



WORLD BANK

TRAINING POLICY

**For Employees of the
Liberia Land Authority
(LLA)**

May 2022

CHAIRMAN'S MESSAGE

The Liberia Land Authority (LLA) recognizes the need to strengthen the institutional capacity of its employees. This is evident by the development of a Five Year Training Plan that was developed in 2019 with the intent to strengthen staff performance so that they will be able to effectively and efficiently carry out activities related to the functions of the Liberia Land Authority (LLA).

The Five Year Training Plan has since been implemented where a considerable number of employees have been trained across different program areas, but without established guidelines and protocol. This Training Policy, therefore, is developed to provide guidance to the implementation of the Five Year Training Plan. The Policy defines the training planning processes and implementation guidelines, the terms and conditions regulating employees on training and the roles and responsibilities of various layers of the LLA's organizational structure.

This Training Policy has been developed for employees of the LLA. As you receive a copy, we encourage you to be cognizant of the guidelines and procedures on training and to take advantage of the need to enhance your capacity so that effective and efficient service delivery at the LLA can be highly sustainable and rewarding.

We are exceedingly grateful, in a very special way, to the World Bank through its funded Liberia Land Administration Project (LLAP), for the development of this Training Policy. The Policy will be reviewed from time to time to reflect obvious changes at the LLA and in the Liberian public service.

Very truly yours,

Atty. J. Adams Manobah, Sr.
CHAIRMAN, LLA

ACKNOWLEDGEMENT

The driving force for the development of a Training Policy to sustain the Five Year Training Plan has evolved from a concerted effort by the LLA's Board of Commissioners and Senior Executive Management Team. Without them the decision for the need of a Training Policy would not have been realized.

Importantly, this Training Policy has been developed with the support of the World Bank through its Liberia Land Administration Project (LLAP). We are, accordingly, extremely grateful to the World Bank for the support.

The drafting of this Training Policy involved the inputs and contributions of the various functional departments of the LLA through regular consultations and feedbacks. Particularly, we are extremely grateful to the Executive Director and the divisions of Training and HR, for the valuable inputs made at every level to ensure that the interventions are sustainable.

We equally appreciate the inputs and contributions from our various external stakeholders who made meaningful inputs during the validation of this Policy.

Finally, we acknowledge with deep gratitude, the valuable services of the Consultant, Mr. David Kirlee Swen, for taking up the assignment to develop this Training Policy.

ACRONYMS AND ABBREVIATIONS

CNDRA	Center for National Document Record Agency
CSA	Civil Service Agency
DLSC	Department of Lands, Survey and Cartography
EOI	Expression of Interest
GOL	Government of Liberia
HR	Human Resource
IDP	Individual Development Plan
KPIs	Key Performance Indicators
LIPA	Liberia Institute of Public Administration
LLAP	Liberia Land Administration Project
LLA	Liberia Land Authority
MoU	Memorandum of Understanding
MAC	Ministry, Agency or Commission
M&E	Monitoring & Evaluation
TA	Technical Assistance
TAC	Training Advisory Committee
TNA	Training Needs Assessment

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1.0.INTRODUCTION

1.1.Context and Background to the Training Policy Development

In October 2016, the National Legislature passed into law the Liberia Land Authority (LLA) act. The LLA is a successor to the Liberia Land Commission which was created by an Act of the National Legislature in August, 2009, with tenure of five years, later extended by one year, with a mandate and purpose to “*propose, advocate, and coordinate reforms of land policy, laws, and programs in Liberia*”. The LLA consolidates the land related functions previously performed by key land administration agencies, such as the Department of Lands, Survey and Cartography (DLSC) under the former Ministry of Lands, Mines and Energy, and the Deed and Title Registry of the Center for National Document Record Agency (CNDRA), as well as the function dealing with the allocation and management of government/public land from the Ministry of Internal Affairs. The primary mandate of the LLA, as provided in the Act, is to develop policies on a continuous basis, undertake actions and implement programs in support of land governance, including land administration and management.

In 2017 a year following its establishment, the LLA adopted a 5-Year Strategic Plan (2018-2023) that defines five strategic objectives, the fifth of which emphasizes building and enhancing the institutional capacity of the LLA. Concurrently, the Liberia Land Administration Project (LLAP) of the Liberia Land Authority (LLA) received substantial support from the World Bank to strengthen the institutional capacity of the LLA, among other objectives. In 2019, the LLA, with support of the LLAP through a consultancy, developed a Five Year Training Plan in response to Strategic Objective Five of the LLA’s 5-Year Strategic Plan and the development objective of the World Bank funded LLAP to strengthen the institutional capacity of the LLA, in particular on the need to strengthen staff performance in order to effectively and efficiently carry out activities related to the functions of the LLA including land services delivery.

While the LLA’s 5-Year Training Plan laid the basis for capacity building and that some training activities have been implemented based on the Plan, the LLA has recognized that the Training Plan needs to be sustained by a Training Policy. This Training Policy, therefore, defines the objectives and guiding principles around which the policy will be implemented; coordinated roles and responsibilities of various layers of the LLA’s organizational structure; training planning and implementation guidelines; terms and conditions regulating employees on training; training reporting, monitoring and evaluation. The Policy also defines key training performance indicators and reflects various tools, templates and forms to guide those managing training functions.

1.2.LLA's Mission, Vision and Core Values

1.2.1. Mission Statement of the LLA

The Mission of the LLA is “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”.

1.2.2. Vision Statement of the LLA

Within the context of its mission, the LLA's long-term aspiration for enhancing good land governance and administration is captured in the Vision Statement:

“A Liberia where sustainable peace, stability, and socio-economic growth and development are enhanced through good land governance and administration”.

1.2.3. LLA's Core Values

The Liberia Land Authority (LLA) has defined seven (7) core values which every member aspires to ascribe to. These seven core values, arranged alphabetically are:

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

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

1.3.Goal and Objectives of the Training Policy

The goal of the Training Policy is to establish guidelines on the processes and procedures for the training of employees of the Liberia Land Authority (LLA). The specific objectives, therefore, are:

1. To support the harmonization and smooth coordination of all training activities in the LLA;
2. To enhance transparency and reduce skewed training decisions;
3. To provide equality and equity for all employees in accessing training opportunities and resources; and,
4. To ensure the quality and cost effectiveness in the training of employees.

1.4.Basic Guiding Principles of the Training Policy

The Training Policy shall be guided by the following principles:

1. Effective career path development for all employees.
2. Equality of access by all personnel at all levels to meaningful training opportunities.
3. Broad participation and involvement by all relevant stakeholders.
4. Mutual understanding and respect, and tolerance for diversity.
5. Efficiency, effectiveness and a professional service ethos.

1.5.Scope of the Training Policy

The guidelines in this Training Policy apply all to employees of the Liberia Land Authority, whether stationed at the LLA’s Central Office or in the counties.

2.0. TRAINING COORDINATION: ROLES AND RESPONSIBILITIES

Training programs and activities shall be coordinated and supported at every level of the LLA, from the Senior Executive Management to the level of the ordinary employee, with various roles and responsibilities.

2.1. Roles and Responsibilities of the LLA's Senior Executive Management

The Senior Executive Management Team of the Liberia Land Authority shall, among other things:

- A. Invest in training, learning and development to improve performance at individual, team and organizational levels;
- B. Provide strategic direction and ensure that the required resources and time are committed to employees' training, learning and development for the attainment of the goal and objectives of the Training Policy; and,
- C. Provide incentives, especially improvement in pay grade and/or promotion, where applicable as may be approved by the Civil Service Agency (CSA), to employees who have attained higher level training.

2.2. Roles and Responsibilities of the Training Advisory Committee (TAC)

- 2.2.1. There shall be established a 7-member Training Advisory Committee (TAC), comprising the directors of the four functional departments, the head of the finance and the head of the Legal Services Division and one other senior personnel at the equivalence of a director. The training and HR divisions shall be represented but without voting right, and shall serve as the Secretary to the TAC.
- 2.2.2. The Director for Administration and Customer Services shall serve as Chairman of the Training Advisory Committee. In the absence of the Director for Administration and Customer Services, the Advisory Council shall, by consensus, select an acting chairman.
- 2.2.3. The TAC shall be an advisory, decision-making and policy body which shall provide oversight of the implementation of training and development programs in the broader organizational context. Specifically, the TAC shall be responsible:
 - A. To review departmental training needs assessment, reports and training projections;

- B. To review and approve annual capacity building and training plans and determine annual training budgets, levels and allocations;
- C. To review and approve external training and recommend the approval of all seminars, workshops, short and long training programs to be undertaken by employees outside Liberia;
- D. To negotiate Memorandum of Understanding (MoU) and partnership agreements with external training providers regarding training and development activities, including but not limited to secondment, professional attachments and exchange programs, for subsequent approval by the Chairman of the Authority;
- E. To review progress towards meeting the learning and capacity needs of the LLA's current strategy, review annual training reports and offer suggestions for improvement; and,
- F. To review the evaluation of the return on the total investment in training and development.

2.3.Roles and Responsibilities of the Training and HR Divisions

The Training and the Human Resource (HR) divisions are two separate but coordinating divisions that lead the management and development of employees. Towards this end, their main roles and responsibilities shall be:

- A. To lead the conduct of training needs analysis and prepare annual training and development plan;
- B. To prepare an annual schedule of training and development activities and provide regular progress and update to directors and relevant authorities;
- C. To provide a wide range of training and development opportunities to meet all employees' training and development needs, service delivery and overall LLA's objectives;
- D. To identify and build partnerships with training providers and provide administrative support such as booking and confirmation as well as provide, where applicable, course materials, registers and evaluation forms to prospective trainees;

- E. To Provide clear information on available internal and external training resources for auditing purposes;
- F. To maintain central electronic records of training activities and attendance for training delivered; and,
- G. To record, monitor and evaluate training programs in collaboration with the Monitoring & Evaluation (M&E) Division, and provide regular and timely reports and updates of training programs to directors and relevant authorities.

2.4.Roles and Responsibilities of Directors of Departments

Directors, to a greater extent, drive the training and development of their employees through the management of teams for efficient and effective performance. To this end, the directors of departments shall perform important training roles and responsibilities which shall include but not limited to the following:

- A. To ensure that all employees in the department have equal access to training and development opportunities, and encourage them to take responsibility for their own learning;
- B. To identify training and development needs, support employees through coaching and hold regular discussions and reviews with them in helping to identify appropriate ways of meeting their training needs within the context of the Individual Development Plan (IDP) from the annual performance appraisal;
- C. To ensure the release of employees to attend training sessions and refrain from recalling them to attend to office matters during training sessions;
- D. To support employees to apply, on the job, the newly acquired skills and knowledge;
- E. To consider and approve applications for study leave and funding for employees, where applicable, or provide rationale for applications not approved, and ensure employees development activities fall within the annual allocated budget; and,
- F. To evaluate the effectiveness of training and its impact on performance and provide feedback to the human resources and training units.

2.5.Roles and Responsibilities of Employees

Just as the various upper layers of management have varying roles and responsibilities, so do the employees have important roles and responsibilities in the planning and management of their own training, learning and development. Every employee, accordingly, shall be responsible:

- A. To conduct self-assessment of his or her achievements and competencies against the job description and personal specification in order to inform the personal development plan;
- B. To discuss one-on-one meeting with his or her supervisor at least once a year on training and development achievements, progress and needs and to agree on annual personal development plan;
- C. To take proactive steps in accessing and taking advantage of training and development opportunities available to him or, and request appropriate assistance and guidance from his or her supervisors; and,
- D. To attend and complete all required training provided him or her, provide feedback on the quality and effectiveness of the training attended, apply the newly acquired skills and knowledge, and contribute to training evaluation by reflecting on how training or learning has affected his or her performance.

3.0. TRAINING PLANNING AND IMPLEMENTATION GUIDELINES

3.1. Training Needs Assessment (TNA) and the Training Planning Process

Training Needs Assessment (TNA) is the training audit method of identifying gaps in knowledge and skills of employees to determine whether training needs exist, and if they do, what training interventions are required to fill those gaps. The TNA shall seek to achieve four main objectives:

- A. To identify areas with critical knowledge and skill gaps at the individual, departmental and institutional levels;
- B. To develop the rationale for Management's decisions based on the training needs identified;
- C. To realize demand-driven training at the LLA; and,
- D. To improve overall performance and service delivery.

3.1.1. The identification of employees' training needs shall begin with the director or supervisor and coordinated by the HR and training divisions. The following procedure, therefore, shall apply:

- A. In December of each year, the supervisor or director shall allocate at least one hour for a *one-on-one* meeting with each employee to discuss and complete the employee's Personal Development Plan. The supervisor and employee shall agree on the training and development needs and any personal and career development aspirations of the employee.
- B. The employee and his or her supervisor shall prepare and sign the employee Individual Development Plan.
- C. The agreed Individual Development Plan shall be submitted to the Assistant Director for Training, who shall consolidate all the individual development plans for each department and submit them to the Director for Administration for onward submission to the Training Advisory Committee for review and approval.

3.1.2. The training planning process follows the identification of training needs and sets the conditions for the design of the training programs intended to address the required needs of the employees.

- 3.1.3. Accordingly, each department shall, no later than December 31 of each year, compile and submit to the office of the Assistant Director for Training, a comprehensive list of training needs of the employees, reflecting the various types of training, the learning objectives, the desired outcomes, preferred training approaches or methods, target group, date and duration, as well as projected costs.
- 3.1.4. The Director of Administration shall, no later than the January 15 of each year, develop and submit to the TAC, an annual training calendar, accompanied by an annual training budget on the needs identified and projected cost of each department. The annual training calendar with its corresponding budget shall earmark employees to be trained in a given year and guide the TAC in approving employees for training.
- 3.1.5. Upon receipt of the annual training calendar along with the annual training budget, the TAC shall, within seven working days thereafter, convene its first official session for the year to review and approve the training calendar and budget for implementation.
- 3.1.6. Where it is established that a learning activity such as mentoring or coaching that is agreed between the employee and the supervisor bears no financial cost to the LLA, the supervisor shall proceed, without seeking approval from the TAC, to implement the training. The same shall apply to induction or orientation of new employees to the department or work team.

3.2. Training Delivery

- 3.2.1. The Five-Year Training Plan emphasized that the training programs will be delivered through different formats, involving both formal and informal training and at different times, taking into account work demands.
- 3.2.2. The LLA, accordingly, shall use local expertise or providers wherever possible for most of the training and, where necessary, use consultants and external institutions to provide specialized training.
- 3.2.3. Where the training cannot be delivered locally, the LLA shall endeavor to seek foreign training options where employees can be sent outside Liberia. Concurrently, more flexible modes of delivery, such as distance learning packages (self-paced), open learning schemes and e-learning and action

learning, shall be introduced to complete the traditional classroom-based training.

3.2.4. In order to promote networking between employees and their counterparts in other institutions, the LLA shall provide opportunity for employees to attend conferences and seminars as well as special programs such as individual study, professional attachments, secondments and staff exchange.

3.2.5. The LLA, for the purpose of this Policy, recognizes two broad types of training: a) *Internal Training* and b) *External Training*. Applications for both *Internal* and *External* trainings shall begin immediately following the approval of the annual training calendar.

A. ***Internal Training*** programs shall be open to all employees of the LLA and may be delivered by LLA's pool of experts or national consultants. Attendance to *Internal Training* shall not require the approval of the TAC, although employees shall be required to apply to the Assistant Director for Training upon recommendation by the supervisor or director of department.

B. ***External Training*** programs shall be open to all employees of the LLA and delivered outside of Liberia. These may include training and development programs such as conferences, seminars, workshops, study tours, secondments, professional attachments, modular programs, and studying in tertiary institutions for formal degree qualifications.

3.3.Approval for Training

3.3.1. When the annual training calendar along with the budget has been approved, the Assistant Director for Training shall, within seven working days thereafter, publish the training calendar and invite applications from employees. The application process shall be open for not less than three weeks and not more than four weeks.

3.3.2. All applications for *Internal Training* shall be duly signed by the employee, approved by the supervisor or director of department and filed with the Assistant Director for Training at least one week before the commencement of the training. The Assistant Director for Training, upon

satisfactory review of the application, shall confirm the employee's participation to the training.

- 3.3.3. All applications for *External Training* shall be duly signed by the employee, approved by the supervisor or director of department and filed with the Assistant Director for Training within the specified period. An applicant must justify the case for the training by explaining how the training will support his or her work functions and improve his or her performance and career path.
- 3.3.4. The director of department or supervisor shall, in similar manner, file formal nomination to the Assistant Director for, justifying the case for the *External Training* of an employee or group of employees on how the training will support the LLA's strategies and improve the department's performance.
- 3.3.5. The Assistant Director for Training shall review all applications for *External Training*, evaluate each applicant based on established ratings, and rank applicants according to: a) job performance, b) the relevance of the training to the employee and the department, c) the number of years of service, d) grade level, e) age and f) gender consideration, and submit same to the Director for Administration.
- 3.3.6. The Director for Administration shall convene a meeting of the Training Advisory Committee not later than two weeks following the close of the applications and submit the list of all evaluated applicants by the order of rank to the TAC for approval of candidates. The number of approved applicants shall be based on the available budget.
- 3.3.7. The Director for Administration shall furnish all applicants and their heads of departments or supervisors of the findings of the evaluation and advise successful and unsuccessful candidates accordingly.

3.4. Selection of Training Institutions and Service Providers

- 3.4.1. The selection of institutions, training providers or consultants shall be approved by the Training Advisory Committee (TAC) upon the recommendation by the Training Division.
- 3.4.2. The Training Division, accordingly, shall employ due diligence to ensure that institutions or training providers selected for approval by the TAC

meet established criteria for all procurement requirements. To this end, the Division of Procurement shall be represented at all levels of the selection process.

- 3.4.3. The selection of institutions, training providers or consultants for *Internal Training* shall begin with the publication of an *Expression of Interest* (EOI), prepared and issued by the Assistant Director for Training.
- 3.4.4. Where employees are required to attend *External Training* outside Liberia, the Assistant Director for Training shall solicit relevant training information from institutions or training providers to facilitate selection decision. Such information shall include but not limited to admissions, course structure and duration, course fees and accommodation.
- 3.4.5. When all external training information about the training institutions or providers have been provided, the Assistant Director for Training shall compile and submit a comprehensive report to the Director for Administration on the selection of the most suitably competent and responsive institution, training provider or consultant. The Director for Administration shall, where applicable, submit the report to the TAC for approval.
- 3.4.6. Selected institutions or training providers shall be required to administer *pre* and *post* training evaluations to employees who have been admitted to long-term certificate and diploma courses, and communicate the results to the LLA through the office of the Assistant Director of training.

4.0.TERMS AND CONDITIONS WHILE ON TRAINING

An employee on an approved training shall be deemed to be on duty, entitled to the requisite benefits and subject to all employment regulations of the LLA and Civil Service Agency of Liberia. The terms and conditions shall apply to salary, promotion, leave, and allowances for employees attending *Internal* and *External Training*.

4.1.Terms and Conditions for Employee Attending Internal Training

4.1.1. Salary and Benefits

An employee attending *Internal Training* shall continue to receive his or her salary for the duration of the training and that any deductions due shall continue to be effected in the usual form and manner. Where his or her work performance and conduct prove satisfactory while on training, an employee shall be eligible to receive annual increments in accordance with the established policy for increments. Additionally, an employee stands eligible to be considered for promotion during the duration of the training.

4.1.2. Allowances and Incidentals

An employee attending *Internal Training* outside of the work station sponsored by the LLA or the Government of Liberia (GOL) shall be deemed to be travelling on duty and shall be granted appropriate allowances and travelling incidentals in accordance with the established prevailing policy on local travels.

4.1.3. Leave Entitlement

An employee attending *Internal Training* shall be deemed to be on duty and shall be required to report back to work immediately following the completion of the training. Where the duration of the training spans more than three months off duty and the completion of such training coincides with the period during which the employee is expected to take his annual leave, the leave shall be deferred to a period of at least three months thereafter.

4.2.Terms and Conditions for Employees Attending External (Foreign) Training

External Training may be sponsored by the LLA, the GOL or through Technical Assistance (TA) Agreements.

4.2.1. External Training Sponsored by the LLA/or GOL

The terms and conditions for employees attending *External Training* shall apply to salary and benefits, allowances and incidentals, leave entitlement, and expenditure borne by the LLA/GOL and the employee.

a) Salary and Benefits

An employee attending *External Training* sponsored by the LLA and/or the GOL shall continue to receive his or her salary throughout the duration of the training, in consonance with the CSA's policy on salary payment to employees on study leave. Any other deductions due shall continue to be effected in the usual form and manner. Where his or her work performance and conduct prove satisfactory prior to the training, an employee shall be eligible to receive annual increments in accordance with the established policy for increments. Additionally, an employee stands eligible to be considered for promotion during the duration of the training if his or her work performance and conduct prove satisfactory prior to the training.

b) Allowances

An employee who has been granted approval to attend *External Training* shall be granted the appropriate maintenance allowance to meet his basic and other living expenses such as subsistence, accommodation, local transport, and excess baggage on return home.

c) Leave Entitlement

An employee attending *External Training* shall be entitled to his or her normal annual leave due for only the year he or she has returned to the country. Where the duration of the training spans more than three months off duty and the completion of such training coincides with the period during which the employee is expected to take his annual leave, the leave shall be deferred to a period of at least three months thereafter.

d) Expenditure which the Employee will Bear

An employee attending *External Training* shall be responsible to meet all expenditure from the allowances payable to him or her in connection with the training on the following items:

- i) The full cost of his or her own subsistence during the duration of the training;
- ii) Fares for daily journeys between his or her lodging and place of study;
- iii) Incidentals whilst travelling; and,
- iv) Passport and visa fees.

e) Expenditure which the LLA and/or GOL will Bear

In addition to the payment of salary and allowances, the LLA and/or the GOL shall bear the cost of the following for employee attending *External Training*:

- i) Tuition or course fees including registration, admission, examinations, project/dissertation/thesis and similar fees;
- ii) Medical insurance and examination, vaccination, medical test (where applicable);
- iii) Air ticket and transport necessary in connection with an employee's training (other than daily commuting between lodgings and place of study) at economy class rates; and,
- iv) Local transport and travelling to and from the airport of departure and arrival in Liberia.

4.2.2. External Training Sponsored Under Technical Assistance (TA) Arrangement and/or Scholarship Award

The terms and conditions for employees attending External Training funded under TA Agreement and/or scholarship award shall apply to salary and benefits, allowances and incidentals, leave entitlement, and expenditure borne by the TA, the LLA/GOL and the employee.

a) Salary and Benefits

An employee attending *External Training* funded under TA Agreement and/or scholarship award shall continue to receive his or her salary throughout the duration of the training, in consonance with the CSA's policy on salary payment to employees on study leave. Any deductions due shall continue to be effected in the usual form and manner. Where his or her work performance and conduct prove satisfactory prior to the training, an employee shall be eligible to receive annual increments in accordance with the established policy for increments. Additionally, an employee stands eligible to be considered for promotion during the duration of the training if his or her work performance and conduct proved satisfactory prior to attending the training.

b) Allowances

An employee who has been granted approval to attend *External Training* funded under TA Agreement shall enjoy the privilege granted by the TA Agreement for maintenance allowances to meet his basic and other living expenses such as subsistence, accommodation, local

transport, and excess baggage on return home. In such case, the LLA and/or the GOL shall not pay the usual maintenance allowance. However, where the maintenance allowance provided under the TA Agreement falls below the average cost of the allowance established by the LLA and/or the GOL, the employee shall be entitled to receive the difference between the costs of the allowance paid by the TA Agreement and the LLA and/or GOL established rate applicable to the designated country of study.

c) Leave Entitlement

An employee attending *External Training* shall be entitled to his or her normal annual leave due for only the year he or she has returned to the country. Where the duration of the training spans more than three months off duty and the completion of such training coincides with the period during which the employee is expected to take his annual leave, the leave shall be deferred to a period of at least three months thereafter.

d) Expenditure which the TA Agreement and/or Scholarship will Bear

Normally, the TA Agreement and/or scholarship award may cover the tuition or course fees, accommodation and/or maintenance allowance, as well as all or most of the other costs stipulated in 4.2.1 (e), where applicable. In such case, the employee shall enjoy the benefits thereof.

e) Expenditure which the LLA and/or GOL will Bear

Where the TA Agreement and/or scholarship award does not cover the costs of air ticket, medical insurance and examination as well as other costs stipulated in 4.2.1 (e), the LLA and/or the GOL shall bear such costs, where applicable.

f) Expenditure which the Employee will Bear

An employee attending *External Training* funded under TA Agreement and/or scholarship award shall be responsible to meet all expenditure from the allowances payable to him or her in connection with the training on the following items:

- v) The full cost of his or her own subsistence during the duration of the training;
- vi) Fares for daily journeys between his or her lodging and place of study;

- vii) Incidentals whilst travelling; and,
- viii) Passport and visa.

g) Employee's Academic Performance during Training

An employee attending external training funded by the GOL and/or TA Agreement shall be required to obtain the minimum pass mark for the completion of the course of study. Where the employee fails to complete the course of study or is required to repeat any component thereof, he or she shall be personally responsible to underwrite the cost of repeating the course. Thus, to ensure coordination and monitoring of progress, an employee on long-term training program shall be required to submit, the office of the Assistant Director for Training, study plan for the duration of the course and periodic academic progress report or grade sheet, where applicable.

5.0.BONDING FOR EXTERNAL TRAINING AND SURETIES ON BOND

5.1.Bonding for External Training

The policy on bonding for training spells out the conditions to prevent and/or limit the loss of resources due to unregulated voluntary turnover. The policy, therefore, shall consider the length and amount of the bond, requirements and limitations on bonding, concurrence and meager of bonds, forfeiture of bond agreement, and transfer of bond obligations. All terms and conditions shall apply to only *External Training*.

5.1.1. Length and Amount of Bond

Bond periods shall be as short as one year or as long as five years and shall be determined by either the duration or the value of the training. The amount of the bond, on the other hand, shall be determined by only the total value of the training. The following terms and conditions, therefore, shall apply:

- A. For bond period based on the duration of the training, the employee shall be bonded for:
 - i) One (1) year, if the training covers a duration of six (6) months to one (1) years;
 - ii) Two (2) years, if the training covers a duration of more than one (1) year up to two (2) years;
 - iii) Three (3) years, if the training covers a duration of more than two (2) years up to three (3) years;
 - iv) Five (5) years, if the training covers a duration of more than three (3) years.
- B. For bond period based on the value of the training, the employee shall be bonded for a minimum period of one (1) year but not exceeding five (5) years.

5.1.2. Calculation of the Bond Amount

The bond amount shall be determined by the total cost of training, and the components thereof shall include, where applicable, the following:

- A. Tuition;
- B. Travel and Maintenance Allowances;
- C. Research/Thesis/Project/Dissertation Allowances;
- D. Insurance Fee;
- E. Library/Computer/Examination Fees;
- F. Book Allowance;

- G. Gross Salary for the period of the Training; and,
- H. Any other Approved Training Expenses.

5.1.3. Concurrent Bonds and Bond Merger

- A. Bonds may be served concurrently where an employee has been bonded for a long training program but before completion of bond period, he or she is awarded a short training course in specialized or technical area approved by the TAC.
- B. Similarly, where a *bondee* has been awarded a second scholarship by a TA Agreement or development partner in recognition of exemplary performance before the completion of the bond period, and the same is approved by the TAC, the *bondee* will be required to enter into a second bond. The two bonds shall be combined and the bond period shall not exceed five years.

5.1.4. Forfeiture of Bond Agreement and Transfer of Bond Obligations

The following terms and conditions shall apply on the forfeiture of bond agreement and the transfer of bond obligations:

- A. When a *bondee* fails to complete a training program for unjustifiable reasons, he or she and/or his or her sureties shall be liable to repay any sums advanced.
- B. When a *bondee* takes up assignment or another job within any other ministry, agency or commission (MAC) of the Civil Service, or within any other branch of Government, through Secondment, the remaining bond will be transferred to the new work station.
- C. When a *bondee*, on his or her own initiative, leaves the LLA and takes up another job, within any other ministry, agency or commission (MAC) of the Civil Service, or within any other branch of Government, he or she be required to redeem 50% of the remaining bond.
- D. When a *bondee*, on his or her own initiative, leaves the LLA and takes up another job in the private sector, or within any other institution other than the Government, he or she shall be required to redeem the bond in full.

5.2.Sureties on Bond

- 5.2.1. Every *bondee* shall be required to secure two eligible persons to sign as sureties on the bond form.
- 5.2.2. A person shall qualify to be a surety if he or she satisfies the following conditions:
 - A. He or she is a Liberian of good moral standing at economic and social status comparable, same or higher than the *bondee*;
 - B. He or she is at least 21 years of age and of a considerable age that enables him or her to serve for the duration of the bond;
 - C. He or she does not stand surety for more two (2) *bondees* at any given time; and,
 - D. He or she has not been declared bankrupt or incapacitated.

5.2.3. Commitment, Death and Release of Surety

- A. Should a *bondee* forfeit the agreement and fail to redeem the bond amount, the sureties shall be required to pay all monies outstanding after reasonable attempts have been made by the LLA, the Government and the sureties to locate the *bondee*.
- B. The sureties shall indemnify the Government against all legal and administrative costs that will be incurred by reason of any default on the part of the *bondee*.
- C. In the event that a surety dies before the bond agreement has been fully discharged, the *bondee* has an obligation to inform the LLA through the Office of the Director for Administration, and the remaining surety shall guarantee the bond.
- D. The sureties shall be released from his or her obligations under the bond agreement when the *bondee* serves the bond period, redeems the full bond or dies.

6.0.TRAINING REPORTING, MONITORING AND EVALUATION

6.1.Reporting on Training

- A. The Assistant Director for Training shall submit quarterly training reports to Director for Administration, who shall in turn report to the TAC. The reports shall, among other things, cover the following:
 - i) Distribution of training opportunities in terms of gender, age, positions, and persons with disabilities;
 - ii) Number and types of individual and group trainings organized and implemented;
 - iii) Cost of the training programs;
 - iv) Relevance of the training programs; and,
 - v) Names of employees bonded, the cost of all bonds and the defaulters.
- B. An employee shall submit back-to-office report to the Assistant Director for Training upon his or return from training. He or she shall share copies of the report with the director of his or her department or supervisor and colleagues in the department. The director of the department may request the newly trained employee to make a presentation to the TAC and/or the LLA Senior Executive Management.
- C. The Assistant Director for Training shall analyze all forms of reports and produce an annual report on the total investment in learning and development and the overall impact on the LLA's performance.

6.2.Monitoring and Evaluating Training

- A. All employees shall be required to complete an end-of-training evaluation form at the close of a workshop, seminar, or other training event.
- B. The Training Division shall, in collaboration with the M&E Division, analyze the completed forms, and these, together with the course-specific tests, simulations, questionnaires, would inform the training evaluation report.
- C. Importantly, the director of department, supported by the Training and M&E divisions, shall submit an impact assessment to evaluate the effectiveness and relevance of the training of the employee. The impact assessment report shall give account of application of training, adaptability and behaviour change of the employee on the job, and shall be submitted to the Assistant Director for Training within not less than six months after the employee has attained the training.

6.3.Key Performance Indicators

The table below illustrates the key performance indicators (KPIs) for the LLA performance concerning the success and implementation of the Five-Year Training Plan. The Training Division will monitor and report on the compliance and progress of the KPIs.

Performance Indicator	Measurement	Target
Individual Development Plan	Number of staff completing Individual Development Plan	80% of staff
Training attendance	Number of staff trained	85% of staff attended at least three training in a calendar year
Implementation of Annual Training Plan	Number of programs delivered	At least 75% of scheduled programs delivered
Staff satisfaction with training and development activities	Reaction to training	At least 80% of responses satisfied with planning and delivery of training
Training budget	% of the variance of budget and actual	90% or more of allocated training budget used
Training Target Days	No. of staff achieving training target of 10 days	90% of staff achieved training target days (10 days)

7.0.TRANSITIONAL PROVISIONS

7.1.The Coming into Effect of the Training Policy

- 7.1.1. This Training Policy shall become effective as of the date of its approval by the LLA's Board of Commissioners. Consequently, the director of each department shall take charge for the implementation of this Policy.
- 7.1.2. Following the coming into effect of the Training Policy, the Training Division shall, within not less than twenty working (20) days or four (4) weeks thereafter, ensure the printing of considerable number of copies to be issued to all employees of the LLA without cost.
- 7.1.3. However, an employee who needs additional copy or has misplaced his original copy shall be required to pay not more than Five United States Dollars (US\$5.00) or its equivalence in Liberian Dollars.
- 7.1.4. The Training Division shall design appropriate orientation programs to educate employees on relevant provisions of the Training Policy.
- 7.1.5. All employees attending training in the interim of the coming into effect of this Training Policy shall not be affected by the provisions therein.

7.2.Procedures for Policy Revision

- 7.2.1. The initial revision to this Training Policy shall take place no later than the date of the expiration of the LLA's 5-Year Training Plan.
- 7.2.2. Accordingly, all other formal revisions to this Policy shall take place every four (4) years thereafter.
- 7.2.3. However, where the circumstances necessitating the need for periodic review are so demanding in response to obvious changing realities, the Board of Commissioners shall request the Director for Administration to convene a special validation session, but which shall take place within not more than every two years thereafter.
- 7.2.4. Every revision to this Training Policy shall be coordinated by the Training Division and validated by a panel comprising representatives from all LLA's departments, the Civil Service Agency (CSA), the Liberia Institute of Public Administration (LIPA), and other relevant stakeholders in both the public and private sectors, including stakeholders in the land sector.

- 7.2.5. The Assistant Director for Training shall, within two weeks following the validation meeting, compile and submit the validated version of the revised Training Policy to the Director for Administration for onward submission to the Board of Commissioners through the Office of the Executive Director.

APPENDICES



Appendix A: Individual Development (IDP) Plan for Employees

Year: _____ From: _____ To: _____

Name of Staff	Job Title	Department
What are your career goals and aspirations? What opportunities would you like to pursue in the next 12 -36 months?		
What skills, education, experiences, or assistance will you need to accomplish your short and long-term career goals?		
Please include your personal and professional growth ideas that you believe are relevant to your job satisfaction and success.		

Job specific training	Action	Progress
Example: <i>Project Management Certification</i>	<i>Complete by January 2021</i>	

Career Development Plan	Action	Progress
Example: <i>Attend the Leadership and Management Leadership Development Program at XXX.</i>	<i>Complete by July 2022</i>	

Notes:

Agreed by Supervisor	Name	Signature	Date
Agreed by Staff Member	Name	Signature	Date

Submit form to the Training Division, Department of, Administration and Customer Service



Appendix B: Internal Training Form

Part I: Employee Information

Full Name	Gender	Payroll No.	Phone No
Job Title	Department	E-mail:	
Date of Birth	Date of Employment	Home Address	

Part II: Training Program Information

Title of Last Training/Course Attended	Date of Last Training/Course Attended
Title of Training/Course Requested	
Duration	
Training Start Date	
Training End Date	
Provider (Institution)	
Training Venue	
Total Training Fee (Tuition)	
Training Expectations and Goals:	
Applicant's Signature & Date	

Part III: (For Official Use)

Supervisor's Justification for Approving or Disapproving Training	
Training Approved (): Justification	Training Not Approved (): Justification
Supervisor's Signature & Date	Supervisor's Signature & Date
Received by HR & Training	
Name of HR & Training Staff	Position of HR & Training Staff
Signature & Date	



Appendix C: External Training Form

Part I: Employee's Personal Information

Full Name of Employee	Gender	Payroll No.	Phone No
Job Title	Department	E-mail:	
Date of Birth	Date of Employment	Home Address	

Part II: Training Program Information

Title of Last Training/Course Attended		Date of Last Training/Course Attended	
Bonding on Last Training Attended (<i>where applicable</i>)			
Bond Period & Duration	Bond Amount (US\$)	Bond Expired Date	
Title of Training/Course Requested			
Duration			
Training Start Date			
Training End Date			
Provider (Institution)			
Training Venue			
Total Training Cost	Tuition (Course Fee)	Other Cost (Travel, etc..)	Total Training Cost
Bonding on Current Approved Training Attended			
Bond Period & Duration	Bond Amount (US\$)	Bond Expired Date	

Training Expectations and Goals:	
Applicant's Signature & Date	

Part III: (For Official Use)

Supervisor's Justification for Approving or Disapproving Training	
Training Approved (): Justification	Training Not Approved (): Justification
Supervisor's Signature & Date	Supervisor's Signature & Date
Received by HR & Training	
Name of HR & Training Staff	Position of HR & Training Staff
Signature & Date	



Appendix D: Training Evaluation

Course Title: _____

Location: _____

Trainer: _____

Course Duration: _____

Date: _____

Please circle the extent to which the following qualities were evident in this program
(1= Poor, 2 = Fair, 3 = Average, 4 =Good, 5 = Excellent)

1. Course

How well did the course meet your expectations? 1 2 3 4 5

Has the course improved your knowledge and understanding of the course objectives? 1 2 3 4 5

How useful were the *course notes/handouts*? 1 2 3 4 5

How was the quality of visual aids? 1 2 3 4 5

How did you find *case studies and learning activities*? 1 2 3 4 5

2. Course Presenters

Course presenter's knowledge of the topic 1 2 3 4 5

Ability to hold your interest and that of the group 1 2 3 4 5

Interaction within the group 1 2 3 4 5

Encouragement to use what you have learned 1 2 3 4 5

Approachability and responsiveness to participants 1 2 3 4 5

Ability to explain material clearly and effectively 1 2 3 4 5

Your overall rating of the course presenters 1 2 3 4 5

3. Logistical Arrangements by HR/course organizers

Communicating program information and logistical arrangements 1 2 3 4 5

Support of HR staff/organizer during the course 1 2 3 4 5

Satisfaction with your transportation room 1 2 3 4 5

Satisfaction with the training room 1 2 3 4 5

Satisfaction with meals -lunch/coffee break 1 2 3 4 5

Satisfaction with hotel/venue service 1 2 3 4 5

4. Will you apply the concepts, lessons and facts you learned in training? (Please check one).

Definitely Yes: _____ Probably Yes: _____ Probably No: _____ Definitely No: _____

5. In your opinion, was the program worthwhile in terms of costs (residential) and your time away from the office? (Please check one)

Definitely Yes: _____ Probably Yes: _____ Probably No: _____ Definitely No: _____

6. Suggestions and ideas for improving the program



Appendix E: Training Bond Agreement

Instructions to the Applicant and the HR & Training Units	
Instructions to the Applicant	Instructions to the HR & Training Units
<ul style="list-style-type: none"> • Please use block letters to complete this form in triplicate • Attach a recent colored passport size photograph 	<ul style="list-style-type: none"> • Copy should be placed in the Bondee's Personal File • Copy should be retained by the Bondee • Copy saved in the HR & Training Data

I (full details as indicated in *Box A* below), commit myself to continue to provide my services to the Liberia Land Authority (LLA) for the bond duration stipulated herein upon completion of the approved training or course for which I am being bonded.

Box A: Personal Information of Employee					
Full Name of Employee	Gender	Payroll No.	Phone No		
Job Title	Department	E-mail:			
Date of Birth	Date of Employment	Home Address			
Title of Training Requested					
Bond Period					
Bond Duration (# Months/Years)	Bond Serving Date (From/To)	Bond Expired Date	Bond Amount (US\$)		
Bondee's Signature & Date		Signature	Date		

I and my sureties, whose full details are indicated in *Box B* below, jointly and severally bind ourselves, our heirs, executors and administrators, to pay unto the Liberia Land Authority on demand the sum of the bonded amount as shall be required on account of the Bondee defaulting to serve the bonded period.

Box B1: Personal Information of First Surety			
Full Name of Surety	Gender	National ID #	Payroll #
Place of Work	E-mail	Phone No.	
Date of Birth	Home Address	Relationship to the Bondee	
Surety's Signature & Dates	Signature	Date	
Box B2: Personal Information of Second Surety			
Full Name of Surety	Gender	National ID #	Payroll #
Place of Work	E-mail	Phone No.	
Date of Birth	Home Address	Relationship to the Bondee	
Surety's Signature & Dates	Signature	Date	

Whereas for the better protection of the Liberia Land Authority, the above Bondee has agreed to execute the bond and comply with the conditions set out hereunder:

NOW THE CONDITIONS OF THE ABOVE WRITTEN OBLIGATIONS ARE AS FOLLOWS:

1. Every employee granted approval to pursue a course of study outside Liberia is required to comply with the following conditions:
 - a) To proceed to the recognized institution and begin the course of study for which the approval was granted and to continue with such studies for as long as prescribed unless he or she is prevented from so doing by sickness proved by a certificate from a recognized Medical Practitioner or by circumstances beyond his or her control, recognized as such by the Director for Administration or any other person in that behalf.
 - b) To devote his or her whole time to follow the course of instruction for which the approval is granted unless permission to undertake other work or studies or to modify his or her course in content or duration is granted.
 - c) Not to engage in any occupation or activity which is considered detrimental to his or her progress in the course of studies prescribed for him or her and/or detrimental to his or her health.
 - d) To satisfy the Liberia Land Authority as to attendance, conduct and progress by a report from the Head of the institution or such other approved person at the institution in which he or she is studying.
 - e) To comply with the scholarship conditions.

- f) To sit for and pass any prescribed examinations or approved group of examinations within the time fixed by the authorities of the institution at which he or she is attending, unless he or she is prevented from doing so by sickness proved by a certificate from a recognized medical practitioner, or by circumstances beyond his or her control recognized as such by the Authorized Officer or any other person in that behalf.
 - g) To complete the course within the stipulated period and resume duty accordingly.
 - h) To continue in the service for a period as per the aforementioned bond agreement upon completion of duty.
2. The commencement date of the bond shall will be either the earliest date the employee reports to work station after completion of training, or the date the employee goes on annual leave immediately after completion of training. .
 3. The Bondee shall be required to sign the following declaration in the presence of a Public Notary Officer or the LLA's Legal Officer.
 4. An employee under bond obligation who leaves the LLA privately and secures employment in the private sector will be required to redeem the bond in full.
 5. This Training Bond Form constitutes a Formal Agreement between the Bondee and the Liberia Land Authority.
 6. In the event the Bondee shall breach any or all of the above conditions, the above written bond shall remain in full force and effect, and the agreed bond amount shall be forthwith payable to the Liberia Land Authority by way of liquidated damages, and not as a penalty; and in case of his or her failing to do so, by the Sureties jointly or severally.

The above written obligations are conditioned to be void in the event:

- A. The Bondee completes the period of obligatory service;
- B. The Bondee and/or Sureties fully redeem the bond;
- C. The service of the Bondee is terminated by the employer;
- D. The Bondee is declared permanently incapacitated by a certificate from a recognized medical practitioner; and,
- E. The Bondee dies.

It should be noted that upon the lapse of the bond period, the Bondee and the Sureties shall be notified in writing within 21 days.

In the presence of the Public Notary Office, signature and seal affixed:		
Full Name of Public Notary Officer		
Signature of Public Notary Officer		
Date and Seal		
DECLARATION BY BONDEE		
I, the undersigned, do hereby declare that I have read the foregoing terms and conditions and agree to abide by them.		
Full Name of Bondee	Signature of Bondee	Date
DECLARATION BY LLA's AUTHORIZED STAFF		
I certify that the Declaration was both read and signed by the Candidate in my presence.		
Full Name of Authorized Staff	Signature of Bondee	Date
Full Name of Witness	Signature of Witness	Date