Modernization Plan

2009 - 2013

Making the Liberian Legislature 21st Century Compliant

A blue print for effective Representation, Law-making and Oversight

Republic of Liberia
The Legislature

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The United Nations Development Program (UNDP)
The African Capacity-Building Foundation (ACBF)

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STATEMENT:

Speaker of the House of Representatives and President Pro Tempore of the Senate

This five-year Legislative Modernization Plan (LMP) of Liberia is a document that has evolved out of more than a year of consultations and deliberations at workshops,retreats and in the chambers and plenary of the Legislature. It speaks to a new spirit of participatory democracy in Liberia that recognizes the importance of putting the Liberian citizen first. This Plan is owned by the Legislature; but it is a Plan for citizens of legislative constituencies throughout Liberia. It embodies, for the first time in the history of the country, the Vision Statement and Mission Declaration of the Liberian Legislature and outlines programs and activities that demonstrate commitment of the 52nd Legislature to effectively execute its constitutional duties and responsibilities.

The Plan is a document in progress. Not all the issues, concerns, interests and programs could be captured in this document, but it is the first. There will be periodic reviews. The JLMC will undoubtedly ensure that revisions include important elements of legislative development strategies that may not have been incorporated in this document.

We urge all the partners to remain engaged with us as we now embark upon implementation. The leadership and members of the 52nd Legislature acknowledge the contributions and support from various individuals and organizations.

Firstly, our appreciation goes to our colleagues on the Joint Legislative Modernization Committee (JLMC). We congratulate them for their diligence in formulating this Plan. We remain immensely grateful to Dr. John Johnson and Dr. Robert Nakamura of the Center for Legislative Development (CLD) at the Rockefeller College of Public Affairs and Policy at the University at Albany, New York who, upon our request, were recruited in February 2006 by the UNDP, to help us assess the needs of the post-war Legislature of Liberia. Their evaluation of our situation has laid the foundation for this Plan.

Professional consultancy provided by Honorable Morris Dukuly, Former Speaker of the House of Representatives (50th Legislature of Liberia), was vital to the drafting and formulation of the Plan. We equally acknowledge the involvement of Hon. Dan Wandera Ogalo, a Member of Parliament of the East African Legislative Assembly, who was

contracted by United Nations Development Program/Liberia (UNDP) to collaborate with Speaker Dukuly in articulating the shared vision of the 52nd Legislature.

We are grateful to the International Donor Coordination Committee whose members include the United Nations Mission in Liberia (UNMIL), UNDP, Chair of the Committee; the United States Agency for International Development (USAID), the European Union (EU); the African Capacity-Building Foundation (ACBF); and the World Bank. We are also thankful to all specialists from the implementing partners of the donor community,particularly the National Democratic Institute (NDI); the Embassy of the People's Republic of China; the Konrad Adenaeur Foundation (KAF); ECOWAS; and the African Union (AU); UNMIL; and UNDP. We are convinced that without the material, financial and technical assistance of these partners, our JLMC efforts would not have reached this far.

Alex Tyler
Speaker of the House of Representatives

Cletus Wortorson
President Pro-Tempore of the Senate

Statement:
The International Donor Partners

This Modernization Plan, the first ever in Liberia's history, is a vital step by the Liberian Legislature to transform itself into a branch of the Government ready to take on the post-conflict challenges of consolidating peace, promoting democracy and economic prosperity in a secure and modern Liberia. We, the sponsoring partners and colleagues from the International Donor Coordination Committee, are privileged to be a part of this history making process.

The 52nd Legislature should be commended for taking up the challenge of addressing its institutional weaknesses to transform itself into a modern assembly of men and women contributing to the reconstruction and development of the country, to the consolidation of peace, and to the advancement of democracy, rule of law and good governance.

This Modernization Plan outlines the parameters for improving the representation, law-making, and oversight responsibilities of the Legislature as defined by the Constitution. Through the implementation of this plan, the Legislature will establish a platform that promotes the interaction of informed lawmakers supported by a well-trained staff, a functioning committee structure, clearly defined and enforceable standing rules and orders, as well as open protocols for outreach and public information.

We, as partners in progress, are committed to the same vision outlined in this Plan which is embedded in the five pillars identified by the Government in the Poverty Reduction Strategy (2008-2011): the consolidation of peace and security; revitalization of the economy; strengthening good governance and the rule of law; rehabilitating the infrastructure and delivering basic services to the people of Liberia.

The coming years are critical as Liberia sets itself on a path to recovery and development. The Legislature will be expected to play a critical role in laying the foundation for achieving Liberia's development goals. We deeply appreciate the collaboration that has resulted in the development of this Modernization Plan. In particular, we commend the Joint Legislative Modernization Committee (JLMC) for building a bridge that has enabled us all to engage so constructively with the Legislature in developing this Plan.

The United Nations Family in Liberia through the United Nations Mission in Liberia (UNMIL), the United Nations Development Program (UNDP), the United States Agency for

International Development (USAID) and the African Capacity Building Foundation (ACBF) congratulate the Legislature for this achievement and look forward to strengthening the partnership that emerged through the process of developing this Modernization Plan. Together with other national and international partners, we look forward to working with the Legislature as you progress towards the implementation phase of the Plan.

Moustapha Soumaré
DSRSG (Recovery and Governance, UNMIL),
UN Resident and Humanitarian Coordinator
& UNDP Resident Representative

Frannie A. Léautier
Executive Secretary
African Capacity Building
Foundation (ACBF)

Vision Statement:

The Legislature of the Republic of Liberia, as the law-making arm of the Government, is determined to play its role in the governance process of the country in such a manner as would affirm that Liberia is indeed a representative democracy.

The legislature, though separate in its functions and powers, is obliged to coordinate with the Executive and Judiciary Branches within the context of the principle of checks and balances.

The mission of Liberian legislators is to represent the people; to make laws which reflect a balance between all shades of opinions and thereby ensure a sense of belonging and ownership of the Republic; to provide the legal enabling environment in which the people can meet their needs; and to exercise such oversight functions as provided for by the Constitution which ensures that government is accountable, transparent, and accessible to the people in a peaceful, just and democratic environment.

Definition of Terms and Abbreviations

To minimize the potential for misunderstanding of terminologies used in the Plan, the following definitions shall apply and be deemed to apply in whole, or in part unless, unless clarified in the context used:

Capitol Building or Capitol:	The official seat and office or meeting ground of the Legislative Branch of the Government.
Constitution:	The 1986 Constitution of Liberia.
Legislature:	Shall refer to the Legislature of Liberia, unless otherwise stated. Although readers often tend to interchangeably use “legislature” and “parliament” to mean the law-making institution of a state, the distinctions should not be ignored: parliament refers to the law-making body of the Westminster System while Legislature refers to the Republican System, which Liberia has.

Executive Branch:	Shall refer to the Executive Branch of the Liberian Government unless otherwise clarified.
Speaker:	Shall refer to the Speaker of the House of Representatives.
President of the Senate:	In all purposes, shall refer to the Vice President of the Republic of Liberia who is constitutionally designated as President of the Senate.
President Pro Tempore:	Shall refer to the presiding officer of the Liberian Senate.
Presiding Office:	Unless otherwise defined, shall refer to the presiding officer of either of the two Houses of the Legislature.
LMP:	Legislative Modernization Plan.
JLMC:	Joint Legislative Modernization Committee.
International Partners:	In all purposes shall refer to members of the donor community who have participated in and supported the modernization and/or transformation of the Liberian legislature.
Plan:	Shall refer to the five-year Modernization Plan of the Liberian Legislature, unless otherwise used in context as a verb.
Legislative Journal:	Referred to in Westminster/British language as “Hansard”, unless otherwise defined, shall refer to the published records/recordings of the proceedings of the plenary of each of the Houses of the Liberian Legislature.
Quorum:	Shall refer to a working majority necessary for the transaction of business of sessions of the Legislature and/or its committees. It shall be interpreted to mean 50 percent plus one of the full memberships of the House of Representatives, Senate, or any of their Standing/Statutory or Ad Hoc Committees.
District:	Shall refer to an electoral district within a political sub-division of Liberia, unless otherwise classified.
County:	Shall refer to one of the current 15 political sub-divisions of Liberia comprising of various local government jurisdictions (chiefdoms, districts, clans, cities, and townships, etc.).

SECTION 1: Background

1.1 Liberia is a representative democracy. Its government comprises of three separate but coordinate branches – the Legislature, the Executive and the Judiciary, as provided for by the 1986 Constitution. The principles of checks and balance and separation of powers are fundamental to the effective constitutional functioning of the Government. The Liberian Legislature is a bi-cameral law-making body. It has a House of Senate and a House of Representatives. The Senators are at the county level while members of the House of Representatives are elected at the legislative constituency level.

1.2 The House of Senate: the Constitution is clear about the size of the Legislature and the tenure of its members. Each of Liberia's 15 counties is entitled to two senators elected for a nine-year term (Article 45). For the sake of continuity, Article 46 of the 1986 Constitution provides for the election of two categories of senators. Senators in the first category are candidates who received the highest number of votes – they serve a nine-year term, while candidates with the second highest votes are in the second category and serve a six-year term. Thereafter, 15 senators are elected every six years, each for a nine-year term.

1.3 The House of Representatives: – Article 80(d) requires that a population threshold of 20,000 determine constituencies provided the total number of electoral constituencies in the country does not exceed 100. The National Elections Commission is responsible for apportioning the constituencies in accordance with the size of the population (Article 80e). At present, there are 64 members (each serving a six-year term) in the House of Representatives; representing 64 electoral constituencies based on a pronouncement in 1985 by the then Head of State. With the new population of 3,489,072, determined by the 2008 national population census, the size of the House of Representatives will most likely increase when the new threshold is determined and enacted into law.

1.4 The implicit assumption is that legislators, once elected, would serve the nation and constituencies as required by the Constitution. However, throughout much of its history, the Legislature of Liberia has seemed to lack independence and the fortitude to carry out the responsibilities assigned to it under the Constitution. Critics have labeled the Liberian Legislature as a "rubber stamp" branch comprising of "toothless" lawmakers, because they are perceived as serving the dictates of the nation's chief executives and often "imperial" presidents.

1.5 On December 24, 1989, civil war broke out in Liberia. The conflict lasted for 14 years. In 2003, the international community intervened and brokered peace. In October 2005, general and presidential elections were organized and conducted in conformity with international standards. The elected Legislature was Liberia's first genuine multi-party legislature. It has 11 parties and several independent members. None of the political parties, including the party of the current President, has an absolute majority. The configuration and numerical strength of parties in this first post-war Legislature are as follows:

#	Name of party	Sen.	% of Sen.	Hse.	% of Hse.	Tot. Leg.	% of Leg.
1	**CDC:** Congress for Democratic Change	3	10	16	25	19	20
2	**COTOL:** Coalition for Transformation of Liberia	7	23	8	13	15	16
3	**UP:** Unity Party, party of the President	5	17	9	14	14	15
4	**LP:** Liberty Party	3	10	9	14	12	13
5	**APD:** Alliance for Peace and Democracy	3	10	5	8	8	9
6	**NPP:** National Patriotic Party	3	10	4	6	7	7
7	**NDPL:** National Democratic Party of Liberia	2	7	1	2	3	3
8	**NDM:** New DEAL Movement	0	0	3	5	3	3
9	**ALCOP:** All Liberian Coalition Party	1	3	2	3	3	3
10	**UDA:** United Democratic Alliance	0	0	1	2	1	1
11	**NRP:** National Reformation Party	0	0	1	2	1	1
	Total party lawmakers	27	90	57	92	84	91
	Independent lawmakers	3	10	5	8	8	9
	Total membership of the Legislature	30	100	64	100	94	100

1.6 Fourteen years of civil war created a society in chaos with no regard for the Constitution, rule of law, or accountability to voters. In the pre-war era, there was an electorate, but there was no real representation. Oversight was absent because both the legislators who were required to provide it, and the line ministries over which they were expected to exercise oversight responsibilities, reported to the President or Head of State.

1.7 The three broad functions, powers and responsibilities – representation, law-making, and oversight of the Legislature – are clearly spelled out in several articles of the Constitution:

Representation:

Article-30: Who can become a lawmaker.
Article-31: Oath of office for law-makers.
Article-37: Filling of vacancies in the Legislature.
Article-44: Contempt of the Legislature and obstruction of its work.
Article-45: Term of office of Senators.
Article-46: Staggered term of office for Senators to ensure continuity.
Article-47: Election of officers of the Senate.
Article-48: Term of office of Representatives.
rticle-49: Election of officers of the House.

Law-making:

Article-29: Affirmation of the power and format to make law.
Article-32: Schedule of law-making session.
Article-33: Quorum for transaction of business.
Article-34: Clarifying the types of laws expected to be made.
Article-35: When does an act of the Legislature become a law and the power to override Presidential veto.
Article-38: Internal laws to regulate the conduct of lawmakers.
Article-39: The power to cause a national census to be taken.
Article-40: Schedule of adjournment of session.
Article-41: The language used in law-making.
Article-43: The power to impeach and remove the President, the Vice President and Judges of the Courts.

Oversight:

Article 34: Imposition of taxes, public accountability and allocation of resources.
Article-43: Power to impeach and remove the President and members of the judiciary.
Article-53: Joint Session for induction of the President and Vice President.
Article-54: Confirmation of executive appointees, including judges and the military.
Article-58: The President reports to the Legislature.
Article-60: The Legislature determines the salaries of the President.

Article-63:	The Legislature determines condition for declaring the President incapable.
Article-64:	The line of succession for the Speaker, President Pro Tempore and Deputy Speaker to succeed to the office of Acting President.
Article-88:	The President must justify to the Legislature, the reason for a declaration of a state of emergency.

1.8 The first post-war Legislature, the 52nd Legislature of the Republic of Liberia, was inducted on January 16, 2006. Despite the impact of the war and the burden of extreme poverty, the new lawmakers were expected to perform their constitutional duties immediately. In February 2006, upon a request from the leadership of the Senate and House, UNDP sponsored a team of international consultants to undertake a Legislative Needs Assessment. In their report, the consultants observed that:

'...the legislative law-making and oversight powers are substantial, but member experience and educational deficits, undeveloped systems for processing legislation and managing house affairs, and serious infrastructural deficiencies limit the legislature's abilities to use its powers effectively...'

1.9 Based on the findings, and as a basis for assisting the 52nd Legislature to fulfill its potential, a three-pronged approach to transform and modernize the institution was recommended:

i. Appointment of a Joint Legislative Modernization Committee (JLMC) to guide the development of the Legislature;
ii. Establishment, by the international partners, of a Donor Coordination Committee to ensure that outside support is not disjointed and piecemeal without truly helping to build the institution; and
iii. Formulation and implementation of a legislative development plan owned by the Legislature, facilitated, and supported by the international partners.

1.10 The recommendations were accepted and steps were taken for implementation. The JLMC was appointed. It comprises of seventeen members – seven from the Senate and ten from the House of Representatives. The Donor Coordination Committee is made up of international partners and is chaired by UNDP. In July 2007, the Senate and the House of Representatives initiated the process towards the formulation of the Modernization Plan. In August 2007, with funding provided by the ACBF and the UNDP, two consultants – a national and an international – were hired to assist the JLMC in formulating and designing a five-year Modernization Plan for the post-war Legislature of Liberia. During the three Sessions of the 52nd Legislature, the JLMC worked to produce this Plan.

SECTION 2: Current Situation – Weaknesses Of The Legislature

2.1 At present, the Legislature of Liberia lacks an institutional and trained workforce to effectively perform the three primary functions of any legislative or parliamentary body: (1) representation, (2) law-making and (3) oversight. To be effective, all critical components of the institution must be fully functional. The weaknesses of the legislature are apparent in five basic areas: (1) knowledge and capacity of the elected lawmakers for effective representation;(2) availability of law-making tools including information gathering and management; (3) oversight; (4) capacity of staff and (5) the working environment.

2.2 Representation:

There are no mechanisms in the constituencies to ensure legislative consultation or reporting. Although the Standing Rules of both Houses of the Legislature designate Fridays of each week as "constituency day" and the statutes provide for legislative recess twice in a year – two weeks in April for the Easter Break, and five months, August to December, as annual "Agriculture" break – *there is no system in place for the lawmakers to have regular contacts with their constituencies. Equally, the Legislature does not have standard and regular reporting tools: neither a journal nor voting records. It is difficult to link the position of any one lawmaker to decisions of the Legislature and, therefore, hold any of them accountable at the constituency level.*

2.3 Law-making:

Quality law-making assumes informed knowledge of the issues to be addressed. *At present, the legislative research and legal drafting capacity is extremely weak. Not only is the staff deficient in this area, the institutional facilities are lacking. The archive section is in a complete disarray. The legislative library is non-existent and there is neither a system nor technical capacity to track bills as they move through the legislative processes.*

There are serious problems maintaining and circulating the legislative journal, which is the official record of deliberations of the institution. Verbatim reporting, debates and public hearings are useful for law-making but the lawmakers are not sufficiently versed on basic parliamentary rules, procedures and protocols governing the conduct of debates.

Most of the time lawmakers make oral presentations because they lack the skills to argue from written

presentations. Moreover they often revert to motions that prematurely terminate debates when all the critical issues have not been sufficiently articulated to support conclusions reached. They also lack the means and technical expertise to transcribe and publish testimonies as well as results of public hearings.

2.4 Oversight:

The institutional organs through which lawmakers should conduct effective oversight are the plenary and the committees – the plenary being the highest decision-making body, while the committees serve as technical arms. *At present, the Legislature does not have the equipment needed to either record or transcribe proceedings: there are no recording equipment and sound systems in the plenary and committee hearing rooms, and stenographic machines and trained operators are non-existent. It is virtually impossible for the 52nd Legislature to maintain regular contact with both its local and international partners because there is no email or any internet service facilities and no document reproduction capacity. Also, the resource centre is not well-stocked.*

2.5 Staffing:

The poor professional capacity of the staff – both personal and central – of the 52nd Legislature manifests itself in six primary ways: *(1) there is surplus personnel; (2) they are poorly trained; (3) they are poorly paid; (4) they are inadequately equipped; (5) they lack job descriptions; and (6) and their recruitment is highly politicized at the expense of merit. An urgent need exists to rationalize and professionalize the strength of the legislative staff without jeopardizing the political standing of the lawmakers with their constituencies.*

2.6 Work Environment:

Although the *physical infrastructure of the Legislature* was recently rehabilitated by the Government of the United States – including the addition of a few more offices – *it remains grossly inadequate to house all the working units of the institution. Additional office space is urgently needed and so is a legislative library and space to store the archives.*

Some equipment has been provided for the resource centers of both Houses, but the working space is extremely inadequate and not conducive for productivity. There is no space for any of the the following: clerical staff in the central administration of the Senate and House, the personnel services departments; the legislative budget office, the protocol and security, visitors or the internal communication system. Lawmakers and their staff are therefore, hindered in carrying out their duties.

A similar situation for the lawmakers exists in their constituencies. *They do not have offices where they can meet the constituents they represent. Additionally, they lack communication facilities; once the lawmakers are in Monrovia, they are cut off from their constituencies.*

SECTION 3:
Evolution of the Modernization Plan

3.1 For nearly four years, there has been consultation between members of the Legislature, and the international development partners culminating in the formulation of this first Five-year Modernization Development Plan (2009-2013) aimed at modernizing the Liberian Legislature.

3.2 Efforts to formulate the Plan began in February 2006 following the UNDP sponsored Legislative needs assessment.

3.3 In the course of its earlier interactions with international partners, the Legislature defined five pillars as the cornerstones for its modernization plan:

Pillar-1: Constituency Representation
Under this pillar, mechanisms for contact and consultation with constituencies will be identified and strengthened. It is recognized that the effectiveness of a representative government is sustained by the level and frequency of contact between the governors and the governed. Through constant contact, legislators are more likely to articulate the views and desires of their constituents, which should eventually translate into laws. In Liberia, as in other sound democracies, the laws of the people should be by the people and for the people.

Pillar-2: Law-making
Under this pillar, specialized training programs and projects will be designed and implemented to: (a) enhance the law-making knowledge of legislators and (b) build the professional capacities of the legislative staff – both personal and central. Through up-dating, exposure and observation activities, the desire and ability of lawmakers to debate issues and translate policies into law will be re-enforced. Secondly, legislative staff, through focused training programs, will be able to provide professional services that will inform and support the law-making ability of the Liberian legislators.

Pillar-3: Oversight
The need to improve the workings of the plenary and the performance of standing and ad-hoc committees will be addressed under this pillar. Here, training and logistics will be provided to enhance the organization and conduct of committee work and Plenary Sessions.

Pillar-4: Staffing
The aim of activities under this pillar is to strengthen the professional capacities of

legislative staff, both personal and central. The number of personnel working for the Legislature will be rationalized and streamlined through a number of exercises and measures: re-documentation; restructuring of the Personnel and Staff Welfare Departments of both Houses, internship grants, study tours, on -the -job training where potential is obvious, and knowledge up-date workshops and seminars. In addition, the salary and job benefit scale of the Legislature will be adjusted to commensurate with professional credentials, experience and productivity.

Pillar-5: Work Environment

This pillar recognizes that a conducive working environment is an essential element for productivity. It is accepted that no matter how competent the staff becomes, the working conditions and the appropriateness and availability of necessary equipment and tools will often determine the quality of their output. Under this pillar, problems created by lack of proper working equipment and tools, and inadequacy of office space, will be addressed.

3.4 The five pillars are underpinned by several cross-cutting principles. These include gender equity mainstreaming, honesty, human rights, transparency, accountability, tolerance, national reconciliation and peace building. Although each pillar can be addressed independently, improvement in any one of them enhances and reinforces performance of the others. Similarly, weakness of one undermines performance of all. Together, the five pillars constitute the foundation upon which the entire Plan rests.

SECTION 4: General Goals and Specific Objectives

4.1 **General Goal:** The overriding goal of this Modernization Plan is to transform the Liberian Legislature and make it compliant with the needs and realities of the 21st century. As outlined in the Plan of Action, a number of activities have been defined as critical activities to be undertaken leading to the achievement of the goals in the Plan. Each pillar has a specific goal and each goal has a specific objective. The activities required to achieve each objective are outlined in the Plan of Action, which is in annex-1.

4.2 The goals and objectives of the Plan are:

Pillar 1:	**Constituency Representation**
General Goal:	To strengthen constituency representation;
Specific Objective:	To establish mechanisms for constituency contact.
Pillar 2:	**Law-making**
General Goal:	To enhance the law-making capacity of the Legislators;
Specific Objective:	To establish periodic training, exposure and orientation programs for Lawmakers.
Pillar 3:	**Legislative Oversight**
General Goal:	To enhance the functioning and efficiency of the Plenary of both Houses and the performance of their respective Committees;
Specific Objective:	To improve the protocol for floor management and provide appropriate logistics and funding for hearings.
Pillar 4:	**Staffing**
General Goal:	To improve the professional capacity and efficiency of staff;
Specific Objective:	To establish periodic and targeted training, exposure and orientation programs for possible staff restructuring; providing them with technical assistance in research and bill drafting.
Pillar 5:	**Work Environment**
General Goal:	To make the work environment of the Legislature conducive to efficient performance;
Specific Objective:	To introduce modern facilities, information management systems, and create adequate work space and a conducive environment.

4.3 A comprehensive Plan of Action (Annex-I) has been developed outlining several primary components that clarify the activities to be executed and effectively monitored:

- Activity number
- Objective Title
- Expected Output
- Performance Indicator
- Planned Start Date (Month/Year)
- Planned End Date (Month/Year)
- Duration
- Legislative Oversight Committees
- Collaborating National Partners
- Collaborating International Partners
- Estimated Cost

SECTION 5:
Expected Outputs

5.1 At the end of implementation of this Modernization Plan, it is expected that the following outputs will be achieved:

Pillar-1: Mechanism to Strengthen Representation

Legal structure for consultation:

The legal status of (a) County Councils, (b) Administrative District Councils, and (c) Councils of Chiefs and Elders at the chiefdom level are properly rationalized in terms of their membership and predictable meeting schedules. Lawmakers will take advantage of these councils for formal contact and consultations with their constituencies.

Civil Society Organizations and Pressure Groups:

A directory will be made available of organized formal and informal forums facilitated by advocacy and activist groups including students, youths, educational institutions, labor unions, professional organizations, religious and specialized interest groups, women, physically challenged individuals, human rights organizations, international bodies and government agencies. Lawmakers and the various groups will take advantage of the directory to interface, articulate and crystallize views on public concerns outside the legislative chambers.

Constituency Office:

Each lawmaker will have a constituency or home office. The home office for a Representative will be established in a principal town of the electoral district either within the Administrative District Building or as a stand-alone structure. The office for Senators will be in both the county and electoral district capitals, either within the local administrative building or as a stand-alone structures.

The two County Senators and their staff will share a single building, but not the same office. In addition to the constituency offices established under this Plan, each lawmaker or party institution may establish and maintain a separate private or party office. The difference in utilization of the two types of offices is that the one established by this Plan is open to all members of the constituency,

without distinction, whereas access to the private or party office is the prerogative of the lawmaker or the party concerned.

Daily Journal of Proceedings:

The Legislative Journal, which is the official written record of happenings on the floor of the Legislature, will be published and circulated daily as required by the Rules and the House concerned.

Publication of Lawmaker Voting Record:

The attendance and voting record of each lawmaker is published regularly for the benefit of the public, particularly as information for the constituents.

Global contact with lawmakers:

The Legislature will have its own internet service and maintain a legislative website, with each lawmaker having a link. The county offices will be connected to the central office through this system.

Pillar-2: Programs to Strengthen Law-making

Lessons on How to Initiate a Bill:

A standing *certificating orientation program* will be instituted to train all elected lawmakers on how to develop and sponsor Bills in the Legislature, either individually or jointly with other lawmakers from both sides of the Legislature. The program will include lessons on key areas, such as: (a) the various types of Bills, how they are initiated and handled through the legislative process; (b) how to collaborate on issues, how and when to develop written positions on issues being debated and when to introduce such documented positions into the journal; (c) when to opt for concert on issues; how and when to engage in partisanship on issues; and (d) how to synthesize and articulate constituency concerns when laws and principles are conflicting.

Committee Support Office:

Each House of the Legislature will have a permanent technical staff that will provide support to the standing committees of the individual House. These committee support offices will function under the supervision of the Secretary of the Senate and the Chief Clerk of the House of Representatives respectively.

Tracking System:

There will be a bill tracking mechanism that will contain the history of bills as they move through the legislative process.

Rules Governing Conduct of Lawmakers in Session:

The Standing Rules of the Senate and House will be codified and published. Special briefing sessions will be designed and conducted to ensure that lawmakers are versed in basic rules and courtesies of parliamentary procedures in legislative debates.

Publication of Transcript:

A ledger will be established to catalog the transcripts of each Plenary Sitting and/or committee hearing, and will be made available to the archives for public knowledge.

Directory of Bills:

A directory of all bills received, initiated, pending in committee rooms, and passed into law will be prepared and published at the end of each Session for the archives as public information.

Pillar-3: Activities to Strengthen Oversight

Protocol for conduct of hearings:

The protocol for citing and/or inviting officials and members of the public to appear and testify before legislative oversight committees and panels will be available as a reference manual for committees and staff.

Funding for hearings:

There will be appropriations for public hearings. Non-government experts requested to testify or to assist committees and individual lawmakers will be provided with some form of remuneration. There will also be appropriations for special enquiries, field trips and investigations commissioned by the Plenary of the Senate or that of the House of Representatives.

Access to global community:

Each lawmaker, as well as the central staff, will have access to email services.

The Legislative Budget Office (LBO):

The Legislative Budget Office (LBO) will be fully funded and staffed with professionals. This office will help the Legislature to analyze the national budget and other critical financial and economic data.

Pillar-4: Staffing

Improving the professional capacity and efficiency of Staff:

The professional skills and efficiency of the staff will be improved by regular and targeted training,

Staff restructuring:

The number of personnel working with the Legislature will be rationalized and professionalized for both personal and central staff of both Houses.

Each lawmaker will have a lump sum budgetary appropriation with which to employ personal staff at a pay scale determined by the lawmaker, taking into account the requirement of the national labor law.

The personal staff of each lawmaker shall be provided with training opportunities based on the same criteria for the training of the permanent and central staff of the legislature.

Legislative Staff Training:

A core of professionals will be trained as institutional staff of the Legislature. They will be in all departments, whether specialized, administrative or technical and will execute their respective jobs with efficiency, free of undue political patronage.

Personnel Manual:

A personnel manual containing job descriptions and minimum qualification for all positions of the legislative staff, both direct and central, will be prepared and made available.

Standing Operational Manual:

A Standing Operational Manual (SOM) for legislative staff will be prepared and made operational. It will contain basic administrative procedures and protocol. It will be a reference for all lawmakers and department heads of both the Senate and House of Representatives.

Areas of Specialized Training for Staff:

Critical professional staff will be trained and certificated in the following areas of services:

- Legislative Bill drafting
- Techniques in legislative research
- PowerPoint presentation

- Excel and other spreadsheet management
- Note-taking during hearings and public meetings
- Techniques for meeting-planning and management
- Internet browsing, posting, and downloading
- Computer files management (creation, editing, updating, storage, retrieval, backup, restoration, etc.)
- Techniques for fast reading, document analysis and summarization
- Preparation of briefing notes
- Letter writing (business, technical communication)
- Time management and scheduling (e.g. meeting appointments)

Pillar-5: Critical Facilities and Improved Working Environment

Research Department:

A fully equipped Legislative Research Department will be established .

Legislative Library:

A fully functional Legislative library will exist and will be open to lawmakers, legislative staff, students, and the public.

Equipment for Documentation and Tracking of Bills:

Equipment will be available for Enrolling and Engrossing of bills.

The LBO:

The Legislative Budget Office (LBO) will be fully funded and staffed with professionals.

Suitable Hearing/ Venues:

The plenary and hearing rooms of the Legislature will be equipped with PA systems, proper chairs, and tables to enhance the conduciveness of the deliberation and hearing environment. A convenient and media friendly platform will be established.

Equipment to support technical staff:

Stenographic and other rapid secretarial note-taking equipment will be available to the stenographic section of both Houses.

The joint specialize departments:

The following joint specialized departments and units will be fully operational:

- Legislative Library and Archives (LLA)

- Legislative Resource Center (LRC)
- Legislative Visitor Center (LVC) also serves as the Constituency Service and Protocol Center
- Legislative Budget Office (LBO)
- Legislative Public Affairs Bureau (LPAB)
- Capitol Security Services (CSS)

Dedicated internet system:

The Capitol Building will have its own dedicated IT system to ensure full internet access to all lawmakers and staff of the legislature. Each of the county capitals will also be connected to the legislative internet system.

Legislative Offices:

The central staff of the Legislature responsible for effective operation of all shared facilities of the Capitol Building and grounds will be restructured and professionally staffed. Additionally, the bicameral offices and staff of the Secretary of the Senate and the Chief Clerk of the House will be improved to work both independently of each other and in coordination.

Electricity:

In addition to connectimg to the city power grid, three generators with a combined power capacity of at least 1.2 megawatt will be installed at the Capitol Building. These power generators will be synchronized to ensure efficient power consumption and economy on a 24-hour basis.

Water and Sanitation:

There will be constant supply of water and all restrooms will be hygienically functional.

The Legislative Lounge:

The VIP lounge for each of the two legislative houses will be improved and service professionalized befitting the status of the lawmakers. Additionally, the general cafeteria will be rehabilitated and the service improved.

SECTION 6:
The Plan

6.1 The Modernization Plan has five phases:

Phase-I: The first phase of the Plan covers activities leading to the formal seating of the 52nd Legislature. The significant events in this phase include: (1) certification by the National Elections Commission on December 19, 2005, of the elected lawmakers; (2) formal induction and seating of the 52nd Legislature on January 6, 2006, election of its officers and passage of a Joint Resolution restoring the Constitution: (3) inauguration of the President and Vice President before the first post-war Joint Session of the Legislature and (4) confirmation of Cabinet Ministers and Justices of the Supreme Court. During this phase, the Legislature invites the international community to help assess the needs and capacity of the institution and to suggest how its deficiencies can be addressed. Phase-1 ends after preparation of the Draft Modernization Plan.

Phase-II: During this phase, the draft Modernization Plan is edited by the JLMC to ensure that it captures the shared vision of the lawmakers as articulated during several consultative workshops and retreats.

Phase-III: In this phase, the "Edited Version" of the Modernization Plan is presented to a consultative round-table conference of lawmakers, select-officials of sectoral Executive Agencies, leaders of relevant civil society organizations and representatives of the international donor partners for validation. The purpose of the validation round-table conference is to show the edited version of the Plan to additional members of the Legislature who have not been directly involved with its preparation as well as a broader range of stakeholders for more critical analysis to assessits practicality and marketability.

Phase-IV: The "Validated Version" of the Plan will then be separately submitted to the Plenary of the Senate and of the House of Representatives for debate and adoption. Once the Senate and House adopt the Plan, separate letters from the Secretary of the Senate and the Chief Clerk of the House will be sent to the JLMC informing it that the Plenary of the House concerned has endorsed implementation of the Plan.

Phase-V: This is the implementation phase. Activities will be executed in accordance with the Action Plan. The JLMC, with technical assistance and advice from the International Donor Coordination Committee (IDCC), the Bureau of Budget, the Ministry of Finance, the Public Procurement and Concession Commission, the General Services Agency, will establish the appropriate mechanism for collection, disbursement, and accountability of all funds and non-cash contributions received in support of the Plan.

SECTION 7: Implementation Framework

7.1 The implementation framework of the Plan is as follows:

The Role of the Plenary of the Senate and House of Representatives:
The five-year Modernization Plan of the 52nd Legislature articulates the shared vision of the entire Legislature. The Plenary of the Senate and the House make all policy decisions relative to the Plan. Decisions are expressed through a simple majority vote of three present and voting members of the House concerned. These decisions are construed and respected as policies of the Legislature once conveyed to the JLMC by the Chief Clerk or the Secretary of the Senate. They have binding force on all members and staff of the Legislature and on the operation of its committees and administrative arms.

The Role of the Joint Legislative Modernization Committee (JLMC):
The JLMC is the coordinating body for the Plan. It interfaces with and defines the timing and appropriate roles for all external partners. It also serves as a clearing house for all committees and external partners on issues relating to the Plan. The JLMC follows up decisions of the Plenary of both Houses with respect to the Plan, monitors implementation and makes quarterly progress reports and recommendations on all aspects of the Plan to the Plenary of the Senate and House for appropriate decisions and actions.

The Role of Other Government Agencies
Each agency of government will play a role because the Legislature defines the statutory responsibilities of all

government agencies, the terms of reference of all their officials and the funding required for them to function. In the immediate term, the officials and agencies that have critical roles are:

- The leadership of the Legislature and the President of Liberia will organize, facilitate, and mobilize the donor community to support the Plan.
- The Ministry of Finance (MOF) will facilitate and provide the technical advice in restructuring the financial management system of the Legislature leading to, and in support of, the establishment and operation of the LBO and the financial management autonomy of the Legislature.
- The Ministry of Internal Affairs (MIA) will assist and facilitate the process of redefining and clarifying the appropriate local government structure for legislative constituency contact and consultation.
- The Governance Commission (GC) will assist in the development and implementation of programs to induce and ensure citizens appreciation of the workings of a modernized legislature.
- The National Electoral Commission (NEC) will collaborate with the legislature which will design and implement programs that will ensure public understanding of the relationship between electorates and the elected.
- The Ministry of Public Works (MPW), The Ministry of Planning and Economic Affairs (MPEA), the Liberia Water & Sewer Corporation (LWSC), the Liberia Telecommunications Corporation (LTC) and the Liberia Electricity Corporation (LEC) will each provide leadership relative to its unique area of specialty and statutory mandate on the technical determination of all infrastructure designs, construction and installation of facilities required by the Legislature.

The Role of the International Development Partners:

The international development partners are those bilateral and multilateral institutions and agencies that identify with, and are supportive of, the efforts to sustain peace and stability and promote the principles of democratic governance in Liberia. These partners will be called upon to mobilize resources and provide technical and advisory support, and training opportunities elaborated in the Plan through the Legislative Donor Coordination Committee under the leadership of UNDP.

Some of the donor agencies that have already interacted with the JLMC include USAID (through a host of implementing partners – NDI, IRI, IFES), the People's Republic of China (PRC), the UNMIL, the UNCT, the World Bank and the ACBF. Others that will be invited to participate include the ECOWAS and the AU.

The Role of Civil Society Organizations

The list of civil society organizations that are expected to work with the

Legislature in implementing this Plan includes:

- UL: University of Liberia
- NBA: National Bar Association
- CUC: Cuttington University College
- JPC: Catholic Justice and Peace Commission
- LDI: Liberia Democratic Institute
- FLY: Federation of Liberian Youth
- LINSU: Liberia National Student Union
- LWI: Liberia Women Initiative
- AFELL: Association of Female Lawyers of Liberia
- ICI: Institute for Creative Initiative
- LCC: Liberia Council of Churches
- IRCL: Inter-Religious Council of Liberia
- CENTAL: Center for Transparency and Accountability in Liberia
- MRU-YP/Liberia: Mano River Union Youth Parliament-Liberian Chapter.
- Others to be identified and incorporated.

SECTION 8:
Required Inputs and Budget

8.1 The required inputs for successful implementation of the Plan include cash, material, professional and technical services. These inputs will be provided through the national budget and as contributions from international and local development partners. Solicitation and utilization of all inputs will be guided by procedures that conform to internationally accepted standards of transparency and accountability.

8.2 The projected cost of the Plan is **US$28,402,280** over the five-year period. Summarized by pillars, the summarized figures are as follows:

	Estimated (Cost in US$(m)
Pillar-1: Strengthening of Representation function	13,380,400
Pillar-2: Strengthening of Lawmaking Functions	1,795,295
Pillar-3: Strengthening of Oversight Function	1,075,485
Pillar-4: Strengthening of Staff Capacity	925,500
Pillar-5: Strengthening of Critical Infrastructure	11,225,600
Total estimates cost of program	**28,402,280**

8.3 Based on current informed calculations, the funding required for each of the critical activities is reflected in the detailed work plan attached as annex.

SECTION 9:
Potential Risks

9.3 The timely and successful implementation of this Plan is challenged by the following potential risks:

- Lack of cohesion amongst members of the JLMC on the way forward in coordinating and overseeing implementation of the plan;
- Failure of the JLMC to provide constant, clear and timely briefings to the Plenary Sessions of the Legislature;
- Protracted Plenary debates over matters presented by the JLMC;
- JLMC not sufficiently pro-active in maintaining contacts and following up with critical executive agencies; donor partners, legislative committees, and individuals who have responsibilities for various aspects of the plan;
- Delay in the design and marketing of specific projects;
- Delay in provision of funding and other resources for specific projects;
- Inadequate monitoring and assessment of performance as the Plan is implemented, which leads to derailment at best, and at worst, misuse of resources.

A number of risk mitigation measures will be instituted including regular updates and reporting to the leadership and the Legislative body on the implementation process; liaison with the Executive for budget allocation as well as engagement with parthers to mobilize resources needed for implementation; public sensitization as well as advocacy and outreach through the media and civil society organizations will be advanced to ensure support for the objectives of the Modernization plan, among other measures.

SECTION 10: Monitoring and Evaluation Mechanism

10.1 Steering Committee: The steering committee for the monitoring and evaluation of the Modernization Plan is the JLMC.

10.2 Annual Work Plan: Following the adoption of the Modernization Plan, the JLMC will draw up an annual work schedule. The JLMC will meet on a quarterly basis, evaluate the implementation of the work schedule according to the performance indicators.

10.3 Annual Evaluation: The JLMC will evaluate the work plan based on the quarterly reports and modify as required. Reports of the annual review will be submitted to both Houses for their information and action where necessary.

10.4 Mid-term evaluation: Any major modification to the Modernization Plan during the mid-term review will require the approval of the plenary of the Senate and House.

10.5 Final evaluation: The final evaluation will involve the assistance of an independent consultant and will take place during the First Session of the 53rd Legislature. The report will make recommendations to reflect the new Modernization orientations of the Legislature, which will be included in any follow-up process for the continued development of the Liberian Legislature.

Annex

Liberia Legislative Modernization Plan: Plan Action

Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-1: Representation	1	***Production of the Legislative Journal:*** Prepare and circulate the legislative journal in keeping with Rules of the House concerned	(1) All the journals for each day of the past three Sessions of the 52nd Legislature compiled and published; (2) beginning Jan/2010, Daily Journals for each sitting published; and (3) the Annual Legislative Journal (one for each Session) published and circulated	(a) specialists recruited to work with the Secretary of the Senate and the Chief Clerk of the House in developing the legislative journal production system; (b) the journal production staff identified and trained; (c) the requisite tools for timely production and circulation of the daily journals and the annual journals provided; (d) production of the journals institutionalized	June 2009 - Sept 2012	39	(1) Secretary of the Senate and Chief Clerk of the House; (2) Bi-camera committees of Rules & Order; (3) bi-camera committee on Judiciary; (4) JLMC; & (5) the bi-camera Leadership committees	***National*** 1) UL School of Law; 2) Lib Bar Assoc 3) GC ***International***	**150,000**

Liberia Legislative Modernization Plan: Plan Action

Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-1: Representation	2	***Publication of Attendance & Voting Record of lawmakers:*** Develop a format for and publish the attendance and voting record of lawmakers of both Houses on regular basis.	2,500 copies of the Legislative Attendance & Voting Report are produced in the form of a ***Legislative Monthly Gazette*** and distributed to the media; CSOs, CBOs, FBOs and other civil society and interest groups in the various constituencies	(a) specialists recruited and assigned to office of Secretary of the Senate and the Chief Clerk of the House to help in developing the mechanism for formatting and production of the ***Legislative Monthly Gazette***; (b) staff for production of the Gazette identified and trained; (c) copies of the Gazette widely circulated; (d) the operation is sustained	June 2009 - Sept 2012	39	(1) Secretary of the Senate and the Chief Clerk of the House: (2) Bi-camera committees on Rules and Order; (3) bi-camera committees on Judiciary; (4) bi-camera committees on Executive; (5) JLMC; & (6) bi-camera Leadership committees	***National*** 1) CENTAL; 2) JPC 3) PUL 4) other CSOs (tbd) ***International***	**120,000**

Liberia Legislative Modernization Plan: Plan Action

Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-1: Representation	3	***Produce and publish a Directory of CSOs & FBOs:*** Produce, publish and maintain a directory profiling all registered and functional CSO, CBOs, FBOs; advocacy and interest groups in the various constituencies with indication of dates and venue for the regular meetings; including names and addresses of their key contact officers	(1) Directory is developed, produced and circulated to all lawmakers; (2) each lawmaker has a mailing list	(1) specialists recruited to work with the Secretary of the Senate and the Chief Clerk of the House in developing and updating the directories; (2) research team constituted; (3) survey conducted in all electoral constituencies to obtain and compile data on the target groups for the directories (4) directory published on a sustained basis	June 2009 - Dec 2011	30	(1) Secretary of the Senate and Chief Clerk of the House; (2) Bi-camera committees of Rules & Order; (3) bi-camera committees on NGOs; (4) JLMC; & (5) the bi-camera Leadership committees	***National*** 1) MPEA; 2) MIA 3) NARDA 3) GC ***International*** 1)	**100,000**

Liberia Legislative Modernization Plan: Plan Action

Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-1: Representation	4	**Lawmaker/ constituency contact**: The staff of each lawmaker should develop and maintain an appointment diary or scheduling system for all official activities and engagement of the lawmaker	Each lawmaker has an **organized schedule of engagements and appearances** with his or her constituency and the wider civil society; record of engagements kept	(1) each lawmaker has a diary indicating appointments and engagements; (2) lawmakers are meeting members of the constituency and responding to communications and inquiries; (3) staff maintains a catalogue of appointments, engagements, appearances and contacts with the lawmaker	June 2009 - Jan 2012	31	(1) bi-camera committees on Internal Affairs; (2) Secretary of the Senate and Chief Clerk of the House JLMC; and (3) bi-camera leadership committees	***National*** 1) CENTAL 2) FLY 3) LINSU 4) LDI 5) LWI 6) Pull 7) JPC 8) IRCL 9) MRU-YP 10) other CSOs (tbd) 11) MICAT ***International*** 1)	**74,000**

Liberia Legislative Modernization Plan: Plan Action

Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-1: Representation	5	**Legal Structures for Constituency Contact:** Rationalize the legal status of: (a) the County Council; (b) the Administrative District Council; and (c) the Chiefdom Council	Legal status of: (a) 15 County Councils; (b) Administrative District Councils; and (c) Council of Chiefs and Elders is affirmed	(1) Acts defining county, administrative district, and the council of chiefs and elders are passed; (2) funds provided to the national budget to support periodic meetings of the various councils; (3) lawmakers are provided budgetary support to appear and consult at these council meetings	June 2009 - Sept 2012	39	(1) Secretary of the Senate and the Chief Clerk of the House; (2) Bi-camera committees on Internal Affairs; (3) bi-camera committee on Rules & Order; (4) JLMC; & (5) the bi-camera Leadership committees	***National*** 1) MIA 2) GC 3) NEC ***International*** 1)	**2,180,349**

Liberia Legislative Modernization Plan: Plan Action

Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-1: Representation	6	**Institute Regular Radio Broadcast Service for the Legislature:** Establish and maintain a radio program to cover legislative activities	Obtain a Legislative radio frequency or program air time to broadcast (nation wide) on important legislative activities 7 hours a day (Monday-Friday)	(a) specialist contracted to design the system; (b) technical and administrative proposal prepared; (c) the press bureau to operate the frequency re-enforced; (d) frequency of the program obtained; (e) equipment or air time obtained; (f) equipment on air time installed; (g) installation tested; (h) legislators orientated; (i) broadcast commenced; program sustained	June 2009 - Sept 2012	39	(1) Secretary of the Senate and the Chief Clerk of the House: (2) Bi-camera committees of Rules & Order; (3) bi-camera committees on information; (4) JLMC; & (5) bi-camera Leadership committees	***National*** 1) MICAT 2) LBS 3)PUL ***International*** 1)	**500,000**

Liberia Legislative Modernization Plan: Plan Action

Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-1: Representation	7	***The Legislative Visitor Galleries***: Upgrade the galleries in the Senate and House Chambers to accommodate larger number of observers	Additional chairs and public address system installed in Senate and House Galleries	Contractor identified; extent of remodeling works determined; Pro-forma invoices obtained; funding resourced; payments for material and supplies made; works completed; chairs and other vital items installed	June 2009 - Sept 2012	39	(1) Secretary of the Senate and Chief Clerk of the House; (2) bi-camera committees on Rules & Order; (3) JLMC; and (4) bi-camera committees on leadership	***National*** 1) GSA 2) MPW; 3) local supplier ***International*** 1)	**150,000**

Liberia Legislative Modernization Plan: Plan Action

Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-1: Representation	8	***Establish a Visitor Center at the Capitol Building***: Reestablish and capacitate the security, protocol and visitor center at the Capitol	The security, protocol and visitor Center of the Capitol Building rehabilitated and made functional	(1) a professional to remodel the security protocol and visitor center contracted,; cost estimates obtained; the funding sourced; payment made; remodeling work completed; protocol and visitor center opened and maintained	June 2009 - Sept 2012	39	(1) Secretary of the Senate and Chief Clerk of the House; (2) bi-camera committees on Rules and Order; (3) bi-camera committees on Internal Affairs: (4) JLMC; and (5) bi-camera leadership committees	***National*** 1) GSA 2) MPW 3) MOJ 4) MOS ***International*** 1)	**300,000**

Liberia Legislative Modernization Plan: Plan Action

Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-1: Representation	9	***Citizen/Lawmakers Week***: Establish a Citizen/Lawmakers week during Annual Break for lawmakers to interact with their constituencies	Concurrent Resolution Passed; relation between citizens and lawmakers improved	Concurrent Resolution sponsored, tabled, debated and passed into law	Nov 2009 - Nov 2010	13	(1) bi-camera committees on Internal Affairs; (2) JLMC; and (3) bi-camera leadership committees	***National*** 1) CENTAL 2) FLY 3) LINSU 4) LDI 5) LWI 6) PuL 7) JPC 8) IRCL 9) other CSOs (tbd) 10) MRU-YP ***International*** 1)	**375,000**

Liberia Legislative Modernization Plan: Plan Action

Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-1: Representation	10	***Conduct General Civic Education:*** Design and conduct general civic education workshops in all electoral constituency and at the 15 county levels to improve public understanding and participation in activities of representative government	A more informed citizenry on issues of good governance; citizens have a greater understanding of their civic duty and how to hold public officials accountable	The number of forums at which public officials are called to give account of the public trust increased; more citizens are appearing at forums where public issues are discussed; more public officials are responsive to citizens' concerns and opinions; more agencies and officials are pro-active in providing information about their respective functions	June 2009 - Sept 2012	39	(1) Secretary of the Senate and the Chief Clerk of the House: (2) Bi-camera committees on Internal Affairs; (3) bi-camera committees on information; (4) bi-camera committees on NGOs; (5) JLMC; & (6) bi-camera Leadership committees	***National*** 1) CENTAL 2) FLY 3) LINSU 4) LDI 5) LWI 6) PuL 7) JPC 8) IRCL 9) MRU-YP 10) other CSOs 11) MICAT ***International*** 1)	**1,300,000**
Pillar-1:									**5,249,349**

Liberia Legislative Modernization Plan: Plan Action

Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-2: Lawmaking	1	**Publication of Standing Rules**: edit, up-date, validate, adopt, and publish Standing Rules of the Senate and House of Representatives	The Rules of both Houses are codified and published	(1) Specialists recruited to assist Committees of both Houses in editing, up-dating, validating; (2) appoint ad-hoc legislative teams on publication of rules appointed; (3) Plenary adopts validated version of rules; (4) rules typeset and proof read; (5) rules printed; (6) printed rules published and circulated	June 2009 - Aug 2009	3	(1) Secretary of the Senate & Chief Clerk of the House; (2) bi-camera committees on Rules & Order; (3) JLMC; and (4) bi-camera leadership committees	***National*** 1) UL School of Law; 2) Lib Bar Assoc 3) GC ***International*** 1)	**50,000**

Liberia Legislative Modernization Plan: Plan Action

Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-2: Lawmaking	2	**Bill Tracking:** Design a Bill tracking system and train 25 staff on how to enroll, engross and catalog a legislative Bill from initial presentation to publication into Handbills	A Bill tracking mechanism is in place and working	(1) Specialists recruited to design the system; (2) special tools and equipment secured; (3) staff members identified for training; (4) training conducted; (5) system launched and sustained	June 2009 - Sept 2012	39	(1) Secretary of the Senate and the Chief Clerk of the House: (2) Bi-camera committees on Rules and Order; (3) bi-camera committees on Judiciary; (4) bi-camera committees on Executive; (5) JLMC; & (6) bi-camera Leadership committees	***National*** 1) MOS 2) GC 3) NBA 4) UL Sch of Law 5) MOFA ***International*** 1)	**200,000**

Liberia Legislative Modernization Plan: Plan Action

Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-2: Lawmaking	3	**Develop and Conduct Training Programs on How to Initiate Bills:** Design and conduct non compulsory law-making orientation seminars	Lawmakers demonstrate ability to initiate, introduce, and sponsor Bills; lawmakers are attending orientation seminars to up-date their knowledge and capacity in effective law-making ; institutionalize the "Law-making Orientation Seminar"	(1) Specialists recruited to conduct need assessment, determine the training needs; design programs and curriculum; (2) schedule of training developed and approved; (3) venue of training identified; (4) facilitators and instructors recruited; (5) first session conducted during the 2009 annual recess period; seminar institutionalized as an ongoing training program	June 2009 - Sept 2012	39	(1) Secretary of the Senate and Chief Clerk of the House; (2) Bi-camera committees of Rules & Order; (3) bi-camera committee on Judiciary; (4) JLMC; & (5) the bi-camera Leadership committees	***National*** 1) UL School of Law; 2) Lib Bar Assoc 3) GC 4) LIPA ***International***	**600,000**

Liberia Legislative Modernization Plan: Plan Action

Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-2: Lawmaking	4	**Produce a Directory of Bills in Process**: Design and produce a Directory of Bills after each Session of the legislature categorizing all Bills by stages of passage	A Directory of Bills received, in committee rooms, passed, and published is prepared and made available as public information	(1) Specialist recruited to assist Secretary of the Senate and Chief Clerk of the House in planning and implementing the program; (2) production staff selected; (3) Directory is designed: (4) first dummy typeset and edited; (5) first edition printed; (6) copies distributed	June 2009 - Sept 2012	39	(1) Secretary of the Senate and the Chief Clerk of the House: (2) Bi-camera committees on Rules and Order; (3) bi-camera committees on Judiciary; (4) bi-camera committees on Executive; (5) JLMC; & (6) bi-camera Leadership committees	***National*** 1) UL School of Law; 2) Lib Bar Assoc 3) GC ***International*** 1)	**75,000**

Liberia Legislative Modernization Plan: Plan Action

Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-2: Lawmaking	5	**Committee Support Office:** Establish a unit in the Offices of the Secretary of the Senate and Chief Clerk of the House to support work of committees	Committees of both Houses are receiving technical and administrative support for effective work	(1) the office set up; (2) initial logistics provided and the office equipped; staff appointed; (3) office operation sustained	June 2009 - Sept 2012	39	(1) Secretary of the Senate and the Chief Clerk of the House: (2) Bi-camera committees on Rules and Order; (3) JLMC; & (5) bi-camera Leadership committees	***National*** 1) MOS 2) MICAT 3) LBS 4) PUL ***International*** 1)	**570,295**

Liberia Legislative Modernization Plan: Plan Action

Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-2: Lawmaking	6	**Publication of Transcripts:** Provide and install special equipment, and train staff members on techniques for recording, transcribing and printing transcripts of plenary sessions and committee hearings	Transcripts of Plenary sessions and committee hearings are prepared and made available as public information	(1) Specialist recruited to assist Secretary of the Senate and Chief Clerk of the House in planning and implementing the program; (2) plan indicating types of equipment and tools detailed (where they will be placed), and number of staff to be trained decided; (3) equipment and tools procured and installed; (4) staff and operators selected; (5) selected staff and operators trained and deployed; (6) program sustained	June 2009 - Sept 2012	39	(1) Secretary of the Senate and the Chief Clerk of the House: (2) Bi-camera committees on Rules and Order; (3) bi-camera committees on Judiciary; (4) bi-camera committees on Executive; (5) JLMC; & (6) bi-camera Leadership committees	***National*** 1) UL School of Law; 2) Lib Bar Assoc 3) GC 4) MOE ***International*** 1)	**250,000**

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Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-2: Lawmaking	7	**Legislative Library, Archives & Research Bureau:** Capacitate and restore the functionality of the combined centralized Legislative Library, Archives and Research Bureau	Liberia has central Legislative Library, Archives and Research Center (LLARC)	(1) professional staff identified, trained on the job and/or recruited; (2) appropriate equipment, tools and furniture provided; (3) wide range of books and other vital literary material made available; (4) LLARC is linked to the worldwide library systems and IT search engines.	June 2009 - Sept 2012	39	(1) Secretary of the Senate and Chief Clerk of the House; (2) bi-camera committees on Rules and Order; (3) bi-camera committees on Education; (4) JLMC; & (5) bi-camera leadership committees	***National*** 1) UL School of Law; 2) Lib Bar Assoc 3) GC ***International*** 1)	**430,000**

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Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-2: Lawmaking	8	**Legislative Drafting:** Capacitate and restore the bi-cameral legislative drafting sections of the legislature	The Senate and the House each has a professionally staffed legislative drafting section	(1) professional staff identified, trained on the job and/or recruited; (2) appropriate equipment, tools and furniture provided; (3) section sustained	June 2009 - Sept 2012	39	(1) Secretary of the Senate and Chief Clerk of the House; (2) bi-camera committees on Judiciary; (3) bi-camera committees on Rules and Order; (4) JLMC; and (5) bi-camera leadership committees	***National*** 1) UL School of Law; 2) Lib Bar Assoc 3) GC ***International*** 1)	**330,000**
Pillar-2:									**2,505,295**

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Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-3: Oversight	1	**LBO:** Operationalize and Capacitate the Legislative Budget Office	Legislators and legislative staff are able to: (1) understand and analyze the formulation and execution of the national budget; (2) match policy with resource allocation; (3) ensure accountability in revenue collection and spending	(1) term of reference for rapid need assessment developed; (2) specialists to set up office identified and recruited; (3) suitable office space indentified; (4) critical logistics and equipment provided; (5) competent staff hired; (6) tools and protocols for economic research and intelligence developed; (7) the annual budget analyzed; (8) regular socio-economic performance reports produced	June 2009 - Sept 2012	39	(1) Secretary of the Senate and the Chief Clerk of the House: (2) Bi-camera committees on Rules and Order; (3) bi-camera committees on Ways and Means; (4) JLMC; & (5) bi-camera Leadership committees	***National*** 1) GAC 2) MOF 3) MOS ***International*** 1)	**525,000**

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Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-3: Oversight	2	**Public Hearings:** Open the Legislative Process to greater public participation through more public hearings. Produce a protocol for the conduct of public hearings; train staff and committee members on rules and procedures for legislative hearings and sessions; and facilitate the conduct of public hearings	(1) lawmakers are more aware and informed on issues; (2) public opinion and respect for legislative hearings is improved; (3) public hearings become a source of reference and a clearing house of public opinion for legislative purposes	(1) Specialists recruited to assist the Sec of the Senate and the Chief Clerk of the House in drafting the protocol; (2) protocol on public hearings drafted and validated; (3) protocol approved and published; (4) conduct public hearings over 3-year period	June 2009 - Sept 2012	39	(1) Bi-camera leadership committees; (2) bi-camera committees on Ways & Means; (3) Secretary of the Senate and Chief Clerk of the House; (4) JLMC; and (5) bi-camera leadership committees	***National*** 1) CENTAL 2) FLY 3) LINSU 4) LDI 5) LWI 6) Pull 7) JPC 8) IRCL 9) MRU-YP 10) other CSOs (tbd) 11) MICAT ***International*** 1)	**850,485**

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Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-3:									**1,375,485**
Pillar-4: Capacity of Staff	1	**Staff Re-documentation & Re-structuring**: Professionalize the workforce of the National Legislature	(1) each employee has a personal file; (2) personnel filing system established; (3) personnel files computerized; (4) job titles rationalized with job description; (5) standardized pay scale with incentive system linked to TOR and position; (6) personnel welfare management system instituted; (7) employment manual available	(1) Terms of reference for consultants developed: (2) funds for the project committed; (3) consultants recruited; (4) re-documentation completed; (5) personnel departments in both Senate and House up-graded and professionalized; (6) legislative workforce departmentalized and right-sized; (7) standardized employment procedures and evaluation system in place.	June 2009 - May 2010	12	(1) Secretary of the Senate and Chief Clerk of the House; (2) bi-camera committees on Rules & Order; (3) JLMC; and (4) bi-camera committees on leadership	***National*** 1) CSA 2) LIPA 3) MOL ***International*** 1)	**150,000**

Liberia Legislative Modernization Plan: Plan Action

Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-4: Capacity of Staff	2	**Staff Training Program-1:** Library & Archives	(1) specific type of training defined; (2) staff to be trained identified; (3) training conducted;	(1) Desk officer for the training is designated; (2) specialist recruited; (3) training program designed; (4) participants identified; (5) training completed; (6) trained staff deployed and assigned; (7) professional services provided	June 2009 - May 2011	24	(1) Secretary of the Senate and the Chief Clerk of the House: (2) Bi-camera committees on Rules and Order; (3) JLMC; & (4) bi-camera Leadership committees	***National*** 1) LIPA 2) CSA 3) UL 4) NCDRA 5) MOS 6) MOE ***International*** 1)	**850,000**

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Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-4: Capacity of Staff	3	**Staff Training Program-2: Research & Legal Drafting Staff** Drafting Sections of the Senate and the House	(1) specific type of training defined; (2) staff to be trained identified; (3) training conducted	(1) Desk officer for the training designated; (2) specialist recruited; (3) training program designed; (4) participants identified; (5) training completed; (6) trained staff deployed and assigned; (7) professional services provided	June 2009 - May 2011	24	(1) Secretary of the Senate and the Chief Clerk of the House: (2) Bi-camera committees on Rules and Order; (3) JLMC; & (4) bi-camera Leadership committees	***National*** 1) LIPA 2) CSA 3) UL 4) NCDRA 5) MOS 6) MOE ***International*** 1)	**775,000**

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Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-4: Capacity of Staff	4	**Staff Training Program-3:** Stenographers, Enrolling and Engrossing Clerks; Note Takers; Legislative Protocol staff	(1) Proceedings of the Plenary and committees are accurately and timely transcribed (2) protocol for formal legislative events and activities are observed	(1) Desk officer for the training designated; (2) specialist recruited; (3) training program designed; (4) participants identified; (5) training completed; (6) trained staff deployed and assigned; (7) professional services provided	June 2009 - May 2011	24	(1) Secretary of the Senate and the Chief Clerk of the House: (2) Bi-camera committees on Rules and Order; (3) JLMC; & (4) bi-camera Leadership committees	***National*** 1) LIPA 2) CSA 3) UL 4) NCDRA 5) MOS 6) MOE ***International*** 1)	**450,000**

Liberia Legislative Modernization Plan: Plan Action

Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-4: Capacity of Staff	5	**Staff Training Program-4:** Critical office administrative skills (PowerPoint presentation; spreadsheet; note -taking; time management; internet browsing, posting, downloading; computer files management, etc.	greater number of critical administrative staff of the legislature (direct and central) are performing more professionally and efficiently in specific critical office work areas.	(1) Desk officer for the training designated; (2) specialist recruited; (3) training program designed; (4) participants identified; (5) training completed; (6) trained staff deployed and assigned; (7) professional services provided	June 2009 - May 2011	24	(1) Secretary of the Senate and the Chief Clerk of the House: (2) Bi-camera committees on Rules and Order; (3) JLMC; & (4) bi-camera Leadership committees	***National*** 1) LIPA 2) CSA 3) UL 4) NCDRA 5) MOS 6) MOE ***International*** 1)	**797,000**
Pillar-4: Capacity of Staff Total									**3,022,000**

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Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-5 Critical Working Environment	1	**Electricity:** Install sufficient electric power generators including alternate energy sources to provide 24-hr power to the capitol grounds	(1) the capitol grounds have lights at night; (2) the capitol building has full electricity during working hours; (3) the Capitol Building has full electricity during events involving use of the banquet hall and all systems	(1) technical team appointed to define term of reference for consultancy; (2) consultancy granted; (3) cost determined; (4) equipment purchased and installed	June 2009 - Dec 2010	18	(1) Secretary of the Senate & Chief Clerk of the House; (2) bi-camera committees on Rules & Order; (3) bi-camera committees on Public Works; (4) JLMC; and (5) bi-camera leadership committees	***National*** 1) LEC; 2) GSA ***International***	**800,000**

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Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-5 Critical Working Environment	2	**Water & Sewer System:** Install a water and sewer system to keep the Capitol Building and ground sanitized at all times	(1) Capitol Building is connected to city water and sewer system; (2) reservoir are installed sufficient to supply the building for 7 days; (3) all rest rooms are functional	(1) technical team constituted to investigation the situation; (2) consultant recruited; (3) LWSC commissioned to handle the water and sewer system of the capitol	June 2009 - Dec 2010	18	(1) Secretary of the Senate & Chief Clerk of the House; bi-camera committees on Rules & Order; (3) bi-camera committees on Public Works; (4) JLMC; and (5) bi-camera leadership committees	***National*** 1) LWSC 2) MPW 3) GSA ***International***	**400,000**

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Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-5 Critical Working Environment	3	**Specialized equipment for Chambers**: Install communication, voting and other recording equipment in the plenary rooms: (Senate Chamber; House Chamber; Joint Plenary)	(1) PA system is installed in both chambers and the joint plenary; (2) voting equipment installed in both chambers and the Joint Plenary; (3) intercom system installed in the Capitol Building for law makers; (4) recording equipment installed in chambers and plenary	(1) technical team appointed to define term of reference for consultancy; (2) consultancy granted; (3) cost determined; (4) equipment purchased and installed	June 2009 - Dec 2010	18	(1) Secretary of the Senate & Chief Clerk of the House; (2) bi-camera committees on Rules & Order; (3) JLMC; and (4) bi-camera leadership committees	***National*** 1) Local supplier 2) GSA ***International*** 1)	**175,000**

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Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-5 Critical Working Environment	4	***Design and implement an Information, communication Technology system:*** Provide internet facilities for lawmakers and central staff	Internet facilities are available for Lawmakers and staff	(1) IT specialist recruited; (2) IT project completed; (3) IT equipment procured and installed; (4) basic internet utilization training given to all eligible staff; (5) Legislature website with links for all lawmakers designed and launched; (6) satellite subscription completed	June 2009 - Sept 2012	39	(1) Secretary of the Senate and Chief Clerk of the House; (2) Bi-camera committees of Rules & Order; (3) JLMC; & (4) the bi-camera Leadership committees	***National*** 1) LTC 2) MPT 3) MICAT 4) local service provider ***International*** 1)	**750,000**

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Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-5 Critical Working Environment	5	**VIP Lounge & Banquet Halls:** Improve the legislative lounges	(1) VIP Lounge of both Houses remodel and furnished; (2) Banquet Hall remodeled and furnished	(1) management team constituted; (2) bill of material prepared and costed; (3) funding provided; (4) lounges and hall ready for use	June 2009 - Dec 2010	18	(1) Secretary of the Senate and Chief Clerk of the House; (2) bi-camera committees on Rules & Order; (3) JLMC; and (4) bi-camera committees on leadership	***National*** 1) Local supplier 2) GSA ***International*** 1)	**150,051**

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Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-1: Representation	6	***Establish Legislative Constituency Offices***: Construct Legislative Constituency Offices (1 for each member of the House; and 1 for the two senators of each county	(1) An office in each of the electoral district for Representative; and (2) An office at the county level for the two senators	(a) architectural firm to design offices identified; (b) architectural designs of offices completed; (c) land site identified; (d) funds for construction appropriated and/or mobilized; (e) construction contracts signed; (f) construction works completed	July 2009 - June 2012	36	(1) bi-camera committees on Internal Affairs; (2) JLMC; and (3) bi-camera leadership committees	***National*** 1) MIA 2) MPW 3) GSA 4) MLME 5) NEC 6) GC ***International*** 1)	**4,900,000**

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Pillar	Priority Code	Activity Description	Expected Outcome	Performance Indicators	Implementation Timeframe	Duration Months	Legislative Oversight	Collaborating Partners: Local/ International	Estimated Cost (USD)
Pillar-5 Critical Working Environment	7	**Major renovation and extension of office space**: Expand existing office space to accommodate: 1) expanded archives, library, and research sections 2) offices for additional members of the House; 2) the LBO; 3) IT room; 5) the legislative security, protocol and visitor center;	new offices and facilities added;	(1) assessment team constituted; (2) estimator-consultant identified; (3) engineering works & drawings provided; (4) works cost estimate defined; (5) funding sourced; (6) bid tendered; (7) contract awarded; (8) works executed	July 2009 - June 2012	36	(1) bi-camera committees on Public Works; (2) JLMC; and (3) bi-camera leadership committees	***National*** 1) GSA 2) MPW; 3) local supplier ***International*** 1)	**9,075,100**
Pillar-5									**16,250,151**
Grand Total									**28,402,280**

The Liberian Legislature
The Capitol Building
Monrovia, Liberia
West Africa

International Partners

THE UNITED NATIONS

THE AFRICAN CAPACITY BUILDING FOUNDATION

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