



**Liberia Land Authority  
Board of Commissioners Policy Manual**

**April 2022**

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# 1.0 DEFINITIONS, ACRONYMS AND ABBREVIATION

The terms or abbreviations used in this manual have the meaning specified herein unless a different meaning is expressly stated in this manual. Unless specified to the contrary, for the purposes of this manual the terms and or abbreviations listed in this section are defined as follows:

**“Act”** means the Liberia Land Authority Act of 2016.

**“Agency”** means a government institution that provides specific service.

**“Associate”** means a person united with another or others in an act, enterprise, business, a partner, colleague, a companion or a comrade.

**“Authority”** means the Liberia Land Authority as enacted by its Act of 2016.

**“BOC”** means the Board of Commissioners of the Authority who constitute the governing body of the Authority.

**“Chairperson”** means the Chairperson of the Commission of the Authority.

**“CLDMAs”** means Community Land Development and Management Associations.

**“CLO”** means County Land Offices.

**“CNDRA”** means the Center for National Documentation & Records Agency.

**“Commissioner”** means a member of the Board of Commissioners of the Authority and head of a Department of the Authority.

**“Commission”** means the governing body of the Authority.

**“Dependent”** means a person who relies on another, especially a family member, for financial support.

**“DLSC”** means Department of Lands, Survey and Cartography of the former Ministry of Lands, Mines and Energy.

**“ED”** means the Executive Director of the Commission.

**“Effective Date”** means the date on which this manual is approved by the Board of Commissioners.

**“Extraordinary Meeting”** means a meeting convened by the Chairperson after at least three (3) Commissioners make a written request.

**“Government”** means the state as the sovereign Republic of Liberia or a government entity acting as a representative or an agent of the state.

**“Land Administration”** means the process of recording and circulating information about location, ownership, value and use of land and its associated resources. It also includes the adjudication of rights and other attributes of the land which may involve the surveying, mapping and description of said parcels of land.

**“Land Governance”** means 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 decisions are implemented and enforced, and the way that competing interests in land are managed.

**“Land Management”** means the process of managing the use and development of land resources.

**“LLA”** means the Liberia Land Authority

**“Ministry”** means a government department headed by a minister.

**“NCF”** means National Consultative Forum.

**“Oversight”** means watchful care or management and supervision of the department a commissioner is in charge of to ensure that said department is performing efficiently, effectively and in consonance with the laws and regulations of the LLA.

**“President”** means the President of the Republic of Liberia.

**“Presiding Member”** means the Commissioner who presides over scheduled meetings of the Commission.

**“Regular Meeting”** means the scheduled monthly meeting of the Commission.

## **2.0 INTRODUCTION**

In 2016, the Liberia Land Authority (LLA) was established pursuant to an Act (hereinafter, the “Act”), and mandated to develop policies on a continuous basis, as well as to undertake actions and implement programs in support of land governance, including land administration and management. The Act also mandates the Authority to absorb and consolidate all land functions that were spread across several ministries and agencies of government, including the then Ministry of Lands, Mines and Energy, the Ministry of State for Presidential Affairs, the Ministry of Public Works, the Ministry of Internal Affairs, the Liberia Revenue Authority (LRA), the General Services Agency (GSA) and the Center for National Documents and Records Agency (CNDRA). Hence, the LLA is the agency of government responsible for land governance and administration in Liberia.

### **2.1. Background**

In time past, the then Ministry of Lands, Mines and Energy (MLME) was responsible for land governance and administration. However, in 2009, the Land Commission (LC) was created and established to “propose, advocate and coordinate reforms of land policy, laws and programs in Liberia”. The LC was not established to adjudicate or implement land policy, laws and programs regarding land administration, governance and management. As part of reforming the institutional arrangement of the land sector for proper coordination and effective delivery of land services to the public, the LC recommended to the Government the establishment of the Liberia Land Authority.

The Liberia Land Authority (LLA) was established by an Act of the Legislature in October 2016. 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 and Records Agency (CNDRA). Also, in process for transfer to the LLA are land related zoning functions of the Ministry of Public Works. Additionally, the LLA is also to take over land/realty valuation from the LRA. Based on relevant provisions of the Act, the LLA has now assumed responsibility for providing a range of land related services to the public in order to generate revenues both for LLA’s operations and placement in the consolidated account of the Government.

Regarding organizational arrangement, the LLA has four departments, namely: 1) Land Policy and Planning; 2) Land Administration; 3) Land Use

and Management; and 4) Administration and Customer Services. The Act also provides for a National Consultative Forum as well as a local land governance structures to exist in each of the fifteen counties such as a County Land Board and a County Land Office. Additionally, the Act further provides for the establishment in each customary land owing community a Community Land Management and Development Association (CLMDA), which was later changed to Community Land Development and Management Committee (CLDMC) under the Land Rights Act.

## **2.2. Objectives of the Policy Manual**

This Policy Manual seeks the following objectives:

- 2.2.1** To enhance the holistic implementation of the Act and serve as a catalyst for the exercise of the authority granted thereunder to the Board of Commissioners, through specific guidelines and procedures contained therein.
- 2.2.2** To serve as an enabler for the full utilization and realization of the administrative functions of the Board of Commissioners and the effective and efficient discharge of their duties in furtherance of the Act and other applicable laws, regulations and policies, through robust implementation of this Policy Manual.
- 2.2.3** To incorporate and give effect to governance related recommendations contained in the LLA's 2020 Organizational Development Report <sup>1</sup> to enhance the performances of the members of the Board of Commissioners.

## **2.3. Scope of the Policy Manual**

This Policy Manual applies to all members of the Board of Commissioners, as well as persons working with, by and or under their authority.

## **2.4. Effective Date of the Policy Manual**

This Policy Manual shall become effective upon approval by the Board of Commissioners.

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<sup>1</sup> prepared by Consultants Tahir Mahmoud and Beageorge Cooper

## **2.5. Structure of the Policy Manual**

This Board of Commissioner Policy Manual contains twelve (12) parts and is essentially laid out as follows: Part 1 deals with Definitions, Acronyms and Abbreviations. Part 2 is the Introduction. Part 3 lays out the Strategic Direction of the LLA. Part 4 encompasses the Governance Framework of the LLA. Part 5 deals with the Duties of the Commission. Part 6 handles Commissioners' Functions and Job Descriptions. Part 7 introduces the Mandate of the LLA. Part 8 handles Board of Commissioners' Meeting and Reporting. Part 9 offers the Board of Commissioners' Activity Calendar. Part 10 lays out with Conflict of Interest. Part 11 presents Code of Ethics and Business Conduct. And finally, Part 12 deals with References.

## **3.0 STRATEGIC DIRECTION OF THE LLA BASED ON ITS STRATEGIC PLAN**

### **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 the private sector. The LLA commits to working with all stakeholders, including Liberia's development partners and Civil Society Organizations, to promote good land governance and administration principles, policies, and practices in Liberia.

### **3.2. Vision of the LLA**

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

### **3.3. Mission of the LLA**

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.

### **3.4. Core Values of the LLA**

- **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.

➤ **Strategic Objectives of the LLA**

- Broaden, deepen and strengthen policy, legal and regulatory frameworks.
- Strengthen the adjudication and documentation of land rights by surveying, mapping, and registering the entire land mass of Liberia into a national registry.
- Develop, adopt and employ a framework (policies, laws, and regulations) for land use and management.
- Strengthen the delivery of land business services (title registration, permits, valuation) and records management.
- Build the organizational capacities and capabilities of the Liberia Land Authority and industry actors to achieve meaningful land reforms in Liberia.

## 4.0 GOVERNANCE FRAMEWORK OF THE LLA

The Act, which created the LLA as an autonomous agency of the Government, prescribed its basic governance framework, and also created different structures and levels of authority by and through which the LLA executes its statutory functions and achieves its mandates.

For the governance of the LLA, the Act created a Board of Commissioners ("Commission") and designated it as the governing body of the LLA. The Commission is therefore empowered to exercise all functions and powers of the LLA, including land governance functions, as well as the authority to exercise powers necessary to fulfill all the mandated duties and functions pursuant to the Act.

The Act further disaggregates the Commission's governance responsibilities and authority by creating four departments, each headed by a commissioner, with oversight responsibility for each of the four mandate departments: 1) Land Policy and Planning; 2) Land Administration; 3) Land Use and Management; and 4) Administration and Customer Services.

Additionally, the Act also created a National Consultative Forum (NCF) to discuss the affairs of the LLA and make appropriate recommendations to the Board of Commissioners of the LLA. The LLA Act, as well created local land governance structures such as County Land Board and, County Land Office in each of the fifteen counties of Liberia. Per the Act, the County Land Board provides a forum through which the resident of the county shall have an effective voice and participate in governance of land in their county, while the County Office administer the affairs of the LLA in the county.

Also provided in the Act is the establishment in each customary land-owning community, a Community Land Development and Management Associations (CLDMAs), which was later changed to Community Land Development and Management Committees (CLDMCs) under the Land Rights Act (LRA) of September 19, 2018, as one of several processes/steps in the formalization of customary land during the implementation of the LRA.

All of the structures described above are expected to further enhance the governance mechanism of the LLA.

#### **4.1. Governance and Management Structures**

The Board of Commissioners constitutes the governance structure of the LLA. It is authorized to establish committees as it deems appropriate for carrying out its functions and related activities.

The LLA's Administration and Management structure is composed of the Executive Director and Directors of the four departments, and the Commissioners who exercise executive oversight of the management and operations of the LLA.

#### **4.1.1. The Board of Commissioners (BOC)**

The Board of Commissioners is the governing body and the highest decision-making body of the LLA. The BOC is comprised of five Commissioners, including a Chairperson and a Vice-Chairperson. Commissioners are appointed by the President with the advice and consent of the Senate. Each commissioner serves the LLA on a full-time basis. Pursuant to section 17.1 of the Act, the Chairperson and the Commissioner with mandate over Land Administration may first hold office for one term of five years each; the Vice-Chair, who shall have mandate over Administrative and Customer Services, and the Commissioner with mandate over Land Use and Management; shall first be appointed for the term of four years each and the fifth Commissioner with mandate over Land Policy and Planning, shall first be appointed for a term of three years.

However, pursuant to Section 17.2 and Section 17.3, all commissioners are thereafter appointed for a period of five years and may be reappointed, but for no more than two consecutive terms of five years.

#### **4.1.2. The Executive Director (ED)**

The Executive Director is appointed by the Board of Commissioners based on recommendation of the Chairperson and holds a second-tier authority of the LLA. He is head of administration as provided under sub-section 37.1 of the LLA Act. He or she is required to attend meetings of the Board of Commissioners and Committees. On instruction of the Chairperson, he/she cites commissioners to meetings. He or she is also required to draft regular reports for the LLA, and is supervised by the Chairperson of the Commission. The ED serves as secretary to both the Board of Commissioners (BoC) and the National Consultative Forum (NCF).

#### **4.1.3. The National Consultative Forum (NCF)**

The Structure of the LLA also includes the National Consultative Forum (NCF), whose main function is to discuss the affairs of the LLA and make recommendations to the Board of Commissioners. Membership of the NCF is prescribed by PART III; PARAGRAPH 11.1(a)-(e) of the Act. All members of the NCF are appointed by the President.

#### **4.1.4. The County Land Board**

The County Land Board exists as a county-level land governance body, and as a second-tier authority within the LLA governance structure. Its primary purpose is to provide a forum through which the residents of counties shall have an effective voice and participate in the governance of land in the county. The maximum membership of the County Land Board is ten (10). Members of the County Land Board are appointed by the Board of Commissioners of the LLA, in accordance with Part V, Paragraph 43.1 of the Act.

#### **The County Land Board shall specifically perform the following tasks:**

- 4.1.4.1 Support the Authority in undertaking its land governance responsibilities;
- 4.1.4.2 Make recommendations to the Commission regarding general priorities for Government, Public and Private land in the county;
- 4.1.4.3 Make annual recommendations to the Commission regarding the management of public and government land and regulation of private and community land;
- 4.1.4.4 Support the development of land use plans through local administrative structures;
- 4.1.4.5 Provide advice and collaborate with County Land Offices to promote public awareness on land rights literacy, including community land rights, land use and management, land registration and other programs of the Authority; and
- 4.1.4.6 In consultation with the Commission, be responsible for hearing and approving or denying, applications for leases of public and government land in the county.

#### **4.1.5. The County Land Offices**

County Land Office are established by the Act. They form a second-tier authority and sub-national component in the LLA governance and management structure. The County Land Offices administer the affairs of the LLA at the County level, headed by a County Land Administrator. The County Land Office carries out responsibilities contained in Part VI, Paragraphs 45.0 thru 45.4 of the Act. Each county falls under a Commissioners' direct oversight.

The County Land Office includes a county Land Administrator, who shall be the head of the County Land Office, a County Land Surveyor, a County Land Dispute Resolution Officer, and other staff as the Chairperson of the Authority shall determine from time to time with the consent of the commission.

#### **4.1.6. The Community Land Development and Management Committees (CLDMCs)**

On the other hand, the Community Land Development and Management Committees are to be established by the LLA in each land owing community to govern and manage the land of communities in accordance with the Land Rights Act of Liberia.

The LLA is to ensure that land owning communities are in compliance with the Land Rights Act and supporting Regulations.

## **5.0 DUTIES OF THE COMMISSION**

The commission is the governing body and authority of the LLA. This authority is derived from Part IV subsection 15.1 of the Act. For the avoidance of doubt, Commission and Board of Commissioners are interchangeably used in this manual to mean the same thing. Pursuant to the Act, the Commission is comprised of five (5) Commissioners including a Chairperson and a Vice-Chairperson all of whom are appointed by the President with the advice and consent of the Senate.

The Commission is responsible for policy and general direction and executive oversight of the day-to-day operations and management of the Authority.

## **6.0 COMMISSIONERS' FUNCTIONS AND JOB DESCRIPTIONS**

### **6.1. Commissioners' Functions and Job Description**

#### **6.1.1. Services of the Commissioners**

All commissioners are required to devote full time services to the Authority.

#### **6.1.2. Commissioners' Oversight**

Each commissioner shall have oversight responsibilities for at least one of the departments of the Authority.

### **6.1.3. Duties and functions of the Chairperson:**

- a. Exercises general executive and oversight of the Authority;
- b. Responsible for the administrative operations of the Authority;
- c. Serves as chief spokesperson for the Authority;
- d. Presides over meetings of the Commission, and
- e. Represents the Authority at conferences, where and when necessary.

### **6.1.4. Duties and Functions of the Vice-Chairperson/Commissioner for Administration and Customer Services:**

- a. Serves as the principal deputy to the Chairperson;
- b. Performs such duties as may be assigned by the Chairperson;
- c. In the absence or incapacity of the Chairperson, the Vice-Chairperson becomes Officer-in-Charge of the Authority and in consultation with the Chairperson shall perform all duties of the Chairperson;
- d. Oversight responsibilities for the divisions of human resources, training, customer services, county office coordination, and communications and outreach.
- e. Ensures that these divisions provide general administrative support services to the various technical departments for the successful implementation of their activities and programs in fulfillment of the LLA Act.

### **6.1.5. Duties of the Commissioner for Land Policy and Planning**

The Commissioner for Land Policy and Planning has oversight responsibility for divisions in the Department of Land Policy and Planning, which has as its strategic objective, to broaden, deepen and strengthen policy, legal and regulatory frameworks. He or she also has the duty to ensure that activities related to the functions of the Department are carried out. The key functions include but are not limited to reviewing and updating existing policy; developing new policies in coordination with relevant departments; facilitating and managing legal reforms; ensuring gender mainstreaming in land related activities and programs; preparing action plans and budgets for consultations on and implementation of land policies; coordinating the development of LLA's strategic and annual work plans; supervision, monitoring and evaluation of programs, projects and activities which LLA is participating in and or partnering with NGOs, CSOs, etc.

#### **6.1.6. Duties of the Commissioner for Land Administration**

The Commissioner for Land Administration has oversight responsibility for divisions and sections under the Department of Land Administration, which has as its strategic objective to strengthen the adjudication and documentation of land rights by surveying, mapping, and registering the entire land mass of Liberia into a national registry. He or she also has the duty to ensure that activities related to the functions of the Department are carried out. The key functions include but are not limited to recording and disseminating information about the location, ownership and value of land, and determining rights and other attributes of such land.

#### **6.1.7. Duties of the Commissioner for Land Management**

The Commissioner for Land Management has oversight responsibility for the divisions under the Department of Land Use and Management, which has as its strategic objective, to develop, adopt and employ a framework (policies, laws, and regulations) for land use and management. He or she also has the duty to ensure that activities related to the functions of the Department are carried out. The key functions include but are not limited to land management, land use planning, land use research, public land inventory and vetting, and provision of zoning services.

### **6.2. Commissioners' Oversight Responsibilities**

Collectively, the five Commissioners have oversight responsibility over the LLA and they must ensure that the LLA is properly governed in order to actualize its mandates pursuant to the Act. Specifically, each Commissioner has oversight responsibility for the department they head except for the Chairperson. Accordingly, each Commissioner heading a department is expected to properly supervise, superintend as well as provide a watchful care or management of his or her department such that the said department is performing efficiently, effectively and in consonance with the laws and regulations of the LLA.

## **7.0 MANDATE OF THE LLA**

Part II, Paragraph 7.1 of the Act mandates the LLA to develop policies on a continuous basis, undertake actions and implement programs in support of land governance, including land administration and management.

## 7.1. Functions and Powers of the LLA

The Functions and Powers of the Authority (“LLA”) as prescribed in Part II, Paragraph 8.1 of the Act are:

- a. To control and manage effectively, impartially, and in the interest of equitable development, access to and use of Public Land and Government Land, except Reserves, Protected Areas, Proposed Protected Areas, and diplomatic missions, as of the Effective Date of this Act, and Reserves:
  - i. Hold and manage all unallocated Public land on behalf of the Liberian people;
  - ii. Compile, and maintain an up-to-date inventory of all lands within the Republic;
  - iii. Allocate such land to government entities, national and local, for their use in performance of their public responsibilities;
  - iv. In collaboration with the relevant Government agencies, ensure that such government entities use that land appropriately and effectively and, where the land-using government entity is informed of a serious failure on its part in this regard and fails to remedy the failure within a reasonable time, resume control of that land;
  - v. With the prior written approval of the President, sell or otherwise alienate such land, consistent with the provisions of the Land Rights Act;
  - vi. Ensure that all funds from the sale or alienation of such land is deposited directly by the buyer into the general revenue account of Government for appropriation by the National Legislature.
  - vii. Allocate such land to conservation purposes, in parks or reserves, and propose any needed adjustments in existing commitments of land to those purposes;
  - viii. Allocate such Public Lands for concessions, working in close coordination with the relevant and appropriate ministries , agencies or other commissions;
  - ix. Establish and revise from time to time, by publication in the Gazette, charges for the use of public land which charges or rents shall be collected by the Liberia Land Authority and deposited into the general revenue account of Government for appropriation by the National Legislature.

- b. Promote, support, and ensure the development of land use plans and zoning schemes and their implementation through municipalities, towns, and other local government structures;
- c. Adjudicate disputes arising in the context of systematic land registration not been successfully mediated in accordance with the Administrative Procedures Act;
- d. Implement programs to support implementation of property rights in land, and in particular, programs for the security of tenure of those holding land under customary rights;
- e. Administer the deed registry and land registry systems, implementing the relevant laws and registering all land transactions and successions required by law to be registered;
- f. Establish standards and regulate survey and mapping services in the Country;
- g. Administer public survey and mapping services, and the national cadaster; and promote and regulate the proper development of private surveying profession; and therefore under no condition shall a surveyor or other staff of the Authority engage in the survey of private land or in the survey of communal land in private capacity;
- h. Value land and buildings for the Authority's land registry systems, in collaboration with the relevant agencies of Government and which valuation may be used for taxation and other purposes;
- i. Create and administer, or cause to be created and administered, an accurate and complete database of all landholdings and rights in land in Liberia and seek to ensure their integration into broader databases such as a land information system database;
- j. Produce and sell, on a commercial basis, maps of land and landholdings;
- k. Provide to the public on request information on land holdings and interests in land, which shall be public information under the Freedom of Information Act of 2010, subject to such charges as may be necessary to cover the cost of such provision;
- l. Initiate research and implement programs for improvement of land governance and related matters;
- m. Issue and publish in the Gazette from time to time notices prescribing the fees to be paid for the Authority's services;
- n. Advise the President on needed changes in the policies and laws governing land rights, and land governance, including land administration and management;
- o. Cooperate with other relevant stakeholders with regard to all matters relating to land governance, including land administration and management.

## **Other functions and Powers include<sup>2</sup>:**

- p. Establish in each county a County Land Board.
- q. Establish County Land Offices (CLO) to administer the affairs of the Authority in the Counties.
- r. Ensure and support the establishment in each land-owning community, Community Land Development and Management Committee to govern and manage the land of communities in accordance with the Land Rights Act of Liberia.
- s. Ensure that land owning communities are in compliance with the Land Rights Act and supporting regulations.
- t. Keep proper books of accounts and other records relating thereto.
- u. Take over all the land administration, land registration, cadastre, mapping and surveying functions carried out by the former Ministry of Lands, Mines and Energy, and matters incidental thereto.
- v. Take over the deed and land registration functions carried out by the CNDRA.
- w. Take over all land administration functions assigned to the ministries of Internal Affairs, Public Works, or any other government entity.
- x. Has the Power to promulgate regulations.
- y. Establish committees to perform such other functions and such responsibilities as the commission shall determine to be appropriate;

## **8.0 BOARD OF COMMISSIONERS' MEETING AND REPORTING**

### **8.1 Meetings:**

#### **8.1.1. Frequency of meetings**

The Board of Commissioners shall meet in regular session at least once every month. The Chairperson may convene an extraordinary meeting upon a written request of at least three (3) Commissioners.

#### **8.1.2. Date and Time of Meetings**

The date and time of the regular meeting shall be the third Thursday of each and every month at 11:00 a.m. or at such other time as may be agreed upon by all commissioners.

Regarding extraordinary meetings, the Chairperson shall determine the date and time of said called meeting in consultation with the other commissioners.

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<sup>2</sup> Part VI Subsection 42.1, 45.1; Part VII Subsection 46.1, 46.2; Part VIII Subsection. 48.1; Part IX Subsection 52.1; 52.2; 52.4 & Part X Subsection 53.1

### **8.1.3. Venue of Meetings**

Regular meeting of the Board of Commissioners, including those of committees, where applicable, shall be held at the head office of the Authority. A Regular or an Extraordinary meeting, may, however, be held at a venue outside the head office of the Authority or by electronic means as may be determined by the Chairperson, in consultation with other commissioners.

### **8.1.4. Notices for Meetings**

8.1.4.1. The Executive Director, on instruction of the Chairperson, shall serve written Notices for regular meetings on Commissioners at least seven (7) days prior to the date of the meeting.

8.1.4.2. Extraordinary meetings shall be held no later than three (3) days after the written request is received by the Chairperson.

### **8.1.5. Agendas and Materials for Meetings**

8.1.5.1. Agendas for Commissioners' meetings shall be drafted by the Executive Director of the LLA, in consultation with and subject to approval by the Chairperson. The agendas and a complete package of meeting materials shall be made available:

- a. For Regular meetings and shall be served along with Notice of the meeting at least seven (7) days prior to the date of the meeting; and
- b. For Extraordinary meetings and shall be served along with Notice of the meeting at least three (3) days prior to the date of the meeting.

The package of supporting materials shall identify items which require a decision. The supporting materials for items requiring decision shall include financial analysis if appropriate.

### **8.1.6. Presiding Member**

The Chairperson shall preside at Regular and Extraordinary meetings of the Commission. In the absence of the Chairperson, the Vice-Chairperson presides. In consonance with Part IV, sub-Section 30.4

of the Act, the Presiding Member has a Casting Vote in addition to a Deliberative Vote which he or she may exercise in the event of a tie vote at meetings of the Commission.

### **8.1.7. Quorum and Majority**

- 8.1.7.1. Three (3) Commissioners of the Commission shall constitute a Quorum for all Regular and Extraordinary meetings of the Board of Commissioners.
- 8.1.7.2. Where a meeting quorum is present, a decision supported by a majority of the commissioners present constitutes a decision of the Commission. Where a commissioner has removed himself or herself due to a conflict or any other genuine reason, that commissioner "counts" for the purposes of establishing a meeting quorum, but not for the purposes of determining a majority vote on the particular decision from which he or she has recused himself or herself.
- 8.1.7.3. A commissioner who was not present at a meeting to determine an application or other matter may vote on the application or matter, only if a summary of the meeting is given to such commissioner before the vote.
- 8.1.7.4. The Commission shall adopt a general practice to reach decisions by a high degree of consensus when possible. In respect of the following matters, it is particularly desirable that a high degree of consensus exists among commissioners regarding the following issues:
  - a. Recommendations to the government respecting amendments to the Act; and
  - b. Amendments to this Governance Policy or other policy instruments and regulations of the Commission.

However, the foregoing statement of intent does not change the rule that decisions are made by a majority vote when commissioners fail to derive consensus on the above matter and other pertinent matters of the Commission.

- 8.1.7.5. For the above items in respect of which a decision is sought or in any other matter requiring a vote of the Commissioners, a show of hands vote or any other suitable polling procedure shall be taken following a motion duly

made and seconded. If the result of a vote taken with a suitable quorum is a tie, the Presiding Member shall exercise the authority granted in Sub-Section 6.1.6 of this Policy Manual.

#### **8.1.8. Other Methods of Participation in Meetings**

Commission meetings (or the participation of a commissioner at such a meeting) may be held by secure telephone, videoconference or other acceptable communication facilities and means that permit all participants in the meeting to hear and or see each other. A commissioner who participates in the meeting by one of those means shall be counted as present at the meeting. Commissioners who have received and reviewed the material relevant to a decision may vote through secure electronic means, including email.

#### **8.1.9. Minutes**

The Executive Director shall keep Minutes of all meetings and decisions of the Commission and Committees. Minutes shall state the commissioners' decision and indicate which commissioners were opposed and be signed by the Chairperson. Each and every minute shall be adopted by the commissioners during any subsequent meeting of the commission and shall be signed by the Secretary to the BOC (The Executive Director) and the Chairperson upon making all necessary corrections. Depending on the nature of the meeting and the decisions arising therefrom, minutes may be shared with the Senior Management Team, including Directors and Technical Staff.

#### **8.1.10. Validity of Proceedings of Commissioners**

Vacancy or absenteeism among commissioners shall not affect the validity of any act, decision or proceedings of the Commission if the appropriate notice of the meeting was given, or by any defect afterward discovered in the appointment of a member by reason that some person who was not entitled to do so participated in the meeting.

## 8.2 Reporting

The commission shall, through the Office of the Chairperson, submit an Annual Report, containing activities of the LLA during the preceding fiscal year, to the President within three (3) months of the end of the fiscal year.

**8.2.1.** The commission shall include into the report information about the financial, operations and program activities of the LLA.

**8.2.2.** Pursuant to section 36 (i) of the Act, the Executive Director shall draft regular reports for the LLA, and in this regard, ensure that Directors of departments prepare monthly, quarterly, and annual activity and special reports of their departments.

## 9.0 BOARD OF COMMISSIONERS' ACTIVITY CALENDAR

Line No.	Activity	Activity Description	Frequency of Activity	Action Date
1.	Commission's Regular Meeting	Commissioners shall hold Regular meeting	Monthly	Every Third Thursday
2.	Approval of Strategic Plan	Board of Commissioners shall review and approve Strategic Plan of the LLA	Every three years	Within ten working days as of completion
3.	Approval of Annual Budget	Board of Commissioners shall review and approve the LLA's Annual Budget	Annually	Beginning of the Budget Year
4.	Review and approve quarterly Financial Reports of Revenue and Expenditures	Board of Commissioners shall review and approve quarterly financial reports submitted by the Comptroller through the	Quarterly	End of every quarter

		Executive Director		
5.	Submits Annual Report to the Office of the President	Board of Commissioners reviews, approves draft Annual Report prepared by the Executive Director, and submit same to the Office of the President	Annually	Within three months after the end of the Fiscal Year.
6.	Review and approve operational documents, strategies, etc	Board of Commissioners reviews and approves final draft operation documents, strategies, etc	Frequent as necessary	Within 30 days after submission
7.	Review of Regulations and Policies	Board of Commissioners shall conduct periodic review of and update Regulations and Policies	Every two years	Or as frequent as it becomes necessary

**10.0 CONFLICT OF INTEREST**

**10.1. Incorporation of Applicable Laws**

All applicable provisions of the Code of Conduct of 2014 and the Act, as well as regulations and policies enacted by the Government of Liberia regarding conflict of interest of public officials, shall apply; all such laws are hereby incorporated into this Policy by general reference.

**10.2. Additional Rules on Conflict of Interest**

The following additional rules shall apply:

- 10.2.1.** When the Board must decide upon an issue about which a commissioner may have an unavoidable conflict of interest, that commissioner must disclose the interest, and recuse himself or herself from all discussions, deliberations, decision and the taking of vote concerning the issue.
- 10.2.2.** Commissioners shall not abuse their authority by improperly using staff, employees and consultants of the LLA, as well as services, equipment, resources, or property of the LLA for personal or third-party gain or pleasure.
- 10.2.3.** Commissioners shall not represent to third parties that their authority as a member of the Board of Commissioners or as a member of any Committee or Panel thereof, extends any further than that which is actually delegated by statutes, regulations, policies, including this Policy Manual and any other policy or policies that may hereafter be adopted.
- 10.2.4.** Commissioners should avoid engaging in any outside personal activities that could, directly or indirectly, materially and adversely affect the LLA.
- 10.2.5.** Commissioners shall also observe the following when exercising the adjudicative authority of the Commission, as contained in Part II; Sub-Section 8.1(c) of the Act:
  - 10.2.5.1.** Disclose to the Chairperson , his/her designee or the chairman of a committee or a panel Chair any past or present, direct or indirect personal financial interests, affiliations, memberships, directorships, voluntary or paid positions or activities, separate assets and holdings that they or any Associate or Friend has which may be affected by any adjudicative matter.
  - 10.2.5.2.** Keep any present direct or indirect personal financial interests, assets and holdings and those of any associate, dependent, or friend distinct from and independent of any adjudicative matter that the Commission will handle.
  - 10.2.5.3.** Keep their personal interests, affiliations, memberships, directorships, voluntary or paid positions or activities and those of any associate, dependent or friend separate and distinct from any responsibilities as a commissioner.

- 10.2.5.4.** Not to participate in site visits, deliberations or decisions related to an adjudicative matter involving a property sharing a common boundary, a property separated by a public road right of way or a property in the immediate vicinity of a property (the “neighboring property”) where the commissioner is aware that an Associate, Friend, Dependent or business associate has an interest in or owns the neighboring property.
- 10.2.5.5.** Where a Commissioner has reasonable grounds to believe that, for any reason not specifically addressed in this Policy Manual, he or she may have a conflict of interest or there may be a reasonable apprehension of bias, the commissioner shall immediately notify the Chairperson, or his/her designee, or Vice-Chairperson, or committee or panel Chair and request an opinion. If the opinions differ, the opinion of the Chairperson shall govern.
- 10.2.5.6.** If there is any doubt that a potential apprehension of bias or conflict of interest may exist in the mind of a commissioner, such commissioner must consult with the Chairperson.
- 10.2.5.7.** The commissioner with the apprehension of bias must immediately disclose to the Chairperson, the perceived or actual conflict of interest. The Chairperson will disclose any potential conflicts of interest to the Board of Commissioners.
- 10.2.5.8.** Commissioners shall have no employment other than that with the Commission except if it does not interfere with duties of the Commission and it is approved by the Commission.
- 10.2.5.9.** No outside interest from which Commissioner benefit by virtue of his/her position.
- 10.2.5.10.** Commissioners shall notify the Chairperson (or in the case of the Chairperson, he or she shall notify the Commission), in writing of any event affecting their status under this manual. Specifically, they shall give such notification on:
- i. Changes in their nationality, family or other status.

- ii. Any arrest, indictment or court summons as a defendant in a criminal proceeding or any conviction, fine or imprisonment for the violation of any law.
- iii. In connection with their duties, Commissioners shall not receive any favor, gift or remuneration from any public agency or from any source external to the LLA or its partners that have the potential to compromise their neutrality or cloud their judgment in the performance of their duties.

## **11.0 CODE OF ETHICS AND BUSINESS CONDUCT**

The Board of Commissioners or the Commission is committed to ensuring that in all aspects of its affairs, it shall maintain the highest standards of public trust and integrity.

On the above premise, all commissioners and those serving under, by or with their authority shall adhere to the Code of Conduct of 2014; the Act and such other laws, policies and regulations prescribed by the Government of Liberia governing the conduct and behavior of public officials. Where there is a conflict between any provisions of this Policy Manual, the Code of Conduct of 2014, the Act and other applicable laws, policies and regulations regarding conduct and behavior covered by this Policy Manual, provisions of this Policy Manual or the Act shall prevail.

## **12.0 REFERENCES**

- Liberia Land Authority Act, October, 5, 2016
- The 1986 Constitution of the Republic of Liberia;
- Liberia Land Authority Final Report, Organizational Development, July 1, 2020;
- Land Rights Act, September 19, 2018 (LRA);
- LLA Strategic Plan, March 2018;

- The Ministry of Finance and Economic Development Planning Act;
- LEITI General Operational Manual, 2010;
- Summary Annual Report of the Land Authority covering the period July 2019 to June 2020.
- Title 12, Executive Law as well as other laws and regulations extant.