



REPUBLIC OF LIBERIA LIBERIA LAND AUTHORITY

ORGANIZATION MANUAL

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PREFACE

The Liberia Land Authority (LLA) is implementing land reforms in Liberia. This process is being directed by its mandate contained in its enabling legislation of October 2016 and the Land Rights Act of September 2018. Reforms require continuous capacity development of the Authority.

Ongoing capacity building entails many efforts. One product of current efforts is this **Organization Manual**. The manual articulates internal institutional arrangements and powers, functions, duties, and reporting relationships.

The manual is to be used as a reference material for staff of the Authority. Particularly, given the limited experience in Liberia with executive governance arrangements, it is meant to bring understanding of how governance and management roles interface at the Authority. The manual will not be static: it will be revised periodically as the institution grows and/or as situations demand.

We thank **Subah-Belleh Associates** (SBA), the Liberian Management Consulting firm that worked with our professionals in producing this manual.

Our compliments also go to the World Bank funded Liberia Land Administration Project (LLAP) for supporting this worthwhile undertaking. We remain grateful to the international development community for its continued assistance to Liberia.

Attorney *J. Adam Manobah, Sr.*
CHAIRPERSON
BOARD OF COMMISSIONER

DEFINITIONS

The definitions in the matrix below present the following meanings, interpretations and characterizations of key words or concepts used in this manual to facilitate easier and better understanding of the manual.

TERMINOLOGY	MEANINGS, INTEPRETATIONS, CHARACTERIZATIONS
Board of Commissioners	The governing body of the Liberia Land Authority
Corporate Reporting	Reporting of the Authority as an institution to a higher person or body of authority
Commissioner	A member of the Board of Commissioners of the Authority
Conceptual Framework	Theoretical basis, context, background of an organization.
Core Values	The principles that guides the LLA in its dealings with stakeholders and clients.
County	A political subdivision of Liberia.
Customary Land	Land owned by a community and used in accordance with traditional practices and norms.
Customer Services	Services generally provided to clients of LLA.
Domain	Area, field, sphere of operations of an organization or institution. In the case of the Authority, land is the Authority's domain.
Executive Board	A board that provides both policy directions and oversight of management and operations of an organization
Foundation Elements	Basis, base from which an organization exists and operates.
Functions	Duties and responsibilities of a work unit within an organization.
Gender	Socially and culturally created differences between men and women. In Liberia, cultural and traditional practices continue to sustain gender inequality and overall marginalization of women.
Government	The government of the Republic of Liberia or a government entity acting as an agent of the state of Liberia
Land	The unmoveable portion of the earth's surface in Liberia which consists of the soil and any space above or below the soil.
Land Administration	The process of determining, recording, and publishing information about the ownership, vale and use of land and its associated resources, and the updating of the data bases of such information.
Land Governance	Concerns the policies, laws and regulations, processes, and institutional structures through which decisions are made about access to land and its use, the manner in which decision are implemented and enforced, and the way that competing interests in land are managed.
Land Management	Decision-making regarding the use of land and regulation of the use of land by others, including land use planning, zoning, and integrate planning of the coordinated use of land and

	other natural resources.
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Liberia Land Authority	The institution responsible for land governance and management in Liberia. It is a corporate body that can sue and be sued. It has perpetual existence.
Mandate Statement	The brief statement that summarizes the directives of the LLA. It comes from the Act creating the LLA.
Mission Statement	The brief statement of purpose of the LLA. It is derived from LLA's mandate; it defines its relevance and legitimacy.
Organization	A group of people working together to achieve a common purpose (goal, objective, mandate)
Organization Manual	A manual primarily on the structure of an organization or institution that defines roles and responsibilities as well as reporting relationships.
Organizational chart	A blueprint that depicts the layout (structure) of work units or positions within an organization their reporting responsibilities
Organizational Culture	The way an organization does its business; the way it goes about achieving its purpose. This involves how individuals or units within the organization interact with stakeholders and/or clients, and includes a combination of formal and informal policies, rules, procedures, processes, and institutional norms (customs).
Oversight	Responsibility to oversee, supervise, superintend the activities of another person or persons
Reporting	Answerability to a higher person or body for one's decisions or actions
Structure	The arrangement of functions, authority, and reporting relationships within an organization
Valuation	Estimation of the value of land.
Vision Statement	The brief statement of LLA's expected impact in the future: its hopes, dreams and aspirations for Liberia.

1.0 INTRODUCTION

1.1 Background

In 2009, the Government of Liberia established the Land Commission (LC) with a mandate to research and reform land policies and laws. In 2016, the Commission was succeeded by the Liberia Land Authority (LLA) to lead land reforms. The Act creating it mandates the Authority “To develop policies, undertake actions, and implement programs in support of land governance, administration and management” (*LLA Act, 2016*).

The Authority has consolidated land administration functions that were spread across several ministries and agencies of government, including the Department of Lands, Survey and Cartography of the then Ministry of Lands, Mines and Energy; the Deed and Title Registry of the Center for National Documents and Records Agency (CNDRA); the Public Land Allocation and Management functions under the Ministry of Internal Affairs; and is in the process of transferring the functions of the Zoning Division under the Ministry of Public Works; as well as the Real Property Valuation functions under the Liberia Revenue Authority and the function dealing with the sale of public and government land under the General Services Agency. The motivation for this policy action was to remove the fragmentation of land functions and centralize them in one agency towards enhancing effective and efficient land delivery services to the people.

There are four (4) mandate areas of the Authority:

- Land Policy and Planning
- Land Administration
- Land Use and Management
- Administration and Customer Services

1.2 Organization Manual

An organization manual is a reference material that defines: the responsibilities and authorities of management positions, channels for decisions making, and reporting relationships. Its purpose is to help employees understand their roles and responsibilities, the institutional powers that go with them, and answerability (reporting) relationships.

1.3 Manual Objectives

This Manual is a reference document on the internal arrangements of the Authority. It focuses the organizational issues, particularly structures, functions, duties, institutional powers, and reporting relationships.

Specifically, this manual undertakes the following:

- Presents and explains the governance framework,
- Presents and explains the management functions: responsibilities and duties of the Office of Executive Director, departments, and divisions,

- Clarifies reporting relationships between various levels of the Authority as well as within departments and divisions, and
- Presents templates for job descriptions of key positions in the Authority.

1.4 Structure of Manual

The Manual is organized and presented in six (6) chapters. **Chapter 1** presents the background, objectives, and structure of the manual. **Chapter 2** presents a Conceptual Framework of an organization. **Chapter 3** presents foundation elements: Mandate Statement, Vision Statement, and Core Values. **Chapter 4** presents the Governance Framework. **Chapter 5** presents the Management Structure: office of Executive Director, departments, and divisions. **Chapter 6** presents provisions on updating and revising the manual.

These are followed by the **Appendices** that contain the following:

- Composition of the Board of Commissioners and their oversight responsibilities,
- Composition of the National Consultative Forum,
- Composition of County Land Boards,
- Composition of County Land Offices,
- Job descriptions templates, and
- Approved LLA Organizational Chart of August 2021.

2.0 CONCEPTUAL FRAMEWORK

This Chapter presents a brief conceptual framework of an organization and organizational structures.

2.1 Concept of an Organization

An organization is a group of people working together to achieve a common purpose (goal, objective, mandate). It can be a business, a public sector entity, a civil society organization, a non-governmental organization, or an association. An organization has policies, rules, and procedures that guide and direct its operations.

A distinguishing characteristic of organizations that have operated for some time is that they have cultures, commonly referred to as “organizational cultures”. A culture is a way of life. As applied to organizations, an organizational culture is the “way an organization does its business”, the way it goes about achieving its purpose. This involves how individuals or units within the organization interact with stakeholders and/or clients. The culture is usually a combination of formal and informal policies, rules, procedures, processes, and institutional norms (customs).

2.2 Organizational Structure

Organizational structure is about the layout of the organization in terms of the number of layers of governance and management, and how each layer interacts with one another in achieving the purpose of the organization.

There are usually two (2) levels in most organizations: the governance level that deals with policy issues, and the management level that deals with day-to-day operational issues.

The governance level is usually a single, inclusive level. The management level, on the other hand, usually has three (3) sub-sections. The first is top management, those who plan and organize the programs that are meant to achieve the purpose of the organization. The second is middle management, those who direct and coordinate the implementation of those plans. The third is lower management, those that directly supervise the workers who perform the activities involved in those plans.

The organizational structure is often depicted by a chart, the organizational chart. The chart may either depict organized work units or individual positions and how these relate to one another. Organizational structures focus roles and responsibilities, authority for decision-making, and answerability (reporting) relationships. Regrettably, not all information relative to work units or positions are captured by the organizational chart. Hence, there is need for an organization manual to explain the chart as well as to provide the additional details.

3.0 FOUNDATION ELEMENTS

This chapter presents the foundation elements of the Authority. These were drawn from LLA's Five Year Strategic Plan. Together, they collectively drive and guide LLA's work, interactions, and relationships with stakeholders.

3.1 Mandate Statement

LAND is an enabling determinant of socio-economic growth and development. The Liberia Land Authority (LLA) is the agency of government responsible for land governance and administration. It seeks to deliver effective and efficient land services to the people of Liberia, the government, and public-sector institutions, as well as to private sector and civil society organizations. The LLA commits to working with all stakeholders, including Liberia's development partners, to promote good land governance and administration principles, policies, and practices in Liberia.

3.2 Mission Statement

To contribute to a peaceful, stable, and prosperous Liberia through the effective and efficient delivery of land governance and administration services that ensure equitable access to land, security of tenure, proper land use, and protection of the environment.

3.3 Vision Statement

We envision a Liberia where sustainable peace, stability, and socio-economic growth and development are enhanced through good land governance and administration.

3.4 Core Values

- **Quality Services:** We exist to provide services to our people. We shall strive to provide land services that are effective, efficient, and distinctive.
- **Transparency:** We pledge that our policies and actions will be clear, consistent, and opened to all stakeholders, in accordance with good governance principles and practices.
- **Fairness:** We commit to providing land governance and administration services with justice, equality, and impartiality.
- **Accountability:** We shall be answerable to all stakeholders for the decisions we make, the actions we take, results we achieve, and the resources we manage.
- **Integrity:** We promise to serve the Liberian people with honor and honesty, cultivating the confidence and trust of our stakeholders.
- **Professionalism:** We shall implement our mandate in a proficient and skilled manner. We will adopt a proactive, customer-focused approach.

- **Respect:** In the discharge of our duties and responsibilities, we shall respect our land resources, including the environment, and, above all, our people.

4.0 GOVERNANCE STRUCTURE

This chapter presents the governance structure of the Authority at both the national and local government levels.

4.1 Board of Commissioners

The Authority is governed by a Board of Commissioners. The Board is an executive board. Accordingly, it is both responsible for policy direction and executive oversight of the day-to-day management and operations of the Authority.

There are five (5) members of the Board. All are appointed by the President, with the advice and consent of the Senate. From the five (5) members, one is appointed Chairperson, and another is appointed Vice-Chairperson.

4.2 Reporting

The Board of Commissioners reports, through the Chairman, to the President of Liberia.

4.3 Duties of Commissioners

The Board of Commissioners is responsible for the formulation of land policies, proposed laws, and programs. It is also responsible for the implementation of those policies, laws and programs to ensure effective land governance, including land administration and management.

The specific functions and duties of the Board include the followings:

- Propose land related laws for consideration and enactment by the Legislature,
- Develop and ensure the enforcement of policies and regulations for land governance, including land administration and management,
- Develop and ensure the implementation of programs for effective and efficient land governance, including land administration and management,
- Provide operational oversight of all the four (4) mandate areas of the Authority,
- Supervise all work activities of directors of departments either directly or through the Office of Executive Director,
- Approve Annual Work Plans and Budgets, and authorize expenditures once the budgets have been approved by the Legislature,
- Approve Annual Procurement Plans,
- Receive operational reports from departments and the Office of Executive Director, and
- Submit to the President, through the Chairman, annual and other special reports on the operations of the Authority, and

The Commission adopts its own internal rules and guidelines.

4.4 Duties of the Chairperson

- Exercises general oversight of the Authority,

- Is responsible for the administrative operations of the Authority,
- Serves as chief spokesperson of the Authority,
- Presides over meetings of the Commission, and
- Represents the Authority at conferences, where and when necessary.

4.5 Duties of the Vice-Chairperson

- Is the principal deputy to the Chairperson,
- Performs duties assigned by the Chairperson, and
- Becomes Officer-in-Charge of the Authority and performs duties of the Chairperson in the absence or incapacity of the Chairperson.

4.6 Meetings and Decision-Making Processes

The Commission meets once every month. A notice of a meeting from the Chairperson is given seven days prior to the meeting.

An extraordinary meeting may be called by either the Chairperson or at least three (3) Commissioners. Such a meeting must be convened within three (3) days of notice.

Quorum for meetings is three (3) members. Decisions are reached either through consensus or by simple majority vote of Commissioners. If there is a tie, the Chairperson breaks the tie with an extra vote.

The Commission may invite any person or persons to its meeting for the purpose of advising it on any matter that it may be considering at the scheduled meeting.

The Executive Director serves as Secretary to the Commission.

4.7 Committees

The Commission may establish Committees for its members to perform any responsibility or duty it may determine. Each Committee performs its duties in consonance with the internal rules and guidelines adopted by the Commission. Each Committee functions within the time limits set by the Commission.

Committee members elect, from among themselves, a chairperson. The Executive Director or his designate serves as Secretary to all committees.

4.8 Corporate Reporting

The Authority reports to the President of Liberia through the Chairman of the Board. The Authority submits to the President an Annual Report of its operations for each year through the Chairman.

This report includes activities, achievements, and challenges for the reporting period, as well as the outlook for the coming fiscal year. Annual Reports are forwarded to the Legislature by the President.

In addition to Annual Reports, the President or Legislature may, at any time, request special reports from the Authority covering any matter under its domain. The Authority is obliged to submit such reports.

Further, the Commission also reports to donors on projects and programs funded by them, including financial reports. Donor funds to the LLA are covered by contracts which spell out the responsibilities of the LLA, the donor, and third parties, if any.

4.9 National Consultative Forum

4.9.1 Establishment of the Forum

The LLA Act of 2016 created and established a National Consultative Forum. The Forum is an advisory body to the Authority.

4.9.2 Reporting

The Forum reports to the Board of Commissioners.

4.9.3 Duties of the Forum

The National Consultative Forum discusses issues of the Authority and makes recommendations to the Board of Commissioners. The Board discusses the recommendations and acts upon them.

4.9.4 Composition of the Forum

Members of the Forum are appointed by the President of Liberia. The Forum comprises the following members:

- Minister of Agriculture,
- Minister of Mines and Energy,
- Minister of Internal Affairs,
- Minister of Commerce and Industry
- Minister of Transportation,
- Minister of Finance and Development Planning,
- Minister of Justice,
- Minister of Gender, Children and Social Protection,
- Managing Director of the Forestry Development Authority,
- Executive Director of the Environmental Protection Agency,
- One (1) representative of each County Land Board,
- Representatives of civil society organizations (CSOs) working in cadastral surveys, land valuation, the legal profession, farming, commerce and trade, banking, and mining and energy,
- Two (2) representatives of Non-Governmental Organizations/Civil Society Organizations (NGOs/CSOs) working in public advocacy and development facilitation in the land sector; and
- The Chairperson of the Commission of the Authority as a non-voting member.

4.9.5 Meeting of the Forum

The Forum meets at least once every six (6) months and considers land issues referred to it by the Board of Commissioners.

4.9.6 Chairperson of the Forum

The Chairperson of the Authority or, in the absence or inability of the Chairperson, the Vice Chairperson of the Board of Commissioners of Authority presides at meetings of the Forum.

4.9.7 Secretary of the Forum

The Executive Director of the Authority serves as Secretary to the Forum.

4.10 Oversight Responsibilities of Commissioners

4.10.1 Oversight of Chairperson

The Chairperson has oversight responsibility over the administrative operations of the Authority, supervises the Office of the Executive Director, appoints directors and other senior level personnel, and is the official spokesman of the Authority.

Further, the Chairperson has oversight of the following sections: Internal Audit, Legal Services, Comptroller, Project Coordination, Public Relations, and Gender.

The roles of each these sections are presented below.

4.10.1.1 Internal Audit Section

This unit is responsible for the pre-audit of all expenditures to be made by the Authority prior to their approval and processing by the relevant persons of the Authority, except otherwise agreed in other documents such as donor contracts/legal agreements. It is headed by an Internal Auditor who reports to the Chairman.

4.10.1.2 Legal Services Section

This unit is responsible for managing legal issues of the Authority. It ensured that all actions of the Authority are within the confines of the law. It advises the Board of Commissioners through the Chairperson and the Executive Director. It also represents the Authority in courts, when necessary. It is headed by an Assistant Director who reports to the Chairperson.

4.10.1.3 Comptroller

The Comptroller is the head of the Office of Financial Management. The section oversees financial planning (budgeting), expenditures (payments), and financial accounting (accounting and reporting). The Comptroller reports to the Chairperson.

4.10.1.4 Project Coordination Section

The Project Coordination Unit is responsible for coordinating all projects including donor-funded projects. The section liaises between donors, project implementers, and the Authority. It is headed by a Project Director who reports to the Chairperson.

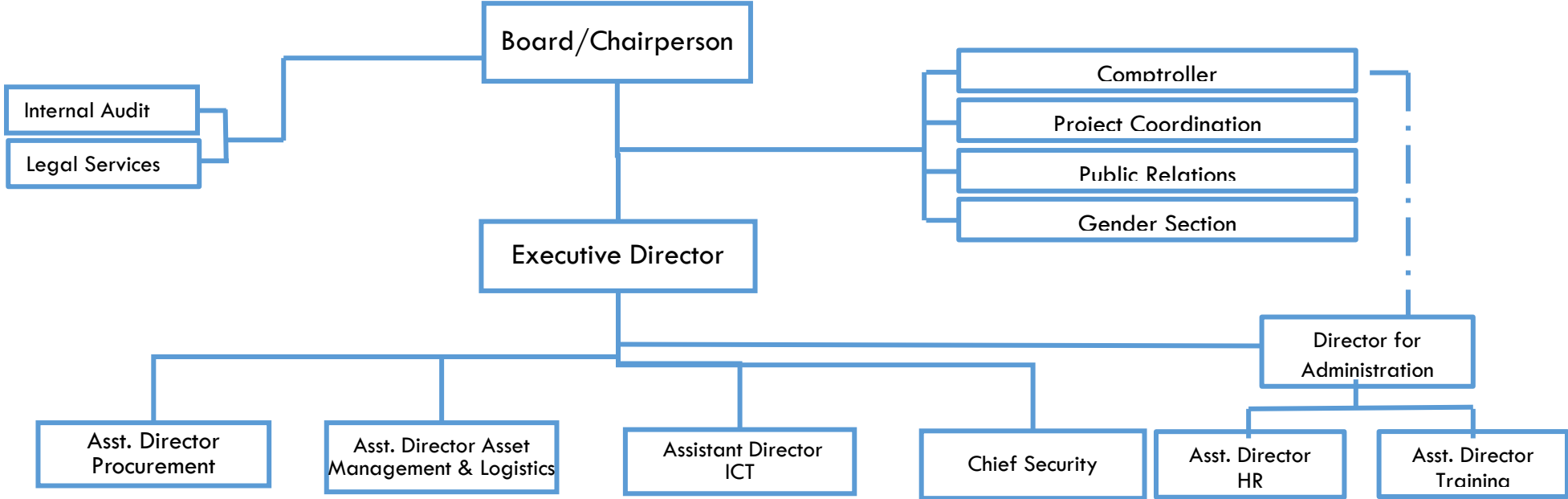
4.10.1.5 Public Relation Section

This unit is responsible for relations with the public through the media/press. It seeks to project, promote, and maintain a good image of the Authority with the all stakeholders, including public sector institutions; private sector entities; NGOs, CSOs, CBOs; faith-based institutions; and local governments. It is headed by a Public Relations Officer who reports to the Chairperson.

4.10.1.6 Gender Section

This unit is responsible for ensuring gender equality in the workplace of the Authority through mainstreaming of gender in the policies, plans/programs, budgets, and operations of the Authority. It is headed by a Gender Coordinator who reports to the Chairperson.

Organizational Chart: Office of Chairperson



4.10.2 Oversight of Vice Chairperson: Administration & Customer Services

The Vice Chairperson has oversight of Administration and Customer Services. Under this oversight is Department of Administration which oversees the divisions of Human Resources Management and Training.

The Vice Chairperson also has oversight of the divisions of: County Coordination Office, Customer Services, and Communication and Outreach.

4.10.3 Oversight of Third Commissioner: Land Policy and Planning

The Third Commissioner has oversight of the Department of Land Policy and Planning. This department oversees the divisions of: Policy & Research, Legal Reforms, Program Planning, Monitoring & Evaluation, and Land Alternative Dispute Resolution.

4.10.4 Oversight of Fourth Commissioner: Land Administration

The Fourth Commissioner has oversight of the Department of Land Administration. This department oversees the divisions of: Land Registry, Survey & Mapping, Spatial Data Management, Land Valuation, and Customary Land Rights.

4.10.5 Oversight of Fifth Commissioner: Land Use and Management

The Fifth Commissioner has oversight of the Department of Land Use and Management. This department oversees the divisions of: Land Management and Development, Land Use Planning, Zoning Services, Land Research, and Public Lands.

4.11 County Land Governance

4.11.1 Commissioners Oversight of Counties

Each Commissioner has oversight over several counties.

4.11.2 County Land Boards

A County Land Board is established in each county by the Board of Commissioners of the Authority.

4.11.3 Reporting

Each County Land Board reports to the Chairman of the Board of Commissioners through the Commissioner responsible for each county.

4.11.4 Membership of County Land Boards

Each County Land Board comprises of ten (10) members, as follows:

- The County Land Administrator or his/her representative,
- The Commissioner with oversight responsibility for the county, as a non-voting member,
- Seven members representing the diversity of the county, including one (1) youth and three (3) women and three (3) women, and
- One (1) representative of the county Civil Society Organizations.

The above membership configuration must have one (1) lawyer, one (1) accountant, and one (1) agricultural/natural resource expert.

The Chairperson and Vice-Chairperson of the County Land Board are elected by its members through a fair and transparent process.

4.11.5 Functions of County Land Board

The functions of the County Land Board are as follows:

- Support the Authority in undertaking land governance responsibilities in the county,
- Make recommendations to the Commission regarding priorities for Government, Public and Private lands in the county,
- Make annual recommendations to the Commission on the management of public and government lands, as well as regulations for private and community lands,
- Support the development of land use plans through the local government administrative structures,
- Provide support such as advice to County Land Offices in the promotion public awareness on land rights literacy, including community land rights, land use and management, land registration, and other programs of the Authority, and
- In consultation with the Commission, hear, approve, or deny applications for leases of public and government lands of the Authority.

4.12 County Land Offices

A County Land Office (CLO) is established in each county to administer the affairs of the Authority in the county.

4.12.1 Reporting

County Land Offices report to Commissioner through the County Office Coordination Unit at the national office of the Authority.

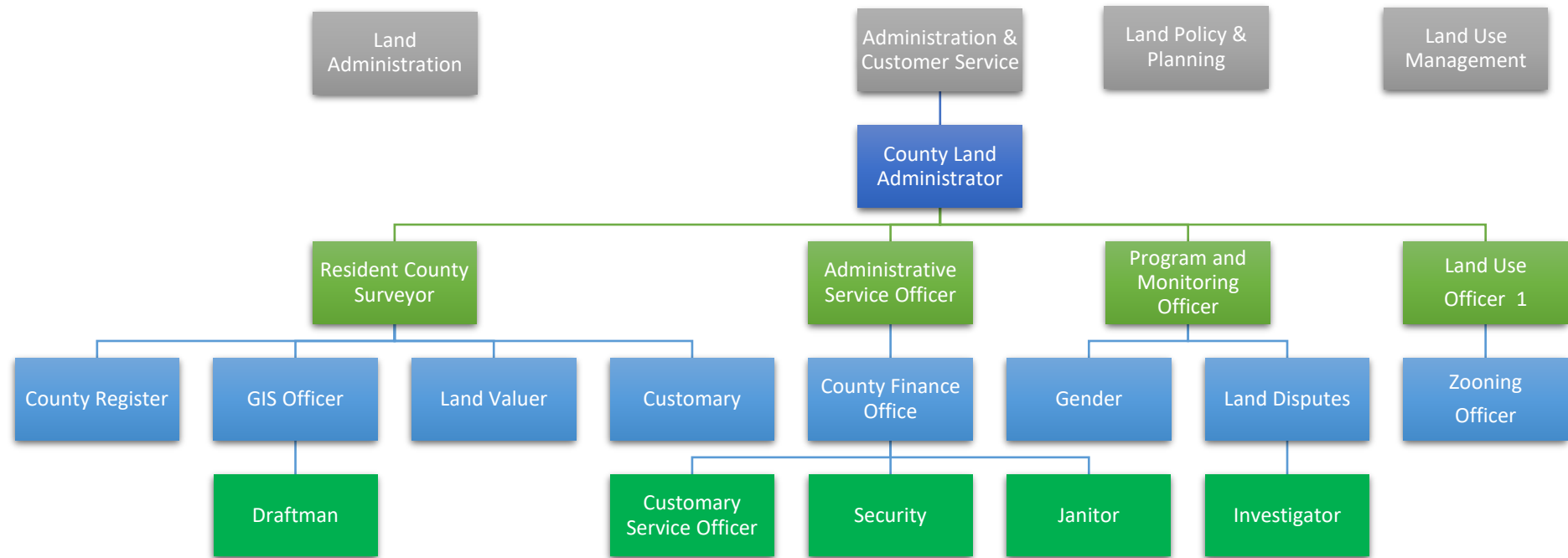
4.12.2 County Land Teams

A County Land Team comprises a County Land Administrator, who is the head of the County Land Office, the County Land Surveyor, a County Land Dispute Resolution Officer, and other staff as the Board of Commissioners may determine.

4.12.3 Functions of the County Land Offices

Under the supervision of the County Land Board (CLB), a County Land Office is responsible for implementing projects, programs, and activities of Authority in the County.

LLA County Land Office Organogram



4.13 Community Land Development and Management Committees

Community Land Development and Management and Committees (CLDMCs) are established in each land owing community, to govern and manage the lands of communities in accordance with the Land Rights Act of Liberia.

5.0 MANAGEMENT STRUCTURE

5.1 Executive Director

The Executive Director is recruited, selected, and appointed by the Commissioners through a competitive (fair and transparent) process. He/she is the second level ranking official of the Authority, the first level being the Commissioners.

5.1.1 Reporting

The Executive Director reports to the Chairperson.

5.1.2 Duties of Executive Director

Under the supervision of the Chairperson, the Executive Director is responsible for the following per Section 36.0 of the LLA Act:

- The day-to-day operations of the Authority,
- The management of the funds, property, and business of the Authority
- The administration, organization, and supervision of the staff of the Authority,
- Assisting the Chairperson in the effective administration and implementation of the provisions of the Act,
- Assisting the Chairperson in the effective implementation of programs approved by the Commission and tasks of the Authority prescribed in this and other laws,
- Assisting the Chairperson in the effective performance of such functions as may be consistent with the general objectives of the Authority,
- Attendance of meetings of the Commission and of any committee of the Commission, and in his/her absence appoint, in writing, such officer of the Authority to represent him,
- Citing Commissioners to meetings on the instruction of the Chairperson of the Commission, and
- Drafting of regular reports for the Authority.

5.1.3 Oversight of the Executive Director

The Executive Director has oversight of the following divisions named and described below.

5.1.3.1 Division of Procurement

The Division of Procurement is responsible for undertaking all procurement of goods, services, and works for the Authority, including local offices. These must be done in accordance with relevant laws of Liberia such as the Public Procurement and Concession Commission (PPCC) and the Public Financial Management Laws.

Where international funding is involved, the procurement laws, policies, and regulations of donor institutions may be utilized, if these are required by the grant or financing agreements.

5.1.3.2 Division of Asset Management & Logistics

The Division of Asset Management and Logistics is responsible for managing assets, logistics, janitorial services, inventory of movable properties, and facilities' maintenance.

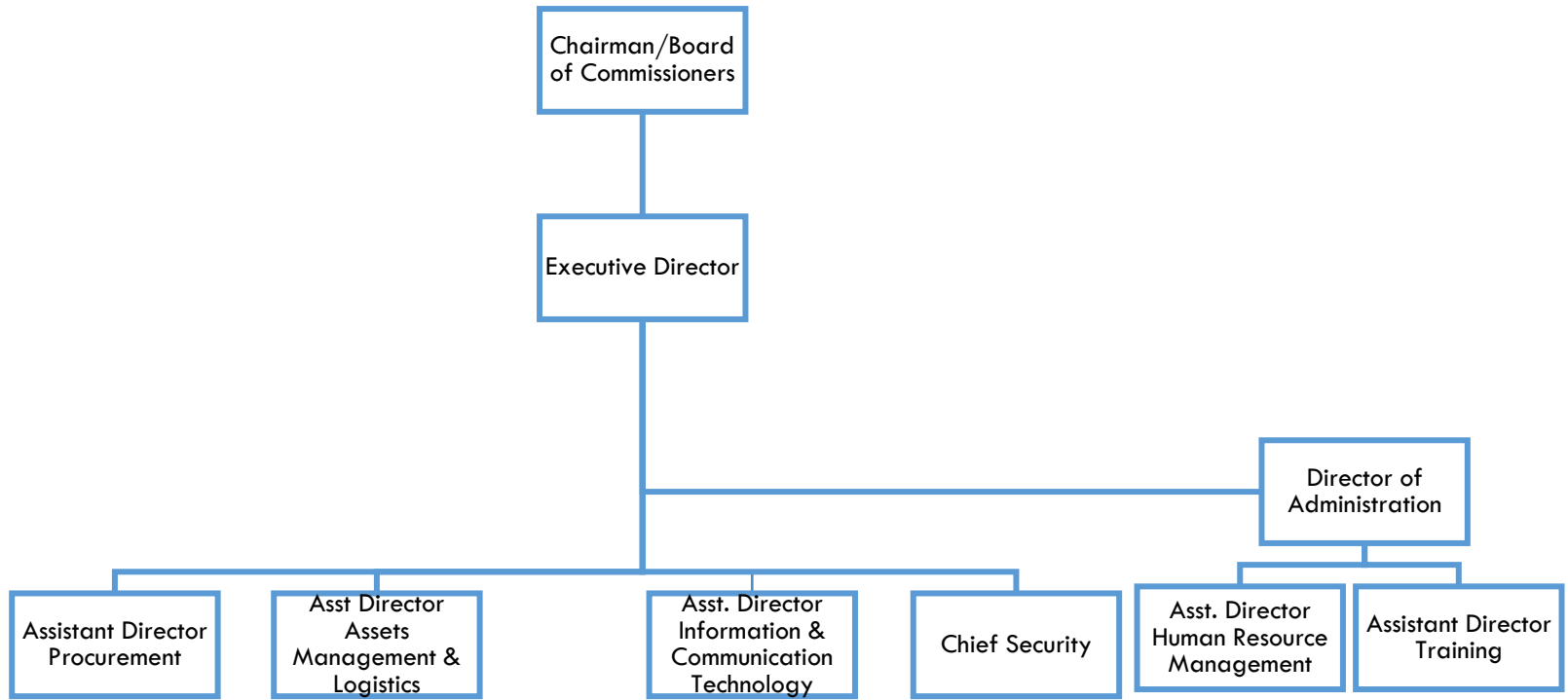
5.1.3.3 Division of Information & Communications Technology

The Division of Information & Communications Technology manages the technological services of the Authority, including information technology and internet services.

5.1.3.4 Division of Security Services

The Division of Security Services manages security services at the Authority. Security management covers offices, properties, and personnel during working hours.

5.1.4 Organizational Chart: Office of Executive Director



5.2 Department of Land Policy and Planning

5.2.1 Functions of the Department

The functions of the Department of Land Policy and Planning are:

- a) reviewing and updating existing policy; developing new policies in coordination with relevant departments,
- b) facilitating and managing legal reforms,
- c) preparing action plans and budgets for consultations on and implementation of land policies,
- d) coordinating the development of LLA's strategic and annual work plan, and
- e) supervision, monitoring and evaluation of programs, projects, and activities which LLA in participation with stakeholders such NGOs, CSOs, etc.

The department comprises five (5) divisions: (1) Policy and Research, (2) Legal Reform, (3) Program Planning, (4) Monitoring and Evaluation, and (5) Land Alternative Dispute Resolution.

5.2.2 Reporting

The Department of Land Policy and Planning reports to the Commissioner for Land Policy and Planning through the Director of the Department.

5.2.3 Division of Policy and Research

The functions of the Division of Land Policy & Research are as follows:

- a) Conducting research of land policies and related studies and identify key issues that are relevant to the land policy development process,
- b) Collecting and analyzing statistical data on land in collaboration with relevant technical departments,
- c) , and
- d) Developing land policies in coordination with affected departments.

5.2.4 Division of Legal Reforms

The Division of Legal Reforms has the following functions:

- a) Conducting legal research through review of land laws, regulations, and related studies and identify key issues that are critical to the land law and regulatory reform process, and
- b) Assisting in preparing draft land laws consistent with approved policies, and draft regulations based on approved laws by providing technical support to the land law and regulation drafting process.

5.2.5 Division of Program Planning

The Division of Program Planning has the following functions:

- a) Preparing short, medium- and long-term plans, including budgets for undertaking activities related for consultations and implementation of land policies,
- b) Coordinating the preparation of long-term development plans for the land sector, and
- c) Coordinating the preparation of strategic business plans for the Authority.

5.2.6 Division of Monitoring and Evaluation

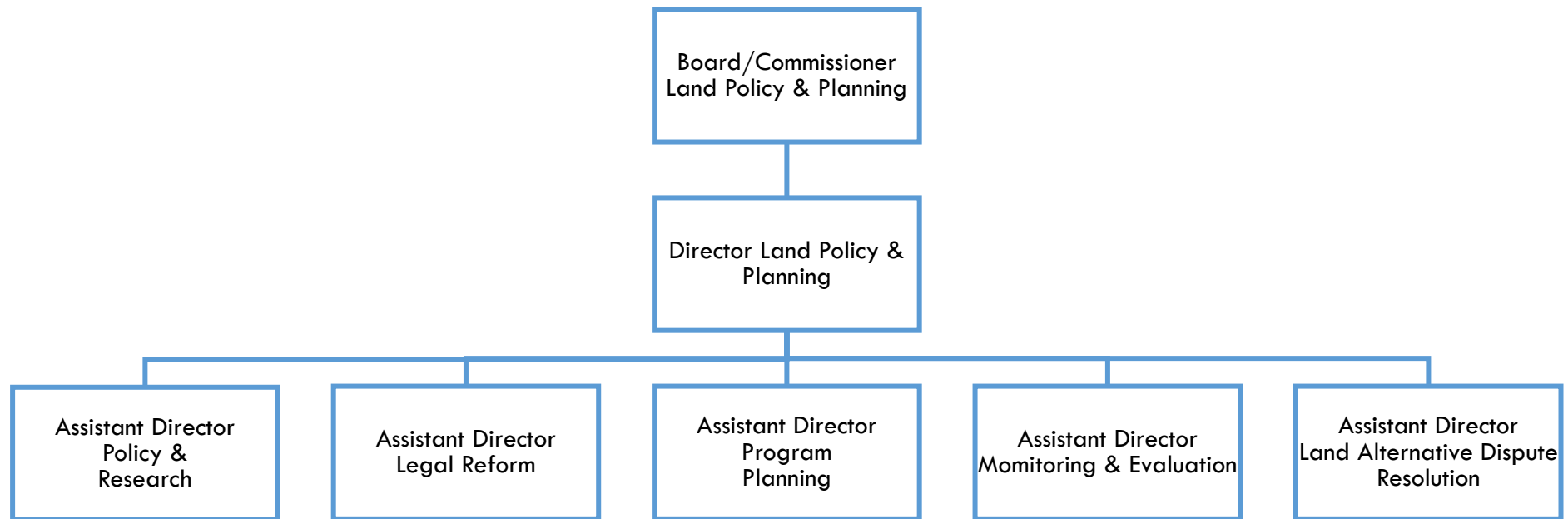
The Department of Monitoring and Evaluation has the following functions:

- a) Establishing appropriate monitoring and evaluation and reporting systems for land governance, including land administration and land use and management,
- b) Monitoring and evaluating the performance and progress of development programs and projects in the land sector in coordination with relevant divisions,
- c) Identifying successes, challenges, and lessons learned from program and project activities in the land sector and ensuring appropriate flow of information to the Board and the implementing partners and donors, and
- d) Providing information for decision-making within the LLA and its structures, systems, and processes that are expected to be integrated throughout the life cycle of programs.

5.2.7 Division of Land Alternative Dispute Resolution

The Division of Lands Alternative Disputes Resolution is responsible for developing and implementing an alternative dispute resolution mechanism. The mechanism to be developed and implemented is to be fair and transparent. It shall include structures, procedures, and review processes. It shall involve information to aggrieved parties, particularly what to do and where to go if aggrieved.

5.2.8 Organizational Chart: Department of Land Policy and Planning



5.3 Department of Land Administration

5.3.1 Functions of the Department

The Department of Land Administration is responsible for recording and disseminating information about the location, ownership, value, and use of land and associated resources, as well as determining rights to and other attributes of such land.

The department has five (5) divisions: (1) Land Registry, (2) Survey and Mapping, (3) Spatial Data Management, (4) Land Valuation, and (5) Customary Land Rights.

5.3.2 Reporting

The Department of Land Administration reports to the Commissioner for Land Administration through the Director of the Department.

5.3.3 Division of Land Registry

The Division of Land Registry has the following functions:

- a) Registration of deeds and other interests in land,
- b) Maintaining land registry that contains records of land and other interests in land,
- c) Reproduction of all land related instruments registered with the division, and
- d) Other functions as may be determined by the Authority.

5.3.4 Division of Survey and Mapping

The Division of Survey and Mapping has the following functions:

- a) Establishment of standards and regulate surveying and mapping services,
- b) Supervision, regulation, and control of survey and demarcation of lands for the purposes of land use and land registration,
- c) Administration of public surveying and mapping services and the national cadastral,
- d) Taking custody of and preserving records and operations relating to the survey of any parcel of land,
- e) Developing and maintaining the national geodetic reference network for the country to secure land tenure,
- f) Supervision, regulation, control, and certification of the production of maps
- g) Regulation of the surveying profession,
- h) Qualification of land surveyors through State Board Examinations for Licensing and registration of surveyors to improve the cadastral system,
- i) Assuring that all parcels of land in the country reference the Liberia Geodetic Reference (LGR) frame for the security of tenure, and
- j) Other functions as may be determined by the Authority.

5.3.5 Division of Spatial Data Management

The Division of Spatial Data Management has the following functions:

- a) Ensuring of access, security, and maintenance of spatial data related to land administration and land management,

- b) Establishing spatial data standards towards the formation of a National Spatial Data Infrastructure (NSDI),
- c) Establishment and maintenance of Land Information System (LIS), and
- d) Other functions as may be determined by the Authority.

5.3.6 Division of Land Valuation

The Division of Land Valuation has the following functions:

- a) Valuation of land and buildings for the Authority's land registry systems, in collaboration with relevant agencies of the Government, which valuation may be used for taxation and other purposes,
- b) Assessing the compensation payable upon the acquisition of land by Government,
- c) Determining of the value of properties rented, purchased, sold by or to Government,
- d) Preparation and maintenance of valuation list for rating purposes,
- e) Valuation of interests in land or land related interests for the public at a fee, and
- f) Other functions as may be determined by the Authority.

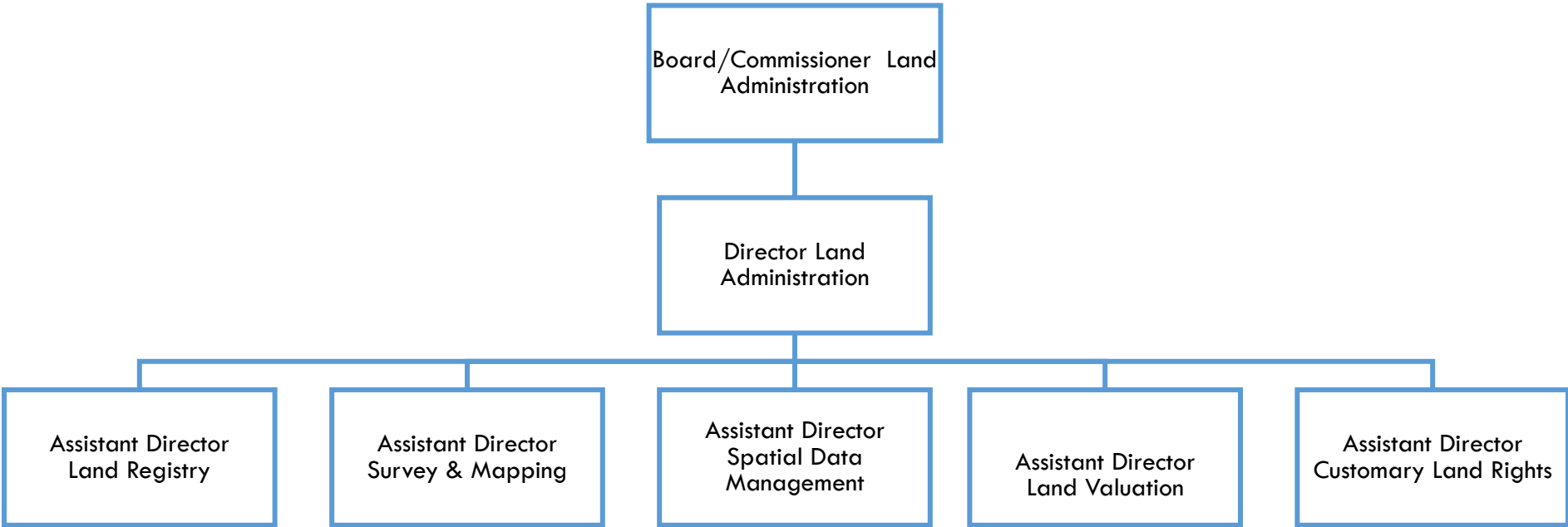
5.3.7 Division of Customary Land Rights

The Division of Customary Land Rights has the following functions:

- a) Facilitating the implementation of activities for the formalization of the land rights of customary communities in collaboration with stakeholders, including implementing CSOs and NGOs,
- b) Addressing issues concerning the implementation of customary land rights (CLR), as recognized in the Land Rights Act including but are not limited to all forms of existing land tenure systems, land rights to be transferred to concessionaire, and the nature and sources of disputes/conflicts arising during and after the process of transfers and means of addressing them in coordination with the Alternative Land Dispute Resolution Division,
- c) Conducting analysis of existing customary land tenure systems,
- d) Monitoring, observing, and verifying all activities of the customary land recognition nation-wide in coordination with the Monitoring and Evaluation Division,
- e) Working in close collaboration with other relevant units of the LLA to ensure the implementation of customary land rights,
- f) Liaising and collaborating with other stakeholders involved with formalization of customary land rights, including titling,
- g) Coordinating and supervising all field activities related to customary land rights implementation including formalization,
- h) Ensuring the full implementation of all approved activities leading to the formalization of customary land of community lands and their documentations,
- i) Developing and managing customary land information data base in collaboration with the Division of Spatial Data Management,
- j) Developing a work plan and budget to undertake customary land rights activities,
- k) Facilitating the development of a national methodology for the implementation of customary land rights recognition nation-wide,
- l) Preparing reports for the Authority on customary land rights, and

m) Undertake other tasks as may be determined by the Authority.

5.3.8 Organizational Chart: Department of Land Administration



5.4 Department of Land Use and Management

5.4.1 Functions of the Department

The functions of the Land Use and Management Department are land management and development, land use planning, land use research, public land inventory and vetting, and provision of zoning services.

There are five (5) divisions under this department. These are (1) Land Management and Development, (2) Land Use Planning, (3) Land Use Research, (4) Public Land management, and (5) Zoning Services.

5.4.2 Reporting

The Department of Land Use and Management reports to the Commissioner for Land Use and Management through the Director of the Department.

5.4.3 Division of Land Management & Development

The functions of the Division of Land Management and Development are as follows:

- a) Developing land use and management regulatory instruments, including a national land use and management policy,
- b) Developing regulatory tools for the effective and sustainable management of land resources,
- c) Developing a land use data platform (as a repository for land use plans and natural resource documents),
- d) Developing participatory planning models and the implementation and monitoring of land use planning and management projects, and
- e) Development and oversight of land management policies and guidelines.

5.4.4 Division of Land Use Planning

The functions of the Division of Land Use Planning are as follows:

- a) Developing local development plans in collaboration with County and Local Government structures and land use plans in collaboration with Community Land Development and Management Committees (CLDMCs) of customary land owning communities,
- b) Developing comprehensive land use plans,
- c) Developing guidelines for land use planning (which clearly indicate those concepts and practices which are common to both urban and rural areas, and those which need to be applied separately),
- d) Developing interdisciplinary and inter-sectorial collaboration mechanisms for development of land use plans, and
- e) Approving existing land use plans.

5.4.5 Division of Zoning Services

The functions of the Division of Zoning Services are as follows:

- a) Updating the National Zoning Ordinance,

- b) Developing zoning regulations and guidelines for urban and rural development,
- c) Management of amendment processes (rezoning's),
- d) Monitoring and evaluation of zoning enforcement at the local level,
- e) Approval of zoning and other land development permits, and
- f) Review of development projects for adherence to zoning and land use regulations.

5.4.6 Division of Land Use Research

The functions of the Division of Land Use Research are as follows:

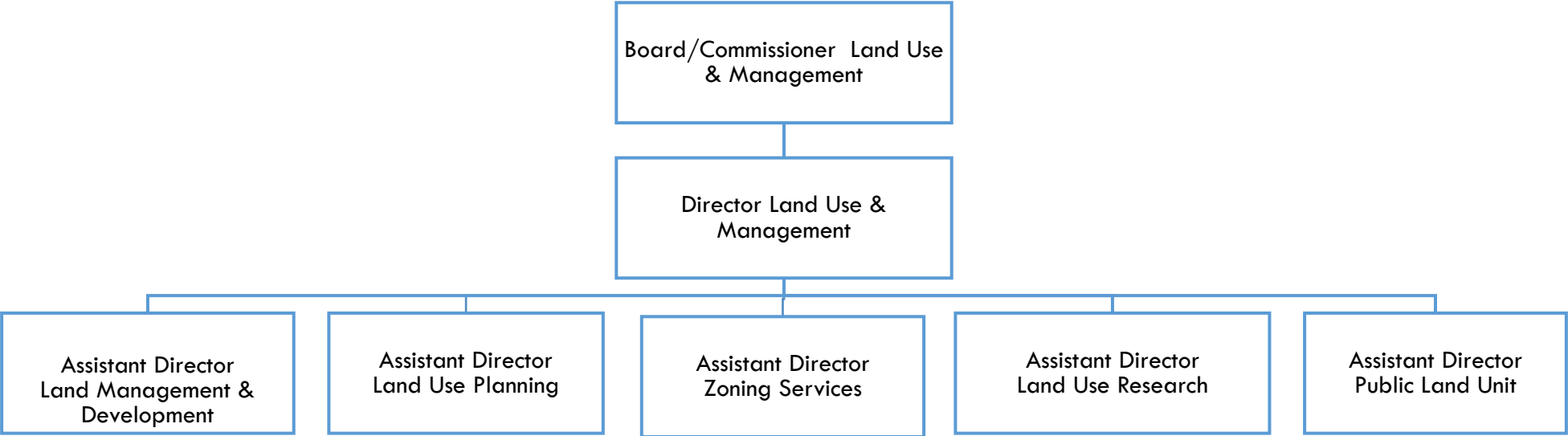
- a) Undertaking technical research on land use and management in collaboration with the Department of Land Policy and Planning,
- b) Review and analyzing data on land use in collaboration with the Department of Land Policy and Planning, and
- c) Developing land use policies, regulations, and guidelines in coordination with the Department of Land Policy and Planning.

5.4.7 Division of Public Land

The functions of the Division of Public Land are as follows:

- a) Managing the use, sale, and allocation of public land,
- b) Undertake the inventory of public land nationwide in collaboration with relevant departments,
- c) Vetting and verification process of public land transactions.

5.4.8 Organizational Chart: Department of Land Use and Management



5.5 Department of Administration and Customer Services

5.5.1 Functions of the Department

The functions of the Department of Administration and Customer Services are to provide administrative support services and human resources management required for the operations of the Authority, particularly the successful implementation of the three (3) technical departments for the achievement of the mandate of the Authority. The department also provides customer services to customers of the Authority and public awareness and outreach on the Authority and its activities.

5.5.2 Reporting

The Department of Administration and Customer Services has a dual reporting relationship. **First**, the divisions of Human Resources Management and Training headed by the Director of Administration, as well as the divisions of County Office Coordination, Customer Services and Communications and Outreach report directly to the Commissioner for Administration and Customer Service. **Second**, the divisions of Procurement, Asset Management and Logistics, Information and Communications Technology, and Security Services report directly to the Executive Director. The Director of Administration has a functional relationship with the Executive Director.

5.5.3 Division of Human Resources

The Division of Human Resource Management is responsible to develop, implement, and monitor HRM policies, systems, and procedures.

5.5.4 Division of Training

The Division of Training is responsible for planning, organizing, and executing human capacity building projects and programs, both locally and internationally.

5.5.5 County Office Coordination

The County Office Coordination Division is the liaison between the Authority and the County Land Offices. It coordinates the activities of the County Land Offices and reports to the Commissioner for Administration and Customer Services.

5.5.6 Customer Services

The Division of Customer Services performs the following functions:

- a) Maintaining customer interactions between the public and the LLA, with focus on enhancing customer relationships to meet the objectives of the LLA,
- b) Receiving and processing applications for LLA's services,

- c) Answering general questions from the public about the LLA's functions, responsibilities, program activities and land related services provided to the public,
- d) Referring complex questions to responsible departments or persons to assist address them,
- e) Connecting calls to employees and referring customers to the right persons and offices,
- f) Handling service complaints from the public,
- g) Conducting surveys on a regular basis, in collaboration with relevant departments, for feedback on services provided by the Authority with the view of improving services, and
- h) Undertaking market survey research to determine types of services needed.

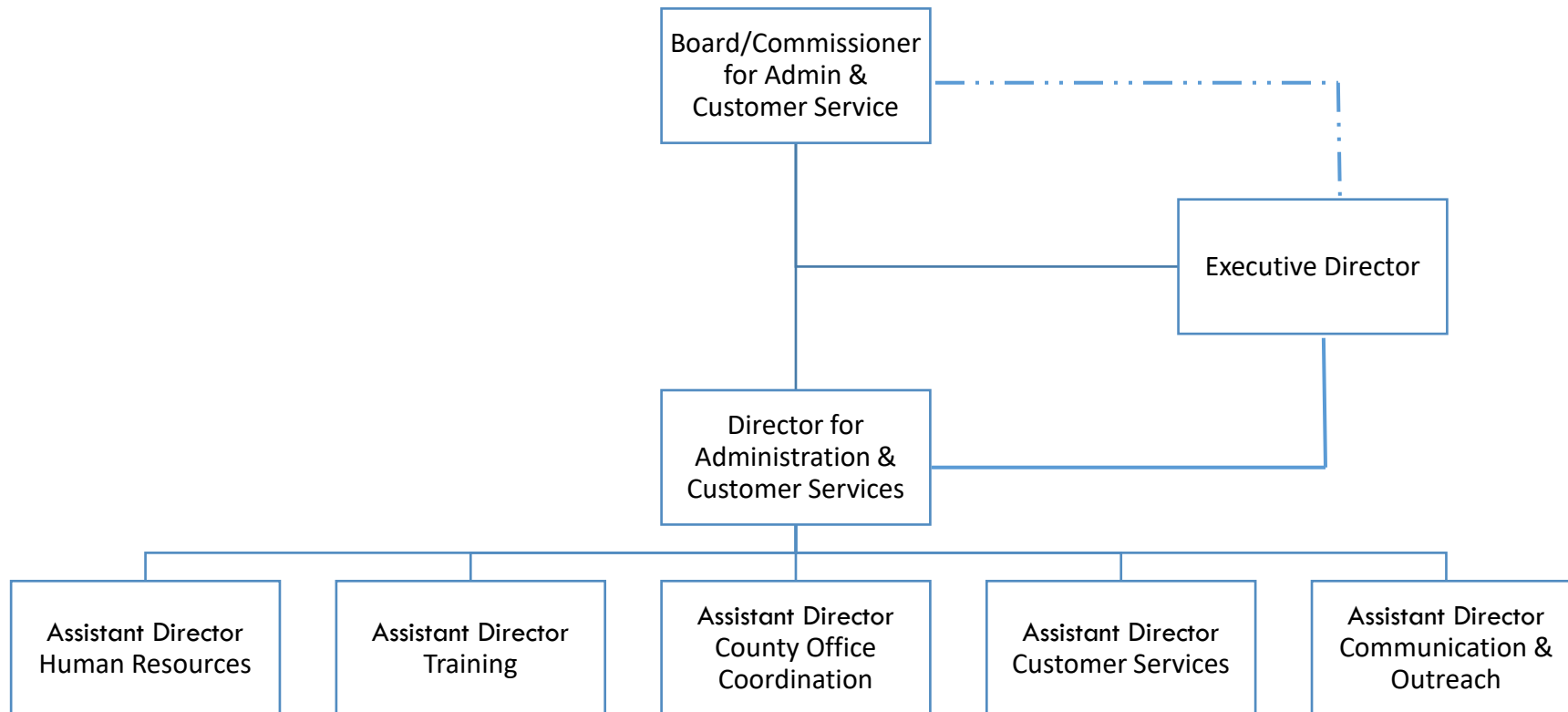
5.5.7 Communications & Outreach

The Division of Communications and Outreach is responsible for information dissemination and creation of awareness on land and its related issues, as well as the Authority.

The division undertakes the following functions:

- a) Developing action plans and implementing activities based on the Authority's Communication Strategy, and
- b) In collaboration with Authority's Public Relations Office, receiving and responding to requests for information from the public based on the Authority's policy and the Freedom of Information Act.

5.5.8 Organization Chart Department of Administration and Customer Services



6.0 REVISION OF THE MANUAL

This manual shall be reviewed and updated every three years (3) years. The review process shall be initiated by the Executive Director under the oversight of the Commissioner of Administration and Customer Services. The objective shall be to ensure that the manual remains relevant to the mandate, functions, and core activities of the Authority. The process should be participatory and, if necessary, facilitated by a consultant to enhance its integrity.

7.0 Appendices

Composition of the Board of Commissioners

No.	Particulars	Designation
1	Commissioner 1	Chairperson, Spokesperson
2	Commissioner 2	Vice-Chairperson/Responsible for Administration and Customer Services
3	Commissioner 3	Responsible for Land Policy and Planning
4	Commissioner 4	Responsible for Land Administration
5	Commissioner 5	Responsible for Land Use and Management

Composition of the National Consultative Forum

No.	Particulars	Designation
1	Chairperson, Liberia Land Authority	Chairperson, non-voting member
2	Minister of Agriculture	Member
3	Forestry Development Authority	Member
4	National Bureau of Concessions	Member
5	Minister of Mines and Energy	Member
6	Minister of Internal Affairs	Member
7	Minister of Commerce and Industry	Member
8	Minister of Transportation	Member
9	Commissioner-General, Liberia Revenue Authority	Member
10	Minister of Finance and Development Planning	Member
11	Minister of Justice	Member
12	Minister of Gender, Children and Social Protection	Member
13	Executive Director, Environmental Protection Authority	Member
14	One Representative of each County Land Board	Member
15	Representatives of civil society bodies working in cadastral surveys, land valuation, legal profession, farming, commerce and trade, banking, mining and energy, and other civil society groups	Members
16	Two representatives of NGOs/CSOs playing public advocacy and development roles in the land sector	Members
17	Executive Director of the Authority	Secretary

Composition of County Land Boards

No.	Particulars	Designation
1	County Land Administrator or his/her representative	Ex-Officio, non-voting member
2	Commissioner with oversight of the County	Non-voting member
3	Seven members reflecting the diversity of the county, including at least one (1) youth, at least three (3) persons of each gender, and one (1) representative of the county Civil Society Organizations. The ten (10) members shall have among them one (1) lawyer, one (1) accountant, and one (1) agriculturalist or natural resource expert.	Members

Composition of County Land Offices

No.	Particulars	Designation
1	County Land Administrator	Head, of the County Land Office
2	A County Surveyor	Member
3	A County Land Dispute Resolution Officer	Member
4	Other staff as the Chairperson of the Authority shall determine	Members

Job Description Template

LIBERIA LAND AUTHORITY Job Description Template

Job Title:	
Department/Division/Unit:	
Report to:	
Job Summary:	
Functions:	<ul style="list-style-type: none">--------------------
Notes:	
Approved:	

Department/Division/Section Work Description Template

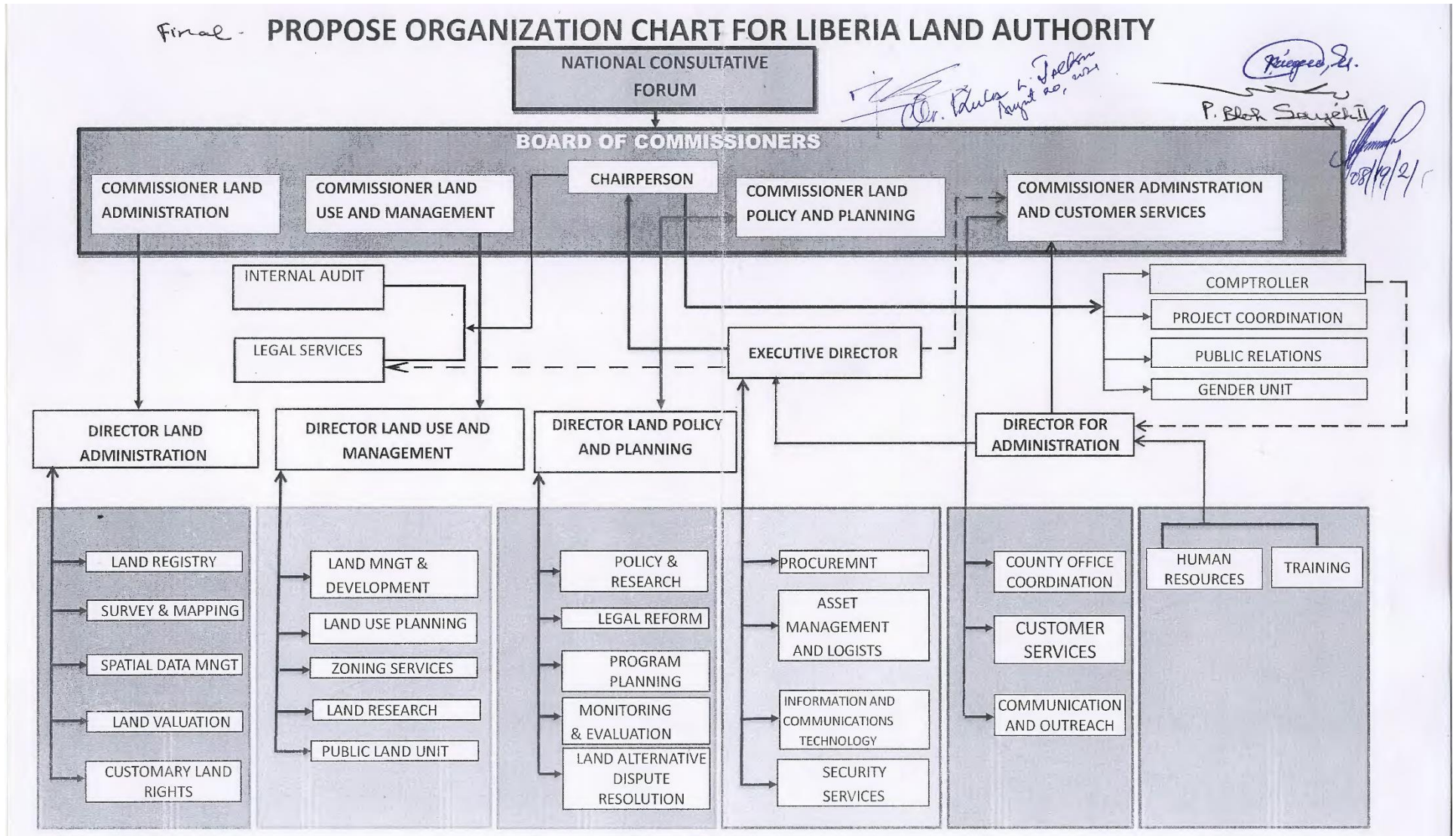
LIBERIA LAND AUTHORITY
Department Work Description Template

Name of Department:	
Title of Head of Department:	
Summary Functions of Department:	
Specific Duties of Department:	<ul style="list-style-type: none"> - - - - - - - - - - - - - - - - - - -
Other comments (If Any)	

LIBERIA LAND AUTHORITY
Division Work Description Template

Name of Division:	
Title of Head of Division:	
Summary Functions of Division:	
Specific Duties of Division:	<ul style="list-style-type: none"> - - - - - - - - - - - - - - - - - - -
Other comments (If Any)	

Organizational Chart: Full organogram of the Authority



8.0 References

Liberia Land Authority Act, October 5, 2016

Liberia Land Authority, Organizational Structure, 2021

Land Rights Act, September 19, 2019