



Liberia Anti-Corruption Commission

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Liberia Anti-Corruption Commission (LACC)

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ANNUAL REPORT

OF

THE LIBERIA ANTI-CORRUPTION COMMISSION (LACC)

FY2025, REPORTING PERIOD

SUBMITTED TO:

HIS EXCELLENCY JOSEPH NYUMAH BOAKAI

PRESIDENT OF THE REPUBLIC OF LIBERIA



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H.E. Joseph Nyumah Boakai

President of the Republic of Liberia

Ministry of State

Executive Mansion

Monrovia, Liberia

Your Excellency:

I respectfully present compliments on behalf of the Body of Commissioners, Management and Staff of the Liberia Anti-Corruption Commission (LACC) and under the cover of this letter, submit to you a copy of the Commission's Annual Report for the Fiscal Year January to December 2025 pursuant to Section 14.2 of the Amended and Restated Liberia Anti-Corruption Commission (LACC) Act of 2022.

This report consolidates performance across the Commission's core mandates; prevention, investigation, prosecution, asset declaration and verification, and institutional strengthening. It also presents trend analysis, cross-cutting observations, and priority recommendations intended to strengthen Liberia's national integrity system and accelerate progress under the Government of Liberia's ARREST Agenda for Inclusive Development (AAID), particularly Pillar IV, Governance and Anti-Corruption.

Your Excellency's continued support remains vital to sustaining and scaling the gains recorded during the reporting period, including progress in investigations and prosecutions, expansion of public education, strengthened inter-agency collaboration, and enhanced transparency through asset declaration compliance.

Please accept, Your Excellency, the assurances of my highest esteem.

Respectfully submitted,

Cllr. Alexandra K. Zoe
Executive Chairperson

Acronyms and Abbreviations

- AAID – ARREST Agenda for Inclusive Development
- ACC – Anti-Corruption Commission
- AFROSAI-E – African Organization of English-speaking Supreme Audit Institutions
- CENTAL – Center for Transparency and Accountability in Liberia
- FIA – Financial Intelligence Agency
- GEMAP – Governance and Economic Management Assistance Program
- ICT – Information and Communication Technology
- IACA – International Anti-Corruption Academy
- INT – World Bank Integrity Vice Presidency
- LACC – Liberia Anti-Corruption Commission
- LACRA – Liberia Agricultural Commodities Regulatory Authority
- LFA – Liberia Football Association
- LRA – Liberia Revenue Authority
- LRRRC – Liberia Refugee Repatriation and Resettlement Commission
- LTA – Liberia Telecommunications Authority
- MCSS – Monrovia Consolidated School System
- MFDP – Ministry of Finance and Development Planning
- MOJ – Ministry of Justice
- MOU – Memorandum of Understanding
- NAFAA – National Fisheries and Aquaculture Authority
- NDMA – National Disaster Management Agency
- NRFA – National Road Fund Authority
- NOCAL – National Oil Company of Liberia

- NWASHC – National Water, Sanitation and Hygiene Commission
- OWECC-L – Office for the Establishment of the War and Economic Crimes Court (Liberia)
- PMCS – Performance Management and Compliance System
- PPAL – Planned Parenthood Association of Liberia
- PPCA/PPCC – Public Procurement and Concessions Act / Public Procurement and Concessions Commission
- SAVs – Social Accountability Volunteers
- UNCAC – United Nations Convention Against Corruption
- UNDP – United Nations Development Programme

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Executive Summary

Fiscal Year 2025 was a year of intensified action and institutional consolidation for the Liberia Anti-Corruption Commission (LACC) as it advanced its statutory mandates of prevention, investigation, prosecution, asset declaration and verification, and institutional strengthening. This Annual Report presents an integrated narrative and analytical synthesis of results achieved, constraints encountered, and priority actions required to strengthen Liberia's national integrity system and support the Government of Liberia's ARREST Agenda for Inclusive Development (AAID), particularly Pillar IV on Governance and Anti-Corruption.

During the fiscal year, the Commission strengthened enforcement through investigations and case development, pursued prosecutorial action in priority matters, expanded prevention programming through county outreach and citizen engagement, and advanced integrity monitoring through asset declaration compliance and verification. These interventions were mutually reinforcing: prevention strengthened reporting and public trust; investigations translated allegations into evidence-led case files; prosecutions reinforced deterrence; and integrity monitoring improved accountability standards among public officials.

Monitoring and Investigation: Throughout FY2025, the Monitoring and Investigation Department managed a sustained investigative workload and pursued matters involving ministries, agencies, commissions, and state-owned enterprises. For 2025, the Commission set an investigative target of sixteen (16) cases, however, the department handled a total workload of forty-four (44) cases, investigated and completed Twenty-seven (27) of these cases nearly doubling the target set. The cases investigated and concluded reflected significant public resource exposure cumulatively valued at USD\$19,713,226.18 and LRD\$523,366,857.84.

Prosecution and Case Outcomes: The Legal and Prosecution Department advanced case review, indictment preparation, and court processes in major corruption matters. The year's prosecutorial work reflected continued progress in case advancement, while also demonstrating the impact of systemic constraints, particularly court docket congestion and the absence of a specialized anti-corruption court, on time-to-disposition and the overall deterrence effect of corruption prosecutions. During the reporting period, the commission obtained twelve (12) indictments, three (3) convictions and one (1) acquittal.

Prevention, Public Education, and Citizen Engagement: The Education and Prevention Department expanded prevention efforts across twelve (12) counties through town halls, community dialogues, school outreach, market-based initiatives, and partnerships with civil society and the media. Notable achievements included the training of seventy (70)

Social Accountability Volunteers (SAVs), a two-day investigative journalism training in Ganta, Nimba County for thirty (30) journalists representing all fifteen (15) counties, and the installation of six (06) whistleblower boxes at selected institutions to strengthen confidential reporting channels. Towards the end of 2025, prevention activities culminated in the national commemoration of International Anti-Corruption Day (IACD) 2025 and continued expansion of Integrity and Accountability Clubs (I-Clubs), reinforcing collective action and youth participation.

Asset Declaration and Verification: Integrity monitoring recorded strong volumes of asset declarations during the year. The Commission received a total compliance rate of 2,430 public officials who declared their assets. This amount constitutes (90.1%) of a baseline of 2,812. A total of 276 officials (9.9%) of the baseline target did not comply as required. The commission also recorded 2,360 officials who signed National Integrity Pledges during the 2025 fiscal year. Verification activities advanced through property data collection and targeted facilitation and follow-up across branches of government which led to the conclusion of 55 asset verification for former and current officials of government. Nonetheless, compliance gaps persisted, particularly among senior officials, underscoring the need for stronger enforcement measures and sustained political and institutional support for the asset declaration regime.

LACC Strategic Plan: during the period under review, The Liberia Anti-Corruption Commission (LACC) successfully developed and launched its 2026–2030 Strategic Plan as the Commission’s overarching policy and operational framework for the next five years. The Strategic Plan provides clear direction for the implementation of institutional activities, programs, and reforms, while aligning the Commission’s mandate with national development priorities and emerging anti-corruption challenges. It establishes the Commission’s strategic goals, priority intervention areas, and expected results, thereby serving as a road-map for coordinated action across departments

The Service Delivery Desk: the Liberia Anti-Corruption Commission also established its Service Delivery Desk as a practical institutional mechanism to improve public access, responsiveness, and the overall quality of services provided by the Commission. The Desk serves as an important front-line platform for receiving inquiries, complaints, referrals, and requests for information from citizens and stakeholders, while also guiding visitors on the appropriate procedures for engaging the Commission. Its establishment reflects the LACC’s commitment to strengthening transparency, accountability, and citizen-centered service delivery.

Launch of Anti-corruption Textbook: in February 2025, the Liberia Anti-Corruption Commission (LACC), in collaboration with the Ministry of Education (MoE), launched a strategic initiative to integrate anti-corruption education into elementary school curricula across Liberia. This effort followed a comprehensive review of Social Studies textbooks

for Grades 1–6 to assess the extent and quality of anti-corruption content. The partnership subsequently led to the development and production of dedicated anti-corruption textbooks and learning materials aimed at promoting honesty, fairness, civic responsibility, and ethical leadership among students. This initiative represents a major milestone in institutionalizing integrity education and nurturing a new generation of responsible citizens committed to transparency, accountability, and good governance in Liberia.

National Anti-corruption Court: the Liberia Anti-Corruption Commission (LACC), in collaboration with the Office for the Establishment of the War and Economic Crimes Court in Liberia (OWECC-L), has coordinated efforts toward the establishment of a National Anti-Corruption Court. The court is expected to become operational in November 2026, following sustained high-level dialogue and institutional coordination aimed at strengthening accountability and combating corruption. A draft legal framework and bill for the court have been finalized and submitted for legislative review. This specialized court, to be designated as Criminal Court “F,” is intended to fast-track corruption cases and ease the current backlog in Criminal Court “C.” The establishment of the National Anti-Corruption Court will represent a significant milestone in strengthening Liberia’s anti-corruption architecture.

Institutional Strengthening and Partnerships: During FY2025, the Commission strengthened administrative support, human resource policy enforcement, ICT systems support, and partnerships with national and international stakeholders. Progress toward digital transformation, particularly for electronic asset declaration and modernized case management, remains a strategic priority to improve efficiency, data integrity, and accountability.

Safe House Initiative: the Commission, in collaboration with the Ministry of Justice, has secured a safe house, a temporary residential shelter that provides a safe and secure place for protected witnesses and whistleblowers who may face security concerns due to their involvement in prosecution-related matters. This initiative strengthens the Commission’s ability to support sensitive investigations and court processes by helping to reduce risks of intimidation, harassment, or retaliation against cooperating individuals. The safe house arrangement is intended to be used on a case-by-case basis, guided by security assessments and confidentiality protocols, and forms part of broader efforts to promote witness protection, encourage reporting, and safeguard the integrity of corruption-related prosecutions.

Constraints and Strategic Implications: The Commission’s performance continued to be affected by delayed budget allotments, limited operational logistics, staffing pressures, and justice-sector delays. These constraints impacted field deployments, case development timelines, and the scale of prevention outreach. Addressing these barriers is essential to

sustaining enforcement momentum, improving service delivery, and strengthening public confidence in integrity institutions.

The report concludes with targeted recommendations emphasizing: predictable and timely resource disbursements consistent with the LACC Act; establishment of specialized mechanisms to expedite corruption adjudication; strengthened enforcement of asset declaration compliance; accelerated digital transformation; and sustained investment in prevention, citizen engagement, and inter-agency collaboration to reduce corruption risks and safeguard public resources.

1. INTRODUCTION

1.1 Purpose and Scope

This Annual Report presents a comprehensive, structured, and analytical account of the work of the Liberia Anti-Corruption Commission (LACC) during Fiscal Year 2025. It consolidates the Commission’s performance for the reporting period January–December 2025, integrating departmental outputs, institutional milestones, and cross-cutting trends. The purpose is to provide the Presidency, the Ministry of Finance and Development Planning (MFDP), the Legislature, development partners, civil society, and the general public with an evidence-based overview of achievements, challenges, and priority actions.

1.2 Statutory Reporting Obligation

The report is submitted pursuant to Section 14.2 of the Amended and Restated LACC Act of 2022, which requires the Commission to report periodically to the President of the Republic of Liberia on the execution of its functions. The reporting obligation supports accountability, transparency, and national oversight of integrity institutions.

1.3 Methodology

The report was developed through: (i) consolidation of quarterly performance narratives; (ii) extraction and harmonization of quantitative indicators (cases, declarations, trainings, budgets); (iii) thematic synthesis across the Commission’s core mandates; and (iv) analytical interpretation of trends, constraints, and institutional lessons. Where quarterly reports use different levels of detail, this annual report reconciles and presents the most consistent cross-quarter picture available.

2. INSTITUTIONAL AND POLICY CONTEXT

2.1 LACC Mandate and Strategic Role

The Liberia Anti-Corruption Commission is Liberia's principal integrity institution established to prevent, investigate, and prosecute acts of corruption, and to promote integrity, transparency, and accountability in the public and private sectors. Under the LACC Act of 2022, the Commission exercises prosecutorial authority and oversees the national asset declaration regime. The Commission's work supports the broader national integrity system by strengthening deterrence, enforcing legal consequences, and promoting behavioral change through preventive education and citizen engagement.

2.2 Alignment with National Development Priorities

The Commission's FY2025 performance aligns with the Government of Liberia's ARREST Agenda for Inclusive Development (AAID), particularly Pillar IV on Governance and Anti-Corruption. AAID emphasizes transparency, accountability, public sector reform, citizen participation, and integrity in the management of public resources. Within this framework, LACC's prevention activities support citizen engagement and public oversight, while investigations and prosecutions strengthen enforcement and deterrence.

2.3 Performance Management and Compliance System (PMCS)

The Commission participates in the national Performance Management and Compliance System (PMCS) intended to strengthen results-based governance and public service delivery. During FY2025, the Commission pursued institutional performance commitments under PMCS and utilized internal performance management and compliance processes to track deliverables, strengthen reporting, and enhance service orientation.

3. EXECUTIVE LEADERSHIP AND GOVERNANCE

3.1 Strategic Direction and Oversight

Throughout 2025, the Office of the Executive Chairperson provided strategic oversight, reinforced institutional priorities, and strengthened relationships with national stakeholders and international partners. Leadership focused areas included advancing the Commission's investigative and prosecutorial effectiveness, deepening preventive outreach, scaling asset declaration compliance, and strengthening administrative and ICT capacity.

3.2 High-Level Engagements and Partnership Building

The Executive Chairperson pursued high-level engagements aimed at strengthening collaboration and mobilizing technical support. These included strategic dialogues with international partners and participation in national accountability platforms, including discussions on the establishment of a specialized anti-corruption court. The Commission strengthened collaboration through MOUs and structured engagements with institutions

such as the World Bank Integrity Vice Presidency (INT), the Global Fund, and the Financial Intelligence Agency (FIA).

3.3 Strategic Communication and Public Accountability

Strategic communication activities supported transparency and public trust through press briefings, public updates on investigations and prosecutions, and expanded media engagement. The Commission also promoted internal motivation and performance culture through staff recognition initiatives and strengthened reporting practices.

4. MONITORING AND INVESTIGATION DEPARTMENT

4.1 Mandate and Approach

The Monitoring and Investigation Department (MID) is responsible for receiving complaints, gathering intelligence, monitoring suspicious activities, and conducting investigations to determine whether probable cause exists that a person or entity has committed acts of corruption. MID works closely with the Legal and Prosecution Department to ensure investigative outputs meet evidentiary standards required for indictment and prosecution.

4.2 Investigations and Case Management Trends

Across the reporting period, the Commission pursued investigations involving public institutions and officials, reflecting persistent risk areas in public financial management, procurement, payroll systems, and governance of state-owned entities.

During the year under review, the Commission, through its Monitoring and Investigation Department (MID), concluded investigations into twenty-seven (27) high-profile cases. These cases involved a range of public institutions and officials, including the Liberia Telecommunications Authority (LTA), the former Director General of the National Water, Sanitation and Hygiene Commission (NWASHC), suspended officials of the Liberia Refugee Repatriation and Resettlement Commission (LRRRC), current officials of the National Road Fund Authority (NRF), and suspended officials of the National Oil Company of Liberia (NOCAL).

In addition, MID initiated new investigations into allegations involving the suspended Director General of the National Fisheries and Aquaculture Authority (NaFAA) and the current head of the National Water, Sanitation and Hygiene Commission (NWASHC).

The Commission also finalized investigations across several institutions, including Bomi County University College, the Monrovia Consolidated School System (MCSS), Lofa County University, the National Disaster Management Agency (NDMA), the Liberia Football Association (LFA), and suspended officials of the Liberia Agricultural Commodities and Regulatory Authority (LACRA). Further cases concluded involved

entities such as the Ministry of Health-FARA Project, the Bureau of State Enterprises, the Governance Commission, the Ministry of Transport, the Liberia National Commission on Arms, and the Ministry of Health Global Fund, among others.

The latter part of 2025 marked a period of intensified intelligence-led enforcement. This period was characterized by a significant increase in reports and referrals relating to suspected corruption, financial malpractice, procurement and payroll irregularities, and potential money laundering. Key investigations during this period included allegations of kickbacks and contract manipulation at the John F. Kennedy Memorial Hospital; financial impropriety at the Liberia Football Association and the National Insurance Company of Liberia; and allegations of corruption and money laundering within the Executive Protection Services. Additional investigations addressed procurement fraud and misapplication of funds at the Liberia National Commission on Arms, as well as cases involving the Governance Commission.

Analysis of the 2025 caseload indicates a continued shift toward more complex and high-value investigations requiring advanced financial analysis, record tracing, and enhanced inter-agency collaboration. The caseload trends further reflect a sustained backlog, a notable increase in new reports, and ongoing investigative pressure extending into 2026.

Throughout 2025, the Commission received a substantial volume of intelligence reports, citizen complaints, and audit-based referrals. Notably, among cases with quantified financial exposure, the total value of possible loss to the Government of Liberia recorded in the fourth quarter was USD\$15,302,077 and LRD\$390,863,060.

These developments underscore the urgent need to strengthen investigative capacity, including improved logistics, enhanced access to records, and the deployment of specialized financial investigation tools.

The cumulative estimated financial value of potential losses to the Government of Liberia from investigations concluded during the reporting period was USD\$19,713,226.18 and LRD\$523,366,857.84, underscoring the magnitude of public resources at risk and the critical importance of sustained investigative capacity.

4.3 Inter-Agency Collaboration and Capacity Development

Investigations increasingly required collaboration with integrity and law enforcement institutions. The Commission strengthened linkages with the Financial Intelligence Agency (FIA), the Ministry of Justice (MOJ), and the Liberia Revenue Authority (LRA), among others, to enhance intelligence gathering, financial tracing, and enforcement coordination.

4.4 Operational Constraints

MID's effectiveness continued to be constrained by limited logistics, delayed allotments impacting field deployments, and the complexity of multi-institutional investigations.

These constraints affect the speed of evidence collection, case closure, and the ability to sustain concurrence investigations across multiple counties.

4.4.1 Capacity Development and Specialized Engagements

To strengthen technical capabilities, MID personnel participated in specialized trainings and workshops in 2025, including tax crime and illicit financial flow-related engagements and governance-oriented security sector discussions. These capacity-building efforts align with the evolving complexity of corruption cases, particularly those involving financial analysis, AML/CFT risks, and digital evidence.

October 2025: Tax Crime Workshop (LRA and OECD).

October 2025: International Conference on Police Programs (United States).

October 2025: Security Sector Reform Governance Workshop.

November 2025: Government AI workshop on responsible use of AI across MACs.

November 2025: SecFin Project workshop and graduation (Swedish Tax Agency/Swedish Embassy) on illicit financial flows.

November 2025: GIABA 44th Plenary Meeting (Liberia) on AML/CFT emerging threats and regional compliance.

November 2025: e-Government Procurement (e-GP) technical training (PPCC/World Bank).

December 2025: Field activities in Grand Gedeh, Nimba, River Cess, River Gee, Sinoe, and Maryland Counties to finalize the Global Fund case. ([see Appendix A](#))

5. LEGAL AND PROSECUTION DEPARTMENT

5.1 Mandate and Prosecutorial Strategy

The Legal and Prosecution Department evaluates investigative reports to determine whether probable cause exists and initiates indictments and prosecutions for corruption offenses. The Department seeks to strengthen deterrence through strategic litigation, effective case presentation, and adherence to due process. In 2025, the commission obtained twelve (12) indictments, three(3) convictions and one(1) acquittal.

5.2 Major Case Actions and Outcomes

Key prosecutorial actions during the reporting period included:

- **PPAL Case:** During the period under review, trial commenced in the Planned Parenthood Association of Liberia (PPAL) case involving a staff, with charges including theft of property, illegal disbursement and expenditure of public funds, misuse of public money, economic sabotage, forgery, and criminal conspiracy. The case value was USD 148,965.00 and was adjudicated at Criminal Court ‘C’. The Commission secured a conviction in the PPAL the cases; the defendants were convicted on multiple corruption-related charges in proceedings involving USD 148,965.00. The defendants have filed an appeal, and the LACC is awaiting the Supreme Court’s final ruling.
- **Bong Mines Hospital:** In the instant case, a True Bill was returned by the Grand Jury of Bong County, involving USD 80,056.41 and LRD 5.4M linked to rehabilitation of the hospital’s outpatient department. The commission obtained indictment for this case. However, a Plea Bargain arrangement was reached between the indictee and the LACC. A sum total of Forty three thousand (43,000) United States dollars was paid in restitution.
- **NWASHC Case:** In this case, a True Bill was issued and the matter transferred to Criminal Court ‘C’ for prosecution, involving an estimated USD 1,000,000.00 and LRD 16,424,000.00.
- **Grand Jury Indictments:** The Commission also secured three indictments (true bills) involving LRRRC, LTA, and NOCAL, enabling trial proceedings. The NOCAL case included charges such as theft of property, economic sabotage, fraud on internal revenue, illegal disbursement and expenditure of public money, and criminal conspiracy, involving senior former officials.
- **LISGIS Conviction:** The commission also secured convictions in the LISGIS case. The court made a final ruling convicting and further sentencing the two defendants to five years in prison. In addition, the defendants were also ordered by the court to retribute a combined sum of Ninety-Seven thousand United States Dollars (\$97K).
- **During 2025,** the Liberia Anti-Corruption Commission (LACC) secured indictments in the MCSS, BSE, and LRRRC cases. In the MCSS and BSE matters, the defendants are now before the court, with arraignment pending. In the LRRRC case, all pre-trial motions have been concluded, and the case is awaiting trial.

5.3 Systemic Constraints Affecting Prosecution: the Commission’s prosecutorial effectiveness is influenced by broader justice sector constraints, including congested

dockets, procedural delays, and the absence of a specialized anti-corruption court. These factors prolong time-to-disposition and can weaken the deterrent effect of prosecutions. The Commission therefore continues to advocate for a specialized anti-corruption court and related reforms to expedite adjudication of corruption matters. ([see Appendix B](#))

6. EDUCATION AND PREVENTION DEPARTMENT

6.1 Mandate and Prevention Model

The Education and Prevention Department designs and implements programs to educate and sensitize the public on the causes, manifestations, and impacts of corruption, and to promote approaches and practices to prevent corruption across public and private institutions. The Department employs community dialogues, town halls, school outreach, market engagement, media partnerships, and integrity training to foster behavioral change.

6.2 County Outreach and Citizen Engagement

In the first quarter, the Department conducted robust outreach campaigns in Maryland and River Gee Counties, using town hall meetings, Facebook Live sessions, on-site asset declaration initiatives, school engagements, and community dialogues. Town hall meetings engaged over 400 stakeholders, while street engagement activities reached approximately 1,800 individuals through distribution of anti-corruption bumper stickers in high traffic areas.

In the second quarter, outreach was extended to Rivercess County, engaging more than 1,000 citizens in Cestos City and Yarkpa Town through town halls, school visits, and stakeholder meetings involving superintendents, city mayors, district commissioners, police commanders, and immigration officers. In the third quarter, prevention activities continued through expanded market outreach campaigns in Montserrado county at Rally Town and Rehab Markets, reinforcing citizen participation and reporting aligned with AAID Pillar IV.

6.3 Social Accountability Volunteers (SAVs) and Community Oversight

During the second quarter, the Department vetted and trained seventy (70) Social Accountability Volunteers (SAVs) drawn from Montserrado, Grand Bassa, and Margibi Counties under a UNDP-supported project funded by the UN Peacebuilding Fund. The SAVs initiative strengthens citizen participation, particularly youth engagement, in social accountability and public service monitoring. The Commission's annual objective is to institutionalize citizen oversight as a preventive complement to enforcement.

6.4 Market Anti-Corruption Initiatives

The Commission implemented market-based anti-corruption initiatives to reach informal economic actors and deepen understanding of corruption risks in business practices. The Anti-Corruption Market Initiative was launched at Joe Bar Market, engaging over 200

marketers and customers through interactive education on the LACC’s mandate, reporting channels, and the impact of corruption on business and development. Similar campaigns at Rally Town and Rehab Markets strengthened community buy-in, included Q&A sessions, and reinforced reporting pathways.

6.5 Media Partnerships and Investigative Journalism Training

In August 2025, the Commission conducted a two-day investigative journalism training in Ganta, Nimba County, for thirty (30) journalists representing all fifteen (15) counties. The training strengthened ethical and evidence-based reporting, fact-checking, data journalism, safe reporting, and effective use of AI in newsroom workflows. This intervention expanded the Commission’s collaboration network and supported the development of county-level anti-corruption story pipelines.

6.6 Whistleblower Reporting Channels

To strengthen confidential reporting mechanisms, the Department installed six (06) whistleblower boxes at key institutions, including the Liberia National Police Headquarters, Congo Town Zone Three Depot, Paynesville Zone Eight Depot, the Civil Service Agency, the Ministry of Education, and the Ministry of Commerce and Industry. The intervention aims to enhance early detection of fraud and misconduct, reduce fear of retaliation, and increase public trust through visible anti-corruption measures, consistent with UNCAC Article 33.

6.7 Collaboration with Civil Society Organizations

The Commission sustained collaboration with civil society partners, including CENTAL, through joint trainings and advocacy programs. These partnerships broaden outreach, deepen community trust, and reinforce a multi-stakeholder approach to prevention.

6.8 International Anti-Corruption Day (IACD) 2025

Strategic Significance: The commemoration of International Anti-Corruption Day (IACD) 2025 served as a flagship preventive activity during the fourth quarter. It brought together youth groups, civil society, government institutions, and development partners to advance national dialogue on integrity, accountability, and transparency. The IACD 2025 emphasized collective action and youth leadership in anti-corruption efforts, broadened public visibility of LACC, and reinforced prevention as a complementary pillar to enforcement. A key take away from IACD 2025 demonstrated that coordinated, multi-stakeholder engagement can strengthen public trust, improve reporting awareness, and sustain integrity norms beyond single events.

6.9 Fourth Quarter Outreach Intensification

During the 2025 fiscal year, the Education and Prevention department outreach activities targeted markets, border points, schools, and communities, emphasizing corruption risks, reporting mechanisms, and ethical standards. The Department continued the expansion of

Integrity and Accountability Clubs (I-Clubs) to strengthen youth participation and early civic responsibility. (See Appendix C)

7. ASSET DECLARATION AND VERIFICATION

7.1 Overview of Asset Declaration Regime

Asset declaration and verification constitute a core integrity mechanism under the LACC Act of 2022. Through this mandate, the Commission receives declarations and integrity pledges, monitors compliance across branches of government, conducts verification exercises, and supports enforcement actions against non-compliance.

Across FY2025, the Commission recorded major volumes of declarations but also gaps in compliance across branches of government.

7.2 Declarations Received and Compliance Trends

In Q1, the Commission received 1,081 asset declaration forms and an equal number of integrity pledges from public officials across the country. The Commission also initiated the establishment of a national baseline by requesting 108 MACs to submit senior management listings and organograms required to declare assets; 33 MACs responded during the first quarter.

In Q2, the Commission received 950 asset declarations and integrity pledges exclusively from the Executive Branch, while no declarations were submitted by the Legislature or Judiciary during that quarter. At the end of Q2, non-compliance was reported for 144 Executive officials, 43 Legislators, and 4 Judicial officials. The national baseline exercise progressed with 50 of 108 MACs (44.4%) responding.

In Q3, the Commission received 216 asset declarations across the Executive, Legislative, and Judicial branches. Specifically, 160 declarations came from the Executive Branch; 35 Senate administrative staff and 7 Senators submitted declarations; 4 Representatives filed declarations; and the Judiciary recorded 10 declarations, including a new Associate Justice. The Commission also recorded 158 signed National Integrity Pledges associated with Q3 filings.

During quarter 4 reporting period, the unit received a total of one hundred eighty-three (183) asset declarations from public officials across the Executive, Legislative, the Liberian Senate and Judicial branches. Specifically, One Hundred Sixty-two (162) declarations were submitted by employees from the Executive Branch, including head of institutions, directors, deputies' directors, managers and head of departments and sections. From the Legislature (Liberian Senate), (01) administrative staff; and from the House of

Representatives, eleven (11) representatives declared their assets. The Judiciary recorded nine (09) declarations.

Overall, the Commission recorded 2,430 public officials who declared their assets, representing (90.1%) of the baseline target of 2,812. However, 276 officials (9.9%) of the targeted baseline did not comply as required. By branch, the Executive accounted for 1,947 compliant and 176 non-compliant officials; the Judiciary recorded (100%) compliance with a total of 364 officials declaring; and the Legislature recorded 119 compliant and 75 non-compliant officials. The Legislature figures include both members and staffers. In addition, the commission recorded, for the first time within a functioning government, eight (8) exit declarations. The commission also recorded 2,360 officials who signed National Integrity Pledges across during the 2025 fiscal year.

7.3 Verification Exercises

In furtherance of its mandate to promote transparency and accountability in public service, the Liberia Anti-Corruption Commission (LACC) conducted a pilot asset verification exercise involving 175 government officials selected from asset declaration cycles spanning 2018–2023 and the 2024 cycle, drawn from both past and present administrations. The exercise was intended to test verification procedures, assess the reliability of declaration data, and inform the design and resourcing of a full-scale verification program.

Implementation, however, was substantially constrained by operational limitations, particularly inadequate transportation capacity and insufficient funding, which restricted field activity and slowed the pace of verification. As a result, only 55 officials were partially verified during the pilot phase, while 93 were contacted and remain pending verification, and 27 were contacted but could not be verified due to non-responsiveness, claims of no property, competing national duty obligations, medical leave, refusal, or non-cooperation. The pilot benefited from inter-agency support, notably the secondment of a property evaluator from the Liberia Revenue Authority (LRA), which strengthened technical capacity and enabled completion of initial verification outputs; the partially verified cases are to be forwarded to the LRA for tax compliance review, reinforcing the linkage between asset disclosure and revenue compliance.

Analysis of the pilot results suggests that the verification sample covered all three branches of government, with selection intensity varying across institutions. While the Executive Branch accounted for the largest number of selected officials (both current and past administrations), the Legislative Branch represented the highest proportional selection relative to its total population, indicating a more concentrated verification focus in that category. Among the 55 partially verified officials, males comprised the majority (43, or 78.1%) while females accounted for 12 (21.8%), suggesting a gender imbalance in the pilot verification set that may reflect the underlying composition of senior public positions or

selection patterns that warrant consideration in future cycles. More substantively, preliminary findings point to material integrity and compliance risks within the verified cases: three declarants reportedly failed to disclose all real properties, one declared a property not registered in their name, and one case requires further investigation to confirm the accuracy of declarations. Valuation discrepancies were also significant, with 38 declarants falling in the “red zone” (variance above $\pm 30\%$) and only 17 within the acceptable “white zone,” implying either inconsistent valuation practices, weak supporting documentation, or deliberate misstatement issues that can only be confirmed through deeper verification and standardization of valuation methods. Additionally, bank statement reviews reportedly revealed inconsistencies, omissions, and gaps some of which were linked to limitations in partner-provided information while 30 declarants were identified as owning businesses that were not declared, raising concerns about completeness of disclosures and the adequacy of guidance provided to declarants on what constitutes declarable interests.

Operationally, the pilot clarified several systemic bottlenecks that must be addressed to achieve credible nationwide verification. Distance and dispersion of declared properties increased both time and costs, underscoring the need for adequate mobility, planning, and potentially regional verification approaches. Missing deed volume numbers, incomplete ownership documentation, and delays in obtaining preparatory data from partner institutions weakened verification efficiency and constrained collaboration with the Liberia Land Authority. Taken together, these constraints indicate that asset verification is as much a data-governance and inter-agency coordination challenge as it is a field exercise.

The Commission’s recommended corrective actions, including a budget line for verification, mandatory inclusion of deed volume numbers or proof of ownership, independent property appraisal prior to declaration, submission of valid tax clearance at the time of declaration, consistent application of the $\pm 30\%$ valuation threshold, strengthened pre-verification coordination, and continuous training/refresher sessions for public officials are therefore appropriate and aligned with the practical lessons from the pilot. Overall, the exercise demonstrates proof of concept and highlights credible early warning signals, but the findings remain preliminary and should be treated as indicative rather than determinative until the remaining cases are verified, partner datasets are strengthened, and the Commission completes follow-up inquiries in line with due process.

7.4 Establishing a National Asset Declaration Baseline

A national baseline is essential for tracking compliance trends, identifying gaps, and prioritizing enforcement and preventive interventions. The Commission’s engagement with 108 Ministries, Agencies, and Commissions (MACs) represents a foundational step toward institutionalizing a data-driven monitoring system. Response rates improved

steadily, from 33 MACs in Q1, to 50 by the end of Q2, and 73 by Q3. As of Q4, the Commission had received 88 responses, although continued non-responsiveness from the remaining MACs has hindered completion of the baseline.

To date, the Commission has validated 68 of the 88 responding institutions and is maintaining active engagement with the 20 outstanding institutions, which have recently begun to respond. Upon completion of the validation exercise, the Commission will produce a comprehensive report presenting the national asset declaration baseline. (See [Appendix D](#))

8. ADMINISTRATION AND SUPERVISION

8.1 Administrative Support to Core Mandates

The Administration and Supervision Department provided operational continuity through logistics, fleet management, facilities support, procurement coordination, and staff welfare support. During the year under review, administrative support included timely salary payments, vehicle maintenance, staff transportation, and regular electricity supply to the Commission, enabling program departments to continue service delivery.

8.2 Procurement, Asset Management and Security Enhancements

Administrative units supported procurement processes in compliance with the PPCA/PPCC framework, facilitated asset distribution, and implemented security enhancement activities. These functions are essential to safeguarding institutional resources and ensuring enabling working conditions for investigations and outreach.

9. HUMAN RESOURCE MANAGEMENT

9.1 Workforce Management and Policy Enforcement

The Human Resource Unit (HRU) supported institutional discipline, performance management, and staff welfare. During the fiscal year Human Resource Unit conducted a Performance Management and Evaluation refresher training, finalized the Human Resource Policy Manual, and supported recruitment processes including the Executive Director position. To uphold standards, HRU issued sixteen formal warnings for policy and attendance breaches and suspended six staff members for violations and unprofessional conduct.

The total workforce of the Commission stood at eighty-three (83) as of December 30, 2025, consisting of seven (7) Commissioners, seventy-three (73) general staff, two (2) consultants, and one (1) intern.

9.2 Capacity and Institutional Strengthening

During the 2025 fiscal year, the Human Resource Unit conducted a baseline capacity and institutional strengthening needs assessment and presented targeted recommendations to address identified skills and performance gaps. This foundational work supports long-term workforce development, strengthens institutional effectiveness, and contributes to improved service delivery across the Commission. Informed by the assessment findings, the Commission implemented 44 trainings and facilitated eight learning sessions and study tours for staff drawn from multiple departments, helping to build technical competence, reinforce professional standards, and promote a more coordinated approach to executing the Commission's mandate.

Collectively, these capacity-building interventions enhanced staff knowledge in priority operational areas, fostered cross-departmental collaboration, and strengthened internal systems and procedures to improve efficiency and accountability. The HR Unit also used lessons and feedback from these sessions to refine training priorities and inform future workforce planning, ensuring that professional development remains responsive to emerging institutional needs and aligned with the Commission's strategic direction.

10. FINANCE AND BUDGET PERFORMANCE

10.1 Approved Budget and Allocations

For FY2025, the Government of Liberia, through MFDP, approved a budget of US\$3,137,750.00 for the Commission's operations. The approved allocation included US\$1,361,000.00 (43.37%) for compensation and US\$1,776,750.00 (56.63%) for goods and services. However, the commission received an actual fiscal outturn of 3,027,601.55, falling short of US\$110,148.45 representing (3.51%) of the approved budget. Budget execution during the reporting period supported core operational costs, including staff compensation and essential logistics.

10.2 Budget Execution Constraints

The Commission continued to face constraints in the timely disbursement of allotments, impacting investigations, prosecutions, public education, and institutional strengthening. Administrative and program managers reported that delays disrupted planned activities and reduced operational flexibility, particularly for field deployments and specialized investigations.

10.3 Financial Risk Implications

Unpredictable disbursement schedules increase operational risk and can reduce deterrence impact if case timelines and outreach programs are interrupted. Strengthening predictability of resources is therefore a strategic priority for sustaining performance.

11. INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

11.1 Systems Support and Digital Transition

The ICT Unit ensured uninterrupted connectivity and technical support across departments. During the fiscal period, ICT supported development of Terms of Reference for a consultant to develop an electronic Asset Declaration System under the GREAT Project, enabling transition from manual to electronic declaration. ICT also participated in national digital infrastructure discussions under the e-Liberia Digital Infrastructure Project, supported ICT procurement capacity building, updated the Commission's website, and validated functionality of ICT equipment donated through USAID/DAI. In quarter 4, the ICT unit also facilitated the installation of the LACC -wide internet service.

11.2 Digital Transformation Priorities

Digital transformation remains essential for improving case management, evidence handling, integrity monitoring, and service delivery. The Commission's priorities include an electronic asset declaration platform, strengthened cybersecurity, and digitization of internal workflows.

12. PARTNERSHIPS AND INSTITUTIONAL COLLABORATION

12.1 National Integrity System Collaboration

The Commission strengthened collaboration with national institutions such as the Liberia Revenue Authority (LRA), Financial Intelligence Authority (FIA), Ministry of Justice (MOJ), and oversight actors to improve coordination on integrity enforcement. A notable example included a joint press conference with the LRA recognizing completion of LRA staff asset declaration exercises and encouraging other MACs to emulate compliance.

12.2 International Cooperation

International cooperation supported technical assistance, capacity development, and joint monitoring of donor-funded projects. Engagements contributed to the strengthening of relationships with institutions such as the World Bank INT and the Global Fund, including formalized collaboration through MOUs.

13. DECENTRALIZATION AND SERVICE EXPANSION

13.1 Rationale and Progress

Decentralization is a strategic approach to extend anti-corruption services beyond Monrovia and to increase reporting, prevention outreach, and investigative responsiveness at county level. During the reporting period, the Commission sustained county outreach and advanced plans to establish regional offices. The Commission identified office spaces in Bomi and Bong Counties and is coordinating with the General Services Agency and relevant local government authorities to finalize the required documentation for the operationalization of those offices. Additionally, Local government integrity trainings

were conducted in Buchanan (Grand Bassa) and Ganta (Nimba), benefiting 105 local authorities and stakeholders across targeted counties.

14. KEY ACHIEVEMENTS

- High-profile investigations concluded and new investigations launched across multiple MACs and state entities, reflecting proactive detection and enforcement.
- Prosecutorial milestones including trials, convictions, indictments, and plea bargain frameworks linked to restitution/rehabilitation outcomes.
- Large-scale preventive outreach across multiple counties; strengthened market engagements; expanded citizen reporting channels.
- Strengthened asset declaration compliance volumes; initiation and progression of national baseline; verification exercises commenced.
- Institutional strengthening in HR, procurement, ICT, and partnership building including MOUs with key integrity and development partners.
- The commission with support of the UNDP developed and launched its Strategic Plan 2026-2030.
- The commission in collaboration with Ministry of Education developed and launched its dedicated anti-corruption textbooks and learning materials designed to promote honesty, fairness, civic responsibility, and ethical leadership among students.
- The commission set up its Service delivery Desk to facilitate effective reporting channel and sustained engagement with the public regarding anti-corruption reporting and investigation

15. KEY CHALLENGES AND INSTITUTIONAL RISKS

1. Timely Disbursement of Financial Resources: Delays in allotments constrained investigations, prosecution support, outreach, and capacity development.
2. Judicial Delays and Absence of a Specialized Anti-Corruption Court: Case adjudication timelines remain prolonged, weakening deterrence.
3. Operational Logistics Constraints: Limited vehicles, field allowances, and specialized investigative tools constrain deployments.
4. Compliance Gaps Across Branches of Government: Persistent non-compliance with asset declaration requirements reduces integrity assurance.

5. Data and Systems Limitations: Manual processes and incomplete baseline data impede tracking and verification efficiency.

16. LESSONS LEARNED

- Prevention and enforcement must be implemented in a mutually reinforcing manner; citizen engagement strengthens intelligence and reporting.
- Asset declaration compliance requires sustained facilitation and credible enforcement, including inter-agency support and political commitment.
- Digital transformation is a force multiplier for evidence integrity, workflow efficiency, and transparency.
- Partnerships reduce capability gaps but require structured coordination mechanisms to maximize impact.

17. STRATEGIC RECOMMENDATIONS

- Disburse the Commission's quarterly allotments in advance and reduce administrative bottlenecks to enable timely field operations and specialized investigations, consistent with applicable provisions of the LACC Act.
- Establish and operationalize a Specialized Anti-Corruption Court to expedite adjudication of corruption-related cases and strengthen deterrence.
- Strengthen enforcement of asset declaration obligations across all branches of government, including penalties for persistent non-compliance and supportive facilitation for timely filing.
- Accelerate digital transformation, including rollout of the electronic asset declaration platform and modernization of case management systems.
- Sustain and scale prevention interventions (SAVs, market initiatives, county outreach, media partnerships) to strengthen behavioral change and citizen participation nationwide.
- Deepen inter-agency intelligence sharing and joint operations with integrity institutions to improve financial tracing, evidence collection, and recovery outcomes.

18. CONCLUSION

The Liberia Anti-Corruption Commission remains steadfast in its mandate to prevent, investigate, and prosecute corruption and to promote integrity and accountability across Liberia's public institutions. The achievements recorded during the first three quarters of

FY2025 demonstrate progress in enforcement, prevention, and institutional strengthening despite persistent operational and systemic constraints. Sustained political support, justice sector reforms, predictable financing, and continued investment in prevention and digital transformation will be essential to consolidate gains and advance a corruption-free Liberia.

-THE END-