue Authority (LRA), the Law Reform Commission (LRC) and the Independent Information Commission (IIC).

From the time the LACC was established some 10 years ago, it has made significant progress in the fulfilment of its core mandates - education and prevention, and investigation and prosecution. The Commission has been able to adopt several measures and institutionalized policies intended to strengthen the fight against this menace. During the period, the LACC has hired and continues to hire relevant professional staff, drafted and ratified operational instruments; and investigated and prosecuted several cases of corruption.

In the daunting context of corruption in Liberia, it is clear that the LACC has a difficult mission. The Commission is engulfed with a daunting responsibility to restore integrity and accountability in the public sector. Hence, the formulation of this five-year “Strategic Plan” is the outcome of our farsightedness and honest desire to realistically pursue and implement the mandate of the LACC for the next five years that will make the Commission more responsive to the needs and aspirations of the Liberian people and partners.

The implementation of this plan will require collaborative efforts and the involvement of all stakeholders, comprising relevant institutions, civil society and the citizenry. As we anticipate the implementation of this plan, it is our hope that we will receive the necessary support from the Government and people of Liberia, our international partners, civil society, the media and the private sector. This plan is a vision to move the LACC in a positive direction in stimulating the national fight against corruption. We are convinced that with the support of all, we will succeed.

### **III. STRATEGIC DIRECTION: 2021 to 2025**

The methods utilized to develop this plan encompass the value-based, issues-based, organic-based, and goal-based approaches to strategic planning. More than nine strategic analysis tools were used to gauge strategic issues, analyze and diagnose the core issues before deriving the strategic direction and functional framework of the plan. Regarding the strategic direction, this plan is aligned to the Pro-poor Agenda for Development and Prosperity and seeks to strategically position LACC to lead the fight against corruption more effectively and to maximize its resources through the making of smart and potentially more rewarding choices in fighting corruption in Liberia.

#### **LACC's Overall Goals are to:**

- 1. Prevent, deter, and prosecute acts of corruption among 1.5 million citizens across Liberia through public education, institution of effective corruption prevention systems in 40% of public institutions, investigation and conclusion of at least 100 corruption cases and prosecution of 30% of concluded cases, and recover proceeds/assets from acts of corruption; and*
- 2. Elevate the fight against corruption to the fore front of Liberia's development agenda, driving it as a key vehicle in preventing development inequalities; mobilize support to strengthen existing anti-corruption policies, laws and instruments and to adequately resource LACC's operational functions.*

*Broadly, LACC will achieve the above goals through its four operational and administrative divisions, and in cooperation with strategic stakeholder groups. Through the divisions of Education and Prevention, Enforcement, Legal and Administration, the Commission and stakeholders will:*

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- A. INVESTIGATE ACTS OF CORRUPTION:** Investigate and conclude at least 100 percent corruption cases in service-intensive, revenues/resource-based, and regulatory-driven ministries, agencies, and commissions (MACs) to promote financial governance and accountability for shared prosperity and sustainable development in Liberia.
- B. PREVENT ACTS OF CORRUPTION:** Establish and work in collaboration with relevant stakeholders to promote adherence to systems for the prevention of systemic corruption in MACs; monitor and draw attention to violations of laws and regulations (mainly through annual performance report) and conduct public education targeting at least 1.5 million Liberians to promote economic prosperity, effective economic inclusion, and prevent social and civil tensions.
- C. PROSECUTE AND DETER ACTS OF CORRUPTION:** Modify the legal framework of LACC with attention to: enactment of laws for direct prosecutorial power and the establishment of specialised court; prosecute increased number of corruption cases, mainly systemic corruption in service-intensive, revenues/resource-based, and regulatory-driven ministries, agencies, and commissions (MACs) and recover assets/proceeds from acts of corruption to promote a accountable public sector and reduce development inequalities.
- D. PROVIDE LEADERSHIP TO REDUCE CORRUPTION:** Increase the overall operational effectiveness of the LACC and diversify its resource base to expand its services to all regions of Liberia and to adequately support operational activities of front-service divisions through strengthening of the Commission's internal organizational processes, enhancing cost leadership, establishing a differentiated and sustained pool of resources (various streams of funding, competence and productivity-based HR and relevant non-human performance systems) to reduce acts of corruption.

## I. Resource Requirements

The resources required, in dollars value, to implement the plan is US\$**36,324,177**, summarised below:

### Tabular Summary of Resource Requirement (see chapter five)

No	Program/ Operations	%	Personnel	%	Total	%	Sources of Funding	
							GoL	Partners
Enf.	7,267,000	30.73	3,265,064	25.76	10,532,064	28.99	7,590,064	2,942,000
Legal	3,347,000	14.15	2,032,317	16.03	5,379,317	14.81	2,163,317	3,216,000
E&P	5,853,500	24.76	1,872,914	14.77	7,726,414	21.27	2,102,914	5,623,500
Admin	7,178,794	30.36	5,507,588	43.44	12,686,382	34.93	6,850,588	5,835,794
<b>G/Total</b>	<b>23,646,294</b>	<b>100</b>	<b>12,677,883</b>	<b>99.99</b>	<b>36,324,177</b>	<b>100</b>	<b>18,706,883</b>	<b>17,617,294</b>
<b>Percentage Distribution of Required Funds Between LACC &amp; Partners</b>							<b>51.50</b>	<b>48.50</b>

## 2. Implementation and Management Arrangements

The Strategic Plan will be implemented at two levels: policy and functional. At the policy level, the LACC's Body of Commissioners (BOC) will oversee the implementation of the Plan. To operationalize the plan, the BOC will facilitate the development of strategies and policies that are relevant to or aligned to all crucial

aspects of LACC. At the functional level, the plan will be implemented through an annual Management Action Plan (MAP), broken down into quarterly operational plan (QOP), and monthly work plans. At the Divisional level, each Division will develop a Division Operation Plans (DOPs) which will feed into the MAP. The Commission will establish relevant cross-departmental work teams; promote cohesive work teams, healthy interpersonal relationships, and create the organizational climate needed to concertedly implement the plan. The BOC will track performance targets monthly/quarterly and will review the SP annually.

### **3. IV. STRATEGIC FRAMEWORK OF LACC**

The “LACC Act of 2008” establishing the Commission gives it the broad mandate and functions to implement appropriate measures and undertake programs geared toward investigating, prosecuting and preventing acts of corruption in both the public and private sectors of the Liberian society, including educating the public about the ills of corruption and the benefits of its eradication.

#### **A. Vision**

The Liberia Anti- Corruption Commission (LACC) vision is a corruption free society that advances transparency, integrity and accountability in Liberia.

#### **B. Mission**

The mission of the Liberia Anti-Corruption Commission (LACC) is to investigate, deter and prosecute acts of corruption, promote good governance and the rule of law.

#### **C. Objectives**

The objectives of LACC are as follows: A) Ensure a coordinated, consistent, effective, realistic, and sustained fight against corruption; B) Promote transparency, accountability, integrity and access to information at all levels of society in the fight against corruption; C) Promote the full and effective participation of all Liberians and other stakeholders in the fight against corruption; D) Engage and work with the citizens of Liberia and the government, business, education and national and international organizations in the fight against corruption; E) Provide a governmental and non-governmental framework for the effective participation, coordination, monitoring, evaluation and review of anti-corruption activities in the fight against corruption; F) Break the culture of impunity that has engulfed Liberia by punishing people fairly but effectively in keeping with rule of law in Liberia’s fight against corruption; G) Ensure that corruption investigations and cases are handled fairly, effectively and efficiently, free of political influence in the fight against corruption; H) Promote public awareness related to the direct and indirect cost of corruption to the Liberian people and the role of each citizens in the fight against corruption; and I) Ensure effective monitoring of the fight against corruption through oversight bodies and mechanisms that involve the consistent participation of civil society.

**D. Core Programmes:** 1) Investigation of Corruption Cases; 2) Prevention of Corruption; 3) Prosecution of Cases of Corruption; and 4) Institutional Management and Capacity Building.

#### **E. Governance and Management Team**

The Liberia Anti-Corruption Commission (LACC) comprises a governance and strategic leadership of five (5) Commissioners, one of whom serves as Executive Chairperson and another as Vice Chairperson. The commissioners are nominated and subsequently appointed by the President of Liberia after confirmation by the Liberian Senate. The Commissioners as designated by the Executive Chairperson, exercise oversight responsibilities over the four divisions of the Secretariat.

At the functional level, LACC consists of a Secretariat, headed by an Executive Director, who is hired by the Commission for the period of three years renewable. The Secretariat is composed of four (4) Divisions:

Administration, Investigation & Enforcement, Legal & Prosecution, and Education & Prevention. These four divisions are headed by program managers and supported by technical and administrative personnel.

## 4. V. TECHNICAL ASPECTS/FUNCTIONALITIES

Following the process of narrowing down the strategic issues, implementation programming exercises were carried out to determine concrete actions, socio-technical and non-human systems requirements, and practical approaches, including strategies and processes required to implement defined solutions. Results from these processes are in the succeeding chapters. Thus, this section is the product of implementation programming processes carried out.

### A. ENFORCEMENT DIVISION

#### A1 Performance Baseline (Based on Past Plan-2014 to 2017)

- Out of the 240 cases received, a total of 29 cases (12.08 percent) were investigated, concluded, and forwarded to MOJ for prosecution.

#### A2 Situation Overview, Outcome, Strategic Plan Objectives

At the strategic/policy level, bad practices such as cronyism, misuse of public offices and properties, improper award of public contracts/concessions, and corrupt business practices, among others, have continuously stood in the way of development. Amidst these numerous challenges, LACC's Enforcement Division investigated and concluded a total of 29 cases out of 240 cases received (12.08 percent). This statistics is telling. It mirrors the challenges LACC faces in investigating corruption cases.

At the functional level, the major strategic issues identified to have been affecting the operations of LACC's Enforcement Division were: a) limited coverage of investigation of cases; b) leakage or premature exposure of cases (being investigated or concluded) as a result of weak adherence of staff to confidentiality terms and internal security protocol; c) weak internal organization and work process with respect to communication of concluded cases; and d) limited logistics and related support to resource field operations, compared to the demands the Division faces. Additionally, the Division did not have a defined strategy or operational plan to accelerate the investigation of systemic corruption in Liberia because of: limited managerial and supervisory initiatives and weak planning culture. Other issues that exist at the Division include: limited initiative to institute management action planning system and to organize work processes, adequately plan human resources.

To address the above situations, the Commission, mainly through its Enforcement Division will:

**A3 INCREASINGLY INVESTIGATE ACTS OF CORRUPTION:** Investigate and conclude at least 100 percent corruption cases in service-intensive, revenues/resource-based, and regulatory-driven ministries, agencies, and commissions (MACs) to promote financial governance and accountability for shared prosperity and sustainable development in Liberia.

#### A4 Outcome

The number of cases (mainly systemic corruption in MACs) investigated and concluded are at least 100 (including small wins or low profile cases or high profile cases).

#### A5 Objectives

A5.1 Increase the number of investigated and "high and low" profile concluded cases to 100 from July 2021 to June 2023; and

A5.2 Improve the human and operational capacities of the Division to investigate the targeted cases by June 2023.

**A6 Key Performance Indicators:**

LACC will track the number of cases successfully prosecuted as a result of adequate evidence; measure the proportion of cases investigated and concluded against the total number of cases reported and or identified. Another measure of performance will be the quality of the evidence security system of LACC-how many cases being investigated were leaked and the extent to which the cybercrime lab is being utilized to optimize evidence gathering and prosecution.

To actualize the above outcome and objectives the following interventions will be carried out:

**A 7 Implementation Plan**

Co de	Interventions including targets	Expected Results	Indicators	Lead	Timeframe				
					20	21	22	23	24
<b>A1</b>	Cybercrime maintenance, data storage, and data mining.	Lab maintained and effectively functioning; Investigation intelligence gathering is optimised and evidence gathered are secured and protected from premature exposure	Evidence gauged using the lab and Frequency of cases leakage.	Enf. staff & TA					
<b>A2</b>	Establish offices/focal points in all regions and scale-up performance.	At least 30% increase in number of cases investigated and concluded.	Number of cases concluded.	Enf. & Admin Staff					
<b>A3</b>	Support E&P's mapping-out exercise and use product from same for covert investigation planning.	Covert plan collects intelligence on key corruption control points on a roll-basis.	# of intelligence gathered	Lead: BOC Support: Enf. Staff, E&P, &					
<b>A4</b>	Develop/finalize and implement SOPs.	Operational performance optimized.	Number of SOP developed and in use; and level of operational proficiency.	TA, Enf. Staff, BOC.					
<b>A5</b>	Provide refresher and or advanced	Staffs are committed to continuous learning and their performance	% of increase in cases investigated	Enf. Staff, TA, HR Staff,					



Co de	Interventions including targets	Expected Results	Indicators	Lead	Timeframe				
					20	21	22	23	24
	training	continuously improved.	and concluded quarterly.						
<b>A6</b>	Conduct 10 performance review and two study visits.	Performance targets tracked; lessons learned and challenges implemented or addressed; emerging issues and best-fitted practices identified and implemented.	# of targets and lessons tracked; challenges resolved, identified best-fitted practices implemented.	TA, Enf. & HR Staff					

## B. LEGAL DIVISION

### B1 Performance Baseline (based on past strategic plan-2014 to 2017)

- 2.1. A total of seven cases or 24.13 percent of the total 29 cases investigated, concluded, and forwarded were being prosecuted and a whistle blower and Witness Protection bill was drafted and submitted to the former President (Madam Ellen Johnson Sirleaf) for onward submission to the national Legislature.
- 2.2. Five individuals pleaded guilty to corruption charges and made restitution of funds but no conviction had been made at the Supreme Court of cases that were earlier convicted at Circuit Courts.

### B2 Situation Overview, Outcome, and Strategic Objectives

Financial Accountability is of utmost importance for any national reform and development process. Africa Union/United Nations report estimates that upwards of USD50 billion are misappropriated annually in every region of the African continent due in large part to misuse of public funds and resources. In Liberia, the lack of adequate political will to fight corrupt practices manifests in many ways, including but not limited to: (i) concerted attack on anti-graft institutions, including the LACC, by officials and their agents whenever they are accused of corruption; (ii) the lack of proper and adequate administrative actions against officials accused of or involved in corruption; (iii) unresolved corruption cases; (iv) unending corruption investigations; (v) failure to enact stronger laws that will strengthen current weak anti-corruption legislations, despite submissions and recommendations from the LACC; and (vi) inadequate financial and administrative support for anti-corruption institutions.

Since the LACC was established, the Commission had endeavoured to prosecute investigated and concluded cases to deter and prosecute corruption, promote accountability, assist in reducing development inequalities and promote economic development. Meanwhile, the Commission's efforts had been challenged by a number of operational challenges. One of the major issues seemingly stalling the effective prosecution of corruption cases by LACC's Legal Division is the limited legal framework of LACC. The legal framework and independence of LACC is limited because the Commission does not have direct prosecutorial power. Meanwhile, to mitigate this situation in the interim while the Commission endeavours to secure adequate legal framework, LACC had been fostering partnership with the Ministry of Justice but such an effort is yet striving. Complicating the limited legal framework situation of the Commission is insufficiency of resources to prosecute existing cases. While there is much demand for the prosecution of corruption cases in Liberia, there tends to exist limited external funding opportunities because existing funding seem to not prioritize

the prosecution of corruption cases and budget allocated to the Legal Division is inadequate to finance operational costs. The fact that LACC had received a total of 240 cases, investigated and concluded a noticeable 29 cases or 12.08 percent and had prosecuted seven or 24.13 percent of the concluded cases emphatically mirrors this situation.

In addition to policy/strategic challenges, the Division is also faced with functional constraints. At the internal operating environment of LACC, the Legal Division's communication system is not guided by formal procedures. Additionally, staff and operational planning of the Division is inadequate. This situation tends to exist because Legal Division appears to not have a mix of skills that include HR and planning.

To address these challenges and scale-up existing gains, the LACC through its Legal Division will:

**B3 PROSECUTE AND DETER ACTS OF CORRUPTION:** Modify the legal framework of LACC with attention to: enactment of laws for direct prosecutorial power and the establishment of specialised court; prosecute increased number of corruption cases, mainly systemic corruption in service-intensive, revenues/resource-based, and regulatory-driven ministries, agencies, and commissions (MACs) and recover assets/proceeds from acts of corruption to promote an accountable public sector and reduce development inequalities.

#### B4 Outcome

At least 30 percent of all investigated and concluded cases prosecuted and judgement rendered by judges/the Supreme Court of Liberia by November 2024.

#### B5 Strategic Objectives

5.1. Increase the number of prosecuted cases to 30 or 30 percent of all concluded cases by improving the internal communication systems of LACC, strengthening collaboration with MOJ, and recruiting additional five lawyers on "need basis" by October 2021.

#### B6 Key Performance Indicators:

The performance of the Legal Division will be measured by the number of cases the Division has successfully prosecuted (i.e. the number of judgment rendered by the Court (Magisterial, Circuit, and Supreme) in favour of LACC against the total number of cases concluded. The proportion of cases won and cases loss will be tracked as well. Another measure standard for Legal Division will be the Division's performance by the total value of asset recovered as a result of cases prosecuted.

To actualize the above outcome and objectives the following interventions will be carried out:

#### B7 Implementation Plan:

Co de	Interventions including targets	Expected Results	Indicators	Lead	Timeframe				
					20	21	22	23	24
<b>B1</b>	Develop and implement a partnership and lobbying strategy	Partnerships with MOJ and other partners established/improved and functioning that results in increased number of cases prosecuted.	Number of MOUs signed; and # of joint prosecutorial actions taken.	BOC & Legal					
<b>B2</b>	Implement in-depth analysis of the	Bottlenecks to speedy trial of cases	Number of courts/countie	Ex. LTA, R&T &					

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Co de	Interventions including targets	Expected Results	Indicators	Lead	Timeframe				
					20	21	22	23	24
	court management system and review existing anti-corruption laws	removed.	s participating; and number of recommendations made	Legal staff					
<b>B3</b>	Modify LACC's legal framework, prepare and submit additional bills for the empowerment of LACC for direct prosecutorial power, establishment of specialised court, among others.	Full legal authority accorded LACC and corruption/economic crime or corruption cases are expeditiously prosecuted	Number of acts passed; and number of cases prosecuted under the new instrument.	BOC and Legal					
<b>B4</b>	Strengthen anti-corruption existing ant-corruption policies, framework and instruments such as the Code of Conduct	All relevant anti-corruption policies, statutes, frameworks revised/modified.	% of increase in cases prosecuted.	BOC and Legal					
<b>B5</b>	Develop a document movement system	Internal and external communication systems optimized; pre-prosecutorial processes effective and efficient; timely retrieval of cases.	Reduction in pre-prosecutorial preparatory processes.	BOC and Legal					
<b>B6</b>	Integrate the expansion of the operations of the Legal Division	Prosecution of corruption cases geographically increased.	Proportion of cases prosecuted geographically and/or across public sector	BOC, Admin, & Legal					
<b>B7</b>	Adequately plan HR, recruit 2 lawyers on needs-basis to prosecute at least 30% of all investigated and concluded cases.	At least 30% of cases investigated and concluded cases are prosecuted.	% of increase in cases prosecuted annually.	BOC, Legal, & HR					

Co de	Interventions including targets	Expected Results	Indicators	Lead	Timeframe				
					20	21	22	23	24
B8	Enhance the logistical capacity of the Division to facilitate its operational needs.	The operational plans of Legal are adequately resourced; and productivity of the Division is increased.	Number of logistical resources provided	BOC, Admin; Legal					
B9	Conduct 10 performance review and carry out two study visits	Performance targets tracked; lessons learned and challenges addressed; emerging issues and best-fitted practices identified and implemented.	# of targets and lessons tracked; challenges resolved, identified best-fitted practices implemented.	Legal; TA & Admin/HR Staff					

### C. EDUCATION AND PREVENTION DIVISION

#### C1 Performance Baseline (based on past plan-2014 to 2017)

- 2.1. Five corruption risk assessments were carried out in five public institutions; and
- 2.2. BCC public education activities were implemented in 50 schools in Montserrado County; 100 public outreach sessions conducted in market settings; and 20 BCC bill boards were installed.
- 2.3. Nineteen Student Integrity Clubs (SICs) were established in 19 of the 50 public schools covered in Montserrado County.

#### C2 Situation Overview, Outcome, and Strategic Objectives

At the micro level, the E&P Division had been largely resource-constrained. Human and non-human resources are limited compared to the demands E&P faces. Particularly, the Division is challenged with limited or no internal organizational processes, guidelines for the implementation of ABC campaigns. Other challenges include work overload of a few staff as a result of inadequate HR planning and or limited skills set of staff that are seemingly under loaded, and budgetary limitation.

In view of the above, the Education and Prevention Division will:

**C3 PREVENT ACTS OF CORRUPTION:** Establish and work in collaboration with relevant stakeholders to promote adherence to systems for the prevention of systemic corruption in MACs; monitor and draw attention to violations of laws and regulations (mainly through annual performance report) and conduct public education targeting at least 1.5 million Liberians to promote economic prosperity, effective economic inclusion, and prevent social and civil tensions.

#### C4 Outcomes

- 4.1. At least 40 percent of MACs, particularly service-intensive, revenue-based, and regulatory-driven institutions have effective corruption prevention systems and 30 percent MACs decentralised their prevention systems; and
- 4.2. At least 1.5 million of the Liberian population are informed about corruption prevention, 250 CSOs, including community, school, and faith-based groups are engaged in the fight against corruption.

### C5 Strategic Objectives

- 5.1. Increase to 40 percent the number of MACs benefiting from functional corruption prevention systems by June 2024;
- 5.2. Increase the number of public officials complying with the Asset Declaration regulations published by LACC to at least 70 percent by November 2021; and
- 5.3. Heighten public confidence in LACC and secure the cooperation of the public to prevent corruption through attitudinal change campaign targeting 1.5 million people by February 2024.

### C6 Performance Indicators:

The performance of the Education and Prevention Division will be measured by the number of functional corruption prevention systems in MACs and the number of CSOs, FBOs, and other groups integrating anti-corruption in their core functions and participating in joint anti-corruption initiatives. Additionally, the participation of citizens (CSOs, FBOs, Schools) in the fight against corruption will be tracked by measuring the number of citizens participating in public educational activities such as ABC campaigns to reduce acts of corruption.

### C7 Implementation Matrix

Code	Interventions including targets	Expected Results	Indicators	Lead	Timeframe				
					20	21	22	23	24
C1	Conduct risk assessment and establish prevention systems in 17 MACs	Corruption prevention systems established and functional in 40% MACs	% of public institutions participating; # of systems implemented	E&P Staff & TA					
C2	Work with anti-corruption institutions to jointly plan and implement advocacy measures.	Massive peaceful public demonstrations targeting the Legislature and Executive branches.	Number of CSOs/persons participating in joint engagements	E&P Staff & BOC-OC					
C3	Support 250 groups to implement at least 8 large-scale and 20 small-scale community-	Collective participation and will to fight corruption demonstrated by various groups.	Number of groups participating and # of campaigns conducted.	E&P Staff & TA					

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Co de	Interventions including targets	Expected Results	Indicators	Lead	Timeframe				
					20	21	22	23	24
	driven ABC campaigns.								
<b>C4</b>	Review SICs, establish additional 20 SICs and replicate the modules in Churches, FBOs, etc.	School-level anti-corruption activities effective.	# of activities carried out by SICs and Number of additional clubs established	E&P Staff					
<b>C5</b>	Monitor compliance of public officials (at least 70%) to LACC's Asset, Declaration, and Verification regime.	At least 70% of public officials declared their assets.	% of public officials complying	E&P ADV Staff					
<b>C6</b>	Monitor the asset acquisition activities of public officials.	A minimum of 60% of those that declared their assets acquisition activities monitored.	# of public officials assets acquisition activities monitored.						
<b>C7</b>	Implement 2 Corruption perception surveys.	Public perception of corruption quantified.	Number of sectors, counties, participating.	BOC, E&P, & TA					
<b>C8</b>	Develop and implement simplified SOPs on internal process and awareness.	E&P operational productivity improved and higher level results achieved.	# of SOPs developed; and number of SOPs implemented.	E&P, Admin, Staff, & TA					
<b>C9</b>	Conduct 10 performance review and carry out two study visits	Performance targets tracked; lessons learned and challenges implemented; emerging issues and best-fitted practices identified and implemented.	# of targets and lessons tracked; challenges resolved, identified best-fitted practices implemented.	Legal; TA & Admin/H R Staff					

## **D. ADMINISTRATION DIVISION**

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### **D1 Performance Baseline (baseline on strategic plan-2014 to 2017)**

- 2.1. LACC's Administration Division secured resources and supported the Commission's front service divisions, including Enforcement, Legal, and E&P to investigate and conclude 29 cases, prosecute six corruption cases, and conduct various BCC activities; and
- 2.2. Previously, the Administration Division supported front service divisions to increase the number of cases prosecuted from zero (2009- to 2013) to six (2014 and 2017).

### **D2 Situational Overview, Outcome, and Strategic Objectives**

At the macro level, LACC had initiated partnership with OSIWA, UNDP, the World Bank, SIDA, EU, AfDB, among other international organizations. LACC's partnership formed with these organizations resulted into the funding of a few programs/projects, including UNDP-Supported Strengthening Accountancy Oversight and Participation project (STAOP); OSIWA-funded Anti-Corruption Day celebration, BCC Bill boards, and communication strategy development; World Bank-supported Transparency and Accountability project, among others. Nationally, the Commission is a part of the National Integrity Forum (NIF), had formed functional partnership with key institutions such as Liberia Revenue Authority (LRA), Internal Audit Agency (IAA), Financial Intelligence Unit (FIU) and continues to foster cooperation with the Ministry of Justice. While partnerships with some of these institutions are effectively working, negotiation and discussion on more effective working relationships with others are ongoing. For example, the Commission is currently engaged in discussions with the Ministry of Justice on ways to strengthen collaboration for more effective concerted actions that would result in the prosecution of an increased number of cases.

At LACC, the Commission's Administration Division is challenged by: insufficient funding and logistics to resource operational activities of front service divisions. Regarding policies, strategies, processes, plans, systems as well as other internal organizational performance factors, the Commission does not have a human resource strategy and policy. Additionally, LACC's asset management policy and system are inadequate and its operational planning systems need to be enhanced. Also, the Commission's management information systems needs further strengthen. While LACC is observed to have a unique human capital advantage (HCA), it tends to lack the desired human resource advantage (HRA) or collective organizational competence because the Commission's existing socio-technical systems. This calls for promoting team work and cross-functional teams. On the other hand, though the organizational structure of LACC tends to be "divisionalized" and modelled as a specialised structure, LACC lacks a research and technical section.

To address the above situation, overall, LACC Administration (and BOC) will:

**D3 PROVIDE LEADERSHIP TO REDUCE CORRUPTION:** *Increase the overall operational effectiveness of the LACC and diversify its resource base to construct an office complex and expand its services to all regions of Liberia and to adequately support operational activities of front-service divisions through strengthening of the Commission's internal organizational processes, enhancing cost leadership, establishing a differentiated and sustained pool of resources (various streams of funding, competence and productivity-based HR and relevant non-human performance systems) to reduce acts of corruption.*

### **D4 Outcome**

The frontline service divisions and all functions of LACC received full support to operationalize their plans and service interventions, assist those divisions to be mutual enforce another and focus their activities on higher level goals (i.e. number of cases concluded, cases prosecuted, and prevention systems established and functioning).

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## D5 Strategic Objectives

5.1. Improve the organizational performance of LACC by increasing HR productivity, management accountancy, improving operational and business processes, enhancing the communications and technological capacities of the Commission by June 2024;

5.2. Improve LACC's service coverage by decentralizing the Commission in four regions of Liberia and constructing Office Complex by October 2023; and

5.3. Establish the conditions for speedy trial of corruption cases by securing direct prosecutorial power and establishing a specialised anti-corruption court by June 2023.

## D6. Performance Indicators:

The extent to which the Administration Division had established the relevant resource pool for the Commission, compared to the projected resources (human/technical, financial, material, etc.) required to achieve the Strategic Plan goals will be measured. Higher level outcome and results achieved by each Division and staff will be tracked. LACC will utilize an input-output ratio of measure to compare the total remuneration package (salary and benefits) to the actual productivity of staff. The effectiveness of use of non-human resources will be measured by quantity or monetary value of resources expended against actual results achieved.

To actualize the above outcomes and objectives the following interventions will be carried out:

## D7 Implementation Matrix:

Code	Interventions including targets	Expected Results	Indicators	Lead	Timeframe				
					20	21	22	23	24
D1	Prepare abridged versions of the plan and a pictorial version on flex banner and communicate same internally and externally.	Shared-vision of the SP communicated and the most relevant elements of the document learned by all staff.	Number of Divisions and staff benefiting from SP communication session; and # of partners receiving SP package.	BOC & Admin					
D2	Establish a Research and Technical function/section and Task/Project Team;	The operational productivity of LACC increased	Skills set of staff manning the technical functions; and productivity outputs of R&T (# of TA provided).	BOC, Admin					
D3	Develop and implement a partnership development strategy	Strategic stakeholder groups/individuals cooperating with LACC to implement its mandate.	Number of partners participating in LACC's activities.	Admin					



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Code	Interventions including targets	Expected Results	Indicators	Lead	Timeframe				
					20	21	22	23	24
D4	Foster cooperation among divisions of LACC and promote cross-divisional teams.	A viable HRA established and the Commission's overall productivity maximized.	Number of staff/divisions participating in common efforts; and concerted achievements made.						
D5	Conduct prospect research, identify funding options, and develop proposals.	A donor prospect database of at least 15 potential funders established, selling proposals developed; and at least 60% of all proposals result into grant donation.	# of proposals developed; and % of potential funders donating grants.	BOC, TA, PR&MEA L					
D6	Expand the offices/services of LACC in all regions of Liberia.	The operational coverage of LACC is effective in all regions and at least 80% or 12 of Liberia's 15 counties covered.	Number of regions LACC offices are established.	BOC & Admin					
D7	Construction of an Office Complex for LACC	Land Purchased & Surveyed, Architecture design completed, & LACC Office Complex completed.	Number lots/acres of land procured; and capacity of the new complex.	BOC & Admin					
D8	Implement three (baseline, mid-line, and end-line) work and motion study, job satisfaction, and training needs assessments.	Performance gaps identified and jobs redesigned	Number of staff participating; number of performance gaps identified.	HR staff and R&T					
D9	Based on the study, determine and implement the socio-technical and logistical	LACC competence and productivity-based HR system is functioning and the Commission is meeting (at 75%) or exceeding its	% of performance targets achieved.	Admin Staff & TA					

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Code	Interventions including targets	Expected Results	Indicators	Lead	Timeframe				
					20	21	22	23	24
	requirements of LACC	performance targets.							
<b>D10</b>	Plan and implement a Continuing Professional Development (CPD) programme	Gap between existing skills of staff and actual HR capabilities required bridged by 85%; and CPD program increase staff performance.	% staff completing CPD training; and relevance of courses to the practical performance needs of staff.	HR/Adm in & TA					
<b>D11</b>	Elevate the position of the HR Officer to Manager and support the HR function to modify/scale-up the existing PME module, employing motivational packages and high competence model.	LACC work motivational climate drive staff to pursue increased performance; and 80% of staff achieving performance targets.	Number of staff awarded; and % of staff achieving performance targets.	Admin/HR & R&T					
<b>D12</b>	Establish a special account to deposit proceeds from assets investigation, and forfeiture processes.	Proceeds from assets recovered saved in a special account and utilize to reduce economic inequalities.	Amount of funds recovered	BOC/Admin					
<b>D13</b>	Develop/modify an assets management policy & systems.	Cost for maintenance and fuel reduced; and underused asset redeployed or scope of usage enlarged.	% of reduction on maintenance and fuel consumption costs;	Admin.					
<b>D14</b>	Develop & implement communication strategy	The public is regularly informed about and motivated by the progress of LACC activities.	Change in the perception of the public regarding corruption;	PRO & Admin.					

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Code	Interventions including targets	Expected Results	Indicators	Lead	Timeframe				
					20	21	22	23	24
<b>DI5</b>	Review and align internal coordination mechanisms to the SP's key performance areas.	More efficient and effective work organizational processes in place and functioning.	# of internal mechanism modified; and number of modified systems implemented.	Admin & R&T					
<b>DI6</b>	Coordinate with the Research & Technical section to review the performance of MAP quarterly and the strategic plan every year.	The implementation of the strategic plan is either on target or ahead of target; and LACC performance tracked against the targets of the strategic plan; and the Commission continuously strategize to meet and exceed performance targets	Number of review sessions held; and number of divisions/section reaching or exceeding targets.						
<b>DI7</b>	Conduct 10 performance review and carry out two study visits	Performance targets tracked; lessons learned and challenges implemented; emerging issues and best-fitted practices identified and implemented.	# of targets and lessons tracked; challenges resolved, identified best-fitted practices implemented.	Admin & R&T					