



NATIONAL LAND COMMISSION

DRAFT STRATEGIC PLAN 2020-2025

MOTTO

Our Land, Our Wealth, Our Heritage
“Ardhi Yetu, Mali Yetu, Urithi Wetu”

VISION

Excellent administration and management of land for improved livelihoods and sustainable development

MISSION

To secure and manage public land and exercise oversight on use of land for the benefit of all Kenyans

CORE VALUES

Professionalism

Integrity

Innovation

Sustainability

Inclusivity

Equity

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CHAPTER ONE: INTRODUCTION

1.1 Background

The National Land Commission (NLC) is an independent Commission established under article 67 (1) of the Constitution of Kenya 2010, to amongst other things, manage and administer public land on behalf of the national and county governments, initiate investigations into present or historical land injustices and recommend appropriate redress, and monitor and have oversight responsibilities over land use planning throughout the country. The Commission was operationalized by the National Land Commission Act of 2012.

The first Commissioners were appointed in 2013 and embarked on setting up the institutional structure by establishing the infrastructure; creation of requisite Directorates & Departments; recruitment and deployment of staff at both the headquarter and the counties. The Commission developed and implemented the first Strategic Plan (SP) for the period 2013-2018 to guide its operations with emphasis on administration and management of public land, National land Information Management System (NLIMS), land disputes and conflicts resolution, sustainable management and use of natural resources and institutional strengthening.

This Strategic Plan 2020-2025 provides guidance and direction to the Commission in achieving its mandate and functions for the next five years.

1.2 Mandate and Functions of the Commission

Article 67 (2) provides the mandate and functions of the Commission as:

- i. Manage public land on behalf of the national and county governments;
- ii. Recommend a National Land Policy to the national government;
- iii. Advise the national government on a comprehensive program for the registration of title in land throughout Kenya;
- iv. Conduct research related to land and the use of natural resources, and make recommendations to appropriate authorities;
- v. Initiate investigations, on its own initiative or on a complaint, into present or historical land injustices, and recommend appropriate redress;
- vi. Encourage the application of traditional dispute resolution mechanisms in land conflicts;
- vii. Assess tax on land and premiums on immovable property in any area designated by law; and

- viii. Monitor and have oversight responsibilities over land use planning throughout the country.

Additionally, other functions of the Commission are prescribed in Article 67 (3) of the Constitution and relevant statutes, including the National Land Commission Act (2012), Land Act (2012), Land Registration Act (2012) and Community Land Act (2016) among others.

1.3 Contemporary Land Issues in Kenya

Article 260 of the Constitution defines land broadly to include:

- i. The surface of the earth and the subsurface rock;
- ii. Any body of water on or under the surface;
- iii. Marine waters in the territorial sea and the exclusive economic zone;
- iv. The natural resources that are completely contained on or under the surface; and
- v. The air above the surface.

Land resource in Kenya has a major historical, social, economic, cultural, political and spiritual significance. Given its importance, access to and availability of land resources are critical in ensuring real and long-lasting improvement in the general well-being of the people of Kenya. Land is the basis for housing, agriculture/food security & nutrition, forestry, industrialization, Infrastructural development, urbanization and contributes to provision of universal health. The centrality of land as an integral ingredient in the achievement of social and economic development cannot be understated. Consequently, land has been given priority in the Constitution of Kenya with a dedicated chapter (Chapter 5), Kenya Vision 2030, Medium Term Plan III (MTP III), the Big Four Agenda as well as in many policies and legislative frameworks.

On the other hand, there are numerous challenges that impede sustainable administration and management of land. These challenges cannot be considered in isolation. They have to be viewed as intertwined and therefore analyzed in the context of developmental challenges that face the country. Some of these challenges that are directly or indirectly related to land and land-based resources include:

- a) Poor and unsustainable land use practices;
- b) Competing land requirements for commerce, industry and infrastructural development;
- c) Land and land-based resources disputes and conflicts;
- d) Unsustainable management and use of natural resources;
- e) Environmental degradation;
- f) Climate change and desertification; and

g) Poor land governance.

Despite these challenges, the country has in the past made considerable efforts, both domestically and internationally, to promote sound land policies in a bid to ameliorate these challenges.

1.4 Global, Regional and National Development Imperatives in the Land Sector

This section provides a synopsis of the global, regional and national policy instruments that relate to land management and development as well as the space of the Commission in contributing to the achievement of goals contained in those instruments. Some of these instruments include Sustainable Development Goals (SDGs), Africa Agenda 2063, Kenya Vision 2030, MTP III and The Big Four Agenda among others.

1.4.1 Sustainable Development Goals

Globally, there are 17 goals that parties have committed to work on to achieve their development agenda. Each of these have specific targets and indicators to monitor the progress of their implementation. Land remains central in the implementation of the 17 broad goals, both as a catalyst and as an enabler. Specifically, the Commission has a critical role to play in ensuring the achievement of the following eleven (11) goals as summarized in Table 1.1.

Table 1.1 Commission’s role in achievement of SDG’s

SDG No.	SDG goals	Description	Commission’s Role
1.	No poverty	Access to basic human needs including food, health, education and sanitation	Enhance availability, efficient administration and management of land for development
2.	Zero hunger	Establishing sustainable food production	Promote optimal use of land and land resources for food production
5.	Gender equality	Ending all discrimination against women and girls	Promote gender responsive policies and strategies in land governance; enhance access and use of land and land resources by minority, marginalized and vulnerable groups
6.	Clean Water and Sanitation	Ensure availability and sustainable management of water and sanitation for all	Monitoring and oversight over management and use of natural resources including water.
9	Industry, innovation and infrastructure	Build resilient infrastructure, promote inclusive and sustainable	Avail land for infrastructural development as well as innovative measures for land

SDG No.	SDG goals	Description	Commission's Role
		industrialization and foster innovation	management and administration
10	Reduced inequalities	Reduce inequality within and among countries	Promotion of equity and equality principles in land management and administration
11.	Sustainable cities and communities	Making cities safe, inclusive, resilient and sustainable	Promotion of effective land use planning in the national and county development agenda
13.	Climate action	Regulating and reducing emissions and promoting renewable energy	Mainstreaming climate change in management and sustainable use of natural resources; promotion of sustainable land management (SLM) practices
14.	Life below water	Conservation, promoting marine diversity and regulating fishing practices	Develop and implement effective natural resource governance frameworks including marine and blue economy resources
15.	Life on land	Reversing man-made deforestation and desertification to sustain all life on earth	Oversighting land use planning; developmental control and permitting; promotion of land rights; monitoring and mapping of ecologically sensitive lands to enhance their protection and conservation.
16	Peace, justice and strong institutions	Promote peaceful and inclusive societies for sustainable development and provide access to justice for all	Promote peaceful coexistence through Alternative Dispute Resolution (ADR)/Traditional Dispute Resolution (TDR) and addressing historical land injustices claims

1.4.2 Africa Agenda 2063

This is Africa's blueprint and master plan for transforming Africa into the global powerhouse of the future. It is the continent's strategic framework that aims to deliver on its goal for inclusive and sustainable development. It has eight (8) goals that are directly related to land as summarized in Table 1.2.

Table 1.2 Commission’s roles in Africa Agenda 2063

Goal No.	Description	Commission’s Role
1	Commitment to achieve a high standard of living and well-being of citizens	Enhance availability, efficient administration and management of land for development
3	Healthy and well-nourished citizens	Enhance availability, efficient administration and management of land for development and food production
4	Transformed economies	Avail land for infrastructural projects
5	Modern agriculture for increased productivity and production	Avail land for agricultural activities and promote efficient management and use of land
6	The Blue/Ocean economy for accelerated economic growth	Develop and implement effective natural resource governance frameworks including marine and blue economy resources
7	Environmentally sustainable climate resilient economies, and communities	Mainstreaming climate change in management and sustainable use of natural resources, promote sustainable use of land and land-based resources
10	World class infrastructure crisscrossing Africa	Avail land for infrastructural projects; monitor and mitigate adverse impacts on land and environmental resources

1.4.4 The Kenya Vision 2030

Kenya Vision 2030 aims to transform Kenya into a newly industrializing middle income country providing a high quality life to its citizens by 2030. It is anchored on three pillars, namely: **Economic**, **Social** and **Political**. The Commission plays an enabling role in the achievement of the three pillars as summarized in Table 1.3.

Table 1.3 Roles of the Commission in the attainment of Kenya Vision 2030

Pillar	Description	Commission’s Role
Social	Seeks to build a just, cohesive and equitable society in a clean and secure environment.	To enhance optimal use of land; bolster security of land tenure/land rights and promote sustainable management and conservation of land-based resources.
Political	Aims to realize issue-based people centered, result-oriented, transparent and accountable democratic system that	Develop and implement regulations, guidelines and standard operating

Pillar	Description	Commission's Role
	respects the rule of law, and protects the rights and freedoms of every individual in the Kenyan society.	procedures for ADR, TDR and HLI; promotes land rights and good land governance systems
Economic	Aims to achieve an economic growth rate of 10% per annum.	Avail land for public projects

1.4.5 The Big Four Agenda

The Big Four Agenda is the government's development blueprint and comprises of **Food Security and Nutrition, Universal Health Care, Manufacturing and Affordable Housing**. It further provides broad opportunities on forward and backward linkages with other sectors of the economy. As an enabler of the Big Four Agenda, the Commission supports implementation of the identified projects by availing land and promotion of sound conservation of environmental resources for posterity.

1.5 Rationale for strategic plan

This strategic plan has been prepared in compliance with section 68(2) (g) & (h) of the Public Finance Management Act, 2012, which requires that public institutions prepare strategic plans based on the medium-term fiscal framework and fiscal policy objectives of the national government.

The first Strategic Plan 2013-2018 lapsed with the exit of the first Commissioners. Therefore, the current Commission developed this strategic plan as a basis for providing strategic direction in executing the Commission's mandate and priority areas in the next five years.

1.6 The Approach for The Development of the Strategic Plan

The Strategic Plan development process was done in a highly consultative manner involving both internal and external stakeholders. The process entailed visioning, literature review, data collection, interviews, data collation, workshops/retreats and stakeholder validation fora.

1.6.1 Visioning Process

This was the first step in the strategic plan development which involved engagement with Commissioners, management and staff in the visioning process to enhance understanding and develop a clear vision and roadmap.

1.6.2 Literature Review

This involved reviewing previous strategic plan 2013-2018, existing Commission work Plans, policies and legal frameworks.

1.6.3 Data Collection

A checklist and some strategic planning frameworks such as SWOT, PESTELE and interview guides were developed in a participatory manner and administered to collect data that informed this plan.

1.6.4 Interviews

Interviews were conducted through online tools and also through limited face to face interviews.

1.6.5. Data Collation and Analysis

The key issues arising from synthesized data was subjected to stakeholder discussion and validation.

1.7 Structure of the Strategic Plan

This strategic Plan is organized in the following manner:

- i. Chapter 1: Introduction;
- ii. Chapter 2: Situational Analysis;
- iii. Chapter 3: Strategic Direction;
- iv. Chapter 4: Implementation and the Coordination Framework;
- v. Chapter 5: Monitoring, Evaluation and Reporting.

CHAPTER TWO: SITUATIONAL ANALYSIS

2.0 Overview

This chapter presents a review of the previous Strategic Plan (2013-2018) with emphasis on the key achievements, challenges and lessons learnt during implementation. The Commission further conducted an assessment of both internal and external environment through SWOT (Strengths, Weaknesses, Opportunities & Threats), PESTELE (Political, Economic, Social, Technological, Environmental, Legal & Ethical) and stakeholder analysis. The results of these assessments are presented in the following sections.

2.1 Key Achievements

The Commission achieved a number of milestones during implementation of the previous Strategic Plan. The achievements are summarized in Table 2.1.

Table 2.1: Key achievements

Focus area	Achievement
Land acquisition for public purpose projects	– acquired land for 77 projects at a total cost of Ksh. 38.273 Billion
Review of grants and disposition of titles	– conducted investigations in various parts of the country to determine the legality of those grants and dispositions. – a total of 15,513 complains were received; out of this, 5,773 were investigated/reviewed, with 4,088 determined & gazetted
Historical Land Injustices (HLI)	– a total of 693 HLI claims were received; out of which 126 were admitted, investigated and determinations issued.
Allocation of public land	– processed over 6,000 requests from Counties for unalienated public land
Public land information management	– established a functional GIS lab to support Public Land Inventory (PLI) & Public Land Information System (PLIS); – Gazetted NLIMS Standards & Guidelines in 2016 – initiated the development of PLI
Land dispute resolution and conflict management	– resolved various disputes through ADR/TDR
Developmental control	– prepared 1,624 extensions and renewal of leases; – approved 3,290 subdivision/ amalgamation schemes, 1,925 change/extension of user and 2,566 building plans.
Processing of land ownership documents	– processed over 60,000 requests; – dispatched 3,020 transfers of public school land to relevant registries for registration from an audit of over 10,000 public schools
Verification of letters of allotment	– received 3,865 letters of allotment, out of which 382 were verified.
Court Cases (Litigations) and Investigations	– handled over 4,000 cases that were filed in different courts countrywide

Focus area	Achievement
Sustainable Management and Use of Land & Natural Resources	<ul style="list-style-type: none"> – reviewed and validated 10 county spatial plans and provided advisory on the National Land Policy 2009 – developed and disseminated Land Use Planning Monitoring and Oversight guidelines – commenced the development of the country natural resources inventory and databases – completed 13 research initiatives on land and use of natural resources.
Institutional Strengthening	<ul style="list-style-type: none"> – automated internal processes, – recruited staff; and established County offices, – developed internal policies, processes and procedures to support its operation. – Conducted public awareness and advocacy campaigns on land matters in the country

2.2 Key Challenges

The implementation of the previous strategic plan faced a number of challenges, notably:

- a) Financial and budgetary constraints.
- b) The lapse of the five (5) year time frame for review of grants and disposition of titles to public land in line with section 14 of the NLC Act.
- c) Failure to vest land acquired for public purpose, rendering such land to be at risk of illegal occupation, use and reclaiming or repossession.
- d) Difficulties in accessing land records from the Ministry of Lands and Physical Planning (MoLPP).
- e) Lack of clarity on functions of the Commission and MoLPP.
- f) Frequent amendments to land laws.

2.3 Key Lessons Learnt

While implementing the previous plan, valuable lessons were learnt that have informed the current plan, namely:

- a) Regularly monitor and evaluate the implementation of the Strategic Plan 2020-2025 to address challenges and any potential deviations.
- b) Embrace communication, consultation, collaboration, and cooperation both internally and externally in the operations of the Commission;
- c) Rationalize programmes and prioritize them within the budget;
- d) Heighten resource mobilization both from the Exchequer and outside the Government's domain to address budgetary deficits;
- e) Aggressively work on building positive institutional image, stakeholder confidence, partnership and trust;

- f) Promote Alternative Dispute Resolution /Traditional Dispute Resolution mechanisms in dispute resolution;
- g) Secure land for establishment of Commission offices;

2.4 Environmental Scan

The environmental scan or analysis was conducted through the **SWOT**, **PESTELE** and **Stakeholder** analysis frameworks. SWOT is the framework for analysing the Strengths, Weaknesses, Opportunities and Threats, and PESTELE framework categorizes the external environmental influences into: Political, Economic, Social-cultural, Technological, Environmental (Ecological), Legal and Ethical elements. The outputs of the PESTELE analysis are the key opportunities (positive or favorable conditions existing in the environment) and threats (negative or unfavorable conditions). The stakeholder analysis framework defines the existing relationship between the Commission and its stakeholders.

2.4.1 Internal Environment Analysis (SWOT Analysis)

The process of internal environmental analysis involves the examination of several critical areas in the internal context of the Commission. This process helped identify current strengths, weaknesses, opportunities and threats facing the Commission. Table 2.2 presents a summary of the outcome of the SWOT analysis.

Table 2.2 SWOT Analysis

Strengths	Strategic Implications	Strategic Response
An independent Commission established by the Constitution and operationalized by the relevant statutes	Independence of the Commission	Comply with the Constitution and other legal and regulatory frameworks
Diversity and rich knowledge, skills and experience both from the Commissioners and technical staff	<ul style="list-style-type: none"> • Positive image and trust • Effective and efficient service delivery 	<ul style="list-style-type: none"> • Develop innovative ways of service delivery • Develop capacity of staff
Presence of the Commission in the 47 Counties.	<ul style="list-style-type: none"> • Effective service Delivery 	<ul style="list-style-type: none"> • Sensitize public on the need to utilize the devolved units
The Commission has been in existence since 2013 thus accumulated experience, developed frameworks and lessons to propel sustainable land management	<ul style="list-style-type: none"> • Effective service Delivery 	<ul style="list-style-type: none"> • Develop capacity of staff • Strengthen institutional frameworks • Leverage on the experience and lessons learnt
Many functions in land management and administration as provided for in the Constitution and relevant statutes	<ul style="list-style-type: none"> • Effective and efficient service delivery for land reform agenda 	<ul style="list-style-type: none"> • Strengthen institutional frameworks • Leverage and exploit all the functions

Weaknesses	Strategic Implications	Strategic Response
Backlog of unresolved court cases inherited by the Commission from the Commissioner of lands	<ul style="list-style-type: none"> • Delay in service delivery 	<ul style="list-style-type: none"> • Establish alternative ways of resolving cases
Inaccessible land records to support Commission decisions	<ul style="list-style-type: none"> • Delay in service delivery 	<ul style="list-style-type: none"> • Strengthen the relationship and interactions with the MoLPP
Inadequate office space and working tools	<ul style="list-style-type: none"> • Delay in service delivery • Low staff productivity 	<ul style="list-style-type: none"> • Acquire office space and working tools • Strengthen staff welfare programme
Staff establishment of the Commission not fully realised.	<ul style="list-style-type: none"> • Delay in service delivery 	<ul style="list-style-type: none"> • Recruit additional staff

Opportunities	Strategic Implications	Strategic Response
Goodwill from the public, National and County governments; and other stakeholders	<ul style="list-style-type: none"> • Enhanced support towards realization of Commission's mandate and functions 	<ul style="list-style-type: none"> • Sustain and continuously marshal stakeholder support and goodwill. • Strengthen partnerships and collaborative actions
The Big four Agenda and the Vision 2030	<ul style="list-style-type: none"> • Enhances the critical role of the Commission 	<ul style="list-style-type: none"> • Align activities to realize the development agenda
A progressive constitutional dispensation and land statutes	<ul style="list-style-type: none"> • Opportunity for realization of land reform 	<ul style="list-style-type: none"> • Capitalize on the constitutional and legislative provisions for land governance
Skilled and knowledgeable pool of Commissioners and staff	<ul style="list-style-type: none"> • Efficient service delivery 	<ul style="list-style-type: none"> • Harness and retain existing skills and knowledge in the execution of the Commission's mandate and functions
Enlightened and informed public	<ul style="list-style-type: none"> • Demand driven service delivery and accountability 	<ul style="list-style-type: none"> • Encourage public participation and meaningful engagements

Threats	Strategic Implications	Strategic Response
Insufficient budgetary allocation	<ul style="list-style-type: none"> • Poor service delivery 	<ul style="list-style-type: none"> • Improve resource mobilization for the realization of the mandate and functions • Engage the relevant stakeholders and forge partnerships
Limited time frame for Review of Grants and Disposition	<ul style="list-style-type: none"> • Results in backlog and incomplete cases 	<ul style="list-style-type: none"> • Fast-track review/amendment of the law to increase timelines
Frequent amendments to land Laws	<ul style="list-style-type: none"> • Negatively impacts service delivery and create uncertainties 	<ul style="list-style-type: none"> • Engagement with the Legislature
Costly court cases and liabilities.	<ul style="list-style-type: none"> • Risk exposure 	<ul style="list-style-type: none"> • Encourage application of Alternative Justice Systems (AJS)
Inadequate public awareness and knowledge on land matters	<ul style="list-style-type: none"> • Misunderstanding of the Commission's roles 	<ul style="list-style-type: none"> • Heighten public awareness and capacity building for land reforms

2.4.2 PESTELE Analysis

An environmental scan was done using Political, Economic, Social, Technological, Environmental, Legal and Ethical (PESTELE) analysis to determine any emerging issues that may impact on the implementation of programmes which require consideration and mitigation during the plan period. The outcome of PESTELE analysis is summarized in Table 2.3.

Table 2.3 PESTELE Analysis

Category	Issue	Description
Political	Political interference and lack of political good will	Lack of support to the work of the Commission including insufficient budgetary allocations
	Changing political terrain	Changes in political environment affect the land reform and sustainability of operations.
Economic	Existing government development plans/ Agenda such as Vision 2030, Big Four, MTP III.	The Government developed and is implementing plans and priority/flagship projects towards achievement of developmental goals and improved service delivery. These provide an opportunity for the Commission to support infrastructural projects for sustainable land management and development.
	Poor economic performance and global recession because of COVID-19	The COVID-19 pandemic slowed operations of the Commission
Social	Retrogressive socio-cultural barriers to land reforms, especially due to patriarchal nature of the Kenyan society and exclusion in land ownership	Resulting in numerous land conflicts/social tension, hindering optimal production of land; and also culminating in a rise in Historical Land Injustice claims
		Limited appreciation of optimization of land and land resources
Technological	Data/information integration challenges due to the fragmented systems in the land sector.	This has hindered sharing of data and information for effective land administration and management.
	Embracing technology in the land sector remains a major impediment to the achievement of land reforms.	Technological innovations and integration in land management and administration is essential in enhancing service delivery, good governance and transparency.

Category	Issue	Description
	Technology resistance/phobia	
Environmental/ Ecological	Encroachments into ecologically sensitive areas and biodiversity hot spots.	This had led to land and natural resource conflicts and disasters
	Inconsistency in environmental data and lack of inventories of natural capital.	For effective management of land and natural resources, there is need to have various inventories developed and integrated for ease of decision making.
Legal	Frequent amendments to land legislations.	The changes affect the mandate and functions of the Commission.
	Conflicting legislations and policies e.g., competing policies on riparian lands, human settlements, environmental protection.	This has led to delay enforcement and hence encroachment into public land
Ethical	Corruption and lack of ethics in the land sector	This has hindered justice to public in the land sector.

2.4.3 Stakeholder Analysis

The Commission will continue working with various stakeholders in matters of land administration and management. In developing this Strategic Plan, an analysis of stakeholders was carried out. Table 2.4 provides a summary of the stakeholder analysis process.

Table 2.4 Stakeholder Analysis

Stakeholder	Commission's expectation from the stakeholder	Stakeholder's expectation
Parliament	<ul style="list-style-type: none"> Enact legislation and regulations to support the Commission's functions Adequate budgetary allocations 	<ul style="list-style-type: none"> Annual reports as provided for by the law Respond to parliamentary questions
The National Treasury	<ul style="list-style-type: none"> Timely funding Provide guidelines for effective financial management. Support Commission's efforts to seek alternative funding 	<ul style="list-style-type: none"> Implement Treasury policies and circulars Collaborate and consult in the budgeting process
Judiciary	<ul style="list-style-type: none"> Constitutional and legal interpretation and advice on land matters. Establishment of Land and Environment courts in every County. Development of a framework to operationalize ADR/ TDR mechanisms. Capacity building on TDRs 	<ul style="list-style-type: none"> Appear and respond to court matters relating to land. Promote ADR, TDR and other AJS mechanism.

Stakeholder	Commission's expectation from the stakeholder	Stakeholder's expectation
	<ul style="list-style-type: none"> • Adherence to Constitutionalism and ethical values in the reform process 	
Attorney General	<ul style="list-style-type: none"> • Advises the Government and the Commission on the constitutional and legal issues. • Support the Commission in handling public interest litigation. • Support the drafting of various rules and regulations relating to land. 	<ul style="list-style-type: none"> • To be furnished with draft rules and regulations for processing. • To be furnished with relevant affidavits for defense. • Enhance capacity and trainings on land matters.
Ministry of Lands and Physical Planning	<ul style="list-style-type: none"> • Formulation of policies, laws and regulation to facilitate land reforms • Collaboration, coordination and consultation on land matters • Good will to deliver land reforms 	<ul style="list-style-type: none"> • Efficient administration and management of public land • Collaboration in the development and implementation of a National Land Information System (NLIS) • Recommend a national land policy • Advise on a comprehensive programme for the registration of title in land throughout Kenya • Assess tax on land and premiums on immovable property • Collaboration, coordination and consultation on land matters
Council of Governors and County governments	<ul style="list-style-type: none"> • Collaborate on public land management • Formulation of policies, laws and regulations that support land reform in the respective Counties. • Collaborate in compulsory acquisition of community land 	<ul style="list-style-type: none"> • Administer and manage public land under County Government. • Mainstreaming land reforms in their programs and development plans. • Promote optimal land use through land use planning.
Government Ministries, Departments and Agencies (MDAs)	<ul style="list-style-type: none"> • Provide data and information as necessary. • Cooperation, consultation and collaboration in policy formulation, legislative reviews, advocacy, exchange of data & information and research on land. • Ensure sustainable management and use of land under their custody and for the intended purpose. 	<ul style="list-style-type: none"> • Administer and manage public land under the custody of the MDAs • Implementation of policies, regulations, guidelines and programs to support land reform. • Capacity building and guidance/advisories on land management. • Compulsory acquire land for public projects
Development Partners	<ul style="list-style-type: none"> • Financial and technical support • Capacity building and provision of technical expertise. • Information and data. 	<ul style="list-style-type: none"> • Collaboration in development and implementation of programmes and strategic initiatives relating to land • Efficiency and good land governance.
Professional bodies	<ul style="list-style-type: none"> • Provision of technical expertise, ethics and standards. • Support legislative and policy framework formulation. 	<ul style="list-style-type: none"> • Continuous professional development of Commission's staff

Stakeholder	Commission's expectation from the stakeholder	Stakeholder's expectation
	<ul style="list-style-type: none"> • Provide checks and balances on the work of the Commission. 	<ul style="list-style-type: none"> • Collaboration and cooperation in land reforms • Enhanced accountability.
Media	<ul style="list-style-type: none"> • Objective reporting on issues relating to land reform • Public participation, education & awareness • Mainstreaming land issues in public debates 	<ul style="list-style-type: none"> • Timely information on major Commission's activities • Prepare civic materials for public education on land matters
Independent Commissions and Taskforces	<ul style="list-style-type: none"> • Partnership and experiential sharing. • Provide coordinative and facilitative support to enhance promotion and protection of land rights. 	<ul style="list-style-type: none"> • Collaboration and cooperation in land reforms
Public Benefits Organizations (PBOs)/Civil Society Organizations (CSOs)	<ul style="list-style-type: none"> • Community empowerment; awareness creation; capacity building; resource mobilization; advocacy networking; linkages and information dissemination; lobbying and assistance • Engagement and watchdog function on land matters • Participate in national land policy review • Support and facilitate grass-roots level land management and administration actions 	<ul style="list-style-type: none"> • Develop programmes on land reforms • Accurate data and information on land for awareness creation • Build capacity on land management and administration
Private sector	<ul style="list-style-type: none"> • Partnerships in resource mobilization. • Provision of investment and technology. • Leverage and research on land sector for prudent investments 	<ul style="list-style-type: none"> • Develop programmes on land reforms • Participation and collaboration in land reforms • Create enabling environment for business
Education & Research Institutions	<ul style="list-style-type: none"> • Partnerships in research • Capacity building and skills development on land matters 	<ul style="list-style-type: none"> • Collaboration on research related to land and use of natural resources • Joint research on various thematic areas
Faith Based Organizations	<ul style="list-style-type: none"> • Civic education on land matters • Land conflict mediation 	<ul style="list-style-type: none"> • Provide information education and communication materials on land matters • Collaboration on awareness creation
Communities and General Public	<ul style="list-style-type: none"> • Cooperation in protection of public land • Promote sustainable land management practices • Support and cooperate on Commission's programmes • Support land reforms 	<ul style="list-style-type: none"> • Recover public land • Resolve land conflicts • Efficient and effective service delivery • Civic education and awareness on Commission's mandate

CHAPTER THREE: STRATEGIC DIRECTION

3.0 Overview

The strategic direction taken by the Commission during the plan period (2020-2025) is informed by the mandate as provided for in the Constitution, relevant statutes, the national development agenda and the Commission's commitment to sustained reforms in the land sector. The Commission purposes to effectively administer and manage public land on behalf of the two levels of Government and support planning, productive use of land and the security of rights and interests in land. In recognition of the need to raise revenue for the Government, the Commission plans to help enhance revenue generation through assessment of tax and premiums on land and immovable properties. The Commission also seeks to improve socioeconomic development and peace through provision of effective land dispute resolution and conflict management.

The Commission's strategic focus is outlined under: vision, mission, core values, key results areas, strategic objectives, strategies and the detailed implementation matrix (Appendix I).

3.1 Vision, Mission and Core Values

Vision Statement

Excellent administration and management of land for improved livelihoods and sustainable development

Mission Statement

To secure and manage public land and exercise oversight on use of land for the benefit of all Kenyans

Core Values

1. **Professionalism:** The Commission adheres to professional standards and values in undertaking its functions, and guarantees fidelity to the rule of law in its operations.
2. **Integrity:** The Commission undertakes its functions in an honest and truthful fashion, maintaining moral stand, exercise neutrality and upholds highest ethical principles.
3. **Innovation:** The land sector requires innovation in service delivery by the nature of the complexity of issues it grapples with. Being the brain trust in the sector, the Commission applies latest technologies and techniques in ensuring efficiency in the portfolio of services it offers Government and the general public. The research function of the Commission contributes to driving the innovation engine of the Commission.
4. **Sustainability:** The Commission oversight roles in general land and natural resource management is primarily geared at ensuring sustainable utilization of these resources

for posterity. The decisions and actions of the Commission will be socially acceptable, cost effective and scalable.

5. **Inclusivity:** The Commission values the role of teamwork within its workforce and partnerships with its diverse array of stakeholders. This entrenches public participation principles in the implementation of the Commission's programmes and interventions.
6. **Equity:** The Commission will foster fairness in all its operations.

3.2 The Strategy

The Commission was created to perform a number of functions that are geared towards the achievement of land reforms, sustainable development and enhancement of livelihoods of people of Kenya. In order to realize these, the Commission will undertake the following:

1. develop and implement regulations, guidelines and standard operating procedures to streamline service delivery on land;
2. partner with various stakeholders in delivery of crosscutting functions;
3. support Government development agenda by facilitating provision of land;
4. address historical and current land related disputes and conflicts;
5. undertake monitoring and oversight roles in the registration of land rights and in the use of land and natural resources.

3.3 Key Result Areas

This Strategic Plan has identified a framework that is aligned to the mandate of the Commission, which is in line with the Government development agenda including the Kenya Vision 2030, the Medium-Term Plan, the Big Four Agenda, the Africa Agenda 2063 as well as the Sustainable Development Goals. The framework contains five (5) Key Result Areas (KRAs) which will be pursued in the next five years, namely:

Key Result Area 1: Management and administration of public land

Key Result Area 2: Use of land and security of land rights

Key Result Area 3: Revenue generation from land and land-based resources

Key Result Area 4: Land dispute resolution and conflict management

Key Result Area 5: Institutional strengthening

Each of the Key Result Area is linked to its respective strategic objectives, strategies, and corresponding outcomes (Table 3.1). To realize the outcomes, each strategy will be implemented through various activities which are clearly linked to Key Performance Indicators (KPIs), targets and corresponding resource requirements spread out across the Plan period (Appendix 1).

Table 3.1 Key Results Areas

KRA	Strategic Objective	Strategies	Outcome
1. Management and administration of public land	1.1 To secure public institutional land	1.1.1 Develop and implement frameworks for administration and management of institutional public land	Secured public institutional land
		1.1.2 Document public institutional land	
		1.1.3 Recover public institutional land	
		1.1.4 Mainstream final survey in the vesting process for compulsorily acquired lands	
	1.2 To enhance access to alienated and unalienated public land for development	1.2.1 Develop and implement a land leasing framework for public land	Improved access/availability to public land
		1.2.2 Fast track allocation of public land for development and amelioration of the disadvantaged persons	
		1.2.3 Strengthen processes for Renewal and Extension of leases on public land	
		1.2.4 Avail land through compulsory acquisition	
		1.2.5 Document public land in Community and Settlements schemes	
	1.3 To regularize urban land allocations	1.3.1 Inventorize the status of urban centres	Secured land rights
		1.3.2 Document rights in urban areas	
	1.4 To sustainably manage natural resources	1.4.1 Conduct natural resource inventory and establish databases	Enhanced natural resource management for the benefit of all
		1.4.2 Develop and implement natural resource governance frameworks	
		1.4.3 Map ecologically sensitive lands in the country	

KRA	Strategic Objective	Strategies	Outcome
		1.4.4 Mainstream climate change in land management and administration	
	1.5 To develop a comprehensive public land inventory and databases	1.5.1 Inventorize public land in the country	Enhanced public land management
		1.5.2 Develop and maintain public land inventory geoportal	
		1.5.3 Establish Commission's maps and plans registry	
2. Use of land and security of land rights	2.1 To mainstream land use planning in the national and county development agenda	2.1.1 monitor and oversight land use planning throughout the country	liveable and competitive urban areas and productive rural areas
		2.1.2 Monitor and oversight preparation of land use plans for land reserved and held by public agencies	
		2.1.3 Promote compliance to approved development plans and land use regulation processes	
	2.2 To promote good land governance	2.2.1 Monitor registration of all rights and interests on land in the Country	Better land governance
		2.2.2 Oversee the implementation of the National Land Use Policy	
		2.2.3 Monitor status of natural resources in the country	
2.2.4 Strengthen legal framework and enhance compliance to rule of law			
2.3 To promote research on land and use of natural resources	2.3.1 Research on land and use of natural resources	Informed decision making, better planning and use of land and natural resources	
	2.3.2 Establish and operationalize a Commission Resource Centre		

KRA	Strategic Objective	Strategies	Outcome
3. Revenue generation from land and land based resources	3.1 To assess land and property tax	3.1.1 Review existing property tax legislative framework to enable efficient revenue collection	Enhanced land based revenue collection
		3.1.2 Develop and implement policy and guidelines on outsourcing of valuation services for assessment of property taxes	
		3.1.3 Develop and Implement County specific property taxation base	
		3.1.4 Improve capacity of County Governments to levy and collect property tax	
		3.1.5 To develop framework for collection of revenue from emerging economies	
4. Land dispute resolution and conflict management	4.1 To provide redress to land disputes	4.1.1 Develop and implement regulations, guidelines and standard operating procedures for Alternative Justice Systems (AJS), Alternative Dispute Resolution (ADR) and Traditional Dispute Resolution (TDR) mechanisms.	Reduced land related conflicts
		4.1.2 Enhance case management system for conflict management and dispute resolution.	
		4.1.3 Develop and implement legal framework for dispute resolution under requisite laws	
		4.1.4 Develop and implement legal framework for conducting inquiries and investigations related to land and land based resources under the requisite laws	
	4.2 To provide redress for Historical Land Injustices (HLI)	4.2.1 Develop and implement legal framework for HLI	HLI cases adjudicated

KRA	Strategic Objective	Strategies	Outcome
5. Institutional strengthening	5.1 To enhance corporate image of the Commission	5.1.1 Strengthen communication with stakeholders	Enhanced effective service delivery
		5.1.2 Promote good corporate governance	
		5.1.3 Improve visibility	
	5.2 To strengthen the Human Resources capacity	5.2.1 To attract and retain competent human capital	Enhanced skills, motivated and productive staff
		5.2.2 Establish an optimal staff size	
		5.2.3 Improve performance management and reward system	
		5.2.4 Enhance staff training and development	
		5.2.5 Improve staff welfare	
	5.3 To improve work environment	5.3.1 To develop and implement human resource frameworks, policies and procedures	Effective service delivery
		5.3.2 Acquire and maintain appropriate infrastructure	
	5.4 To ensure financial sustainability	5.4.1 Enhance resource mobilization	Improved service delivery
		5.4.2 Ensure prudent utilization of resources	
	5.5 To strengthen internal systems and processes for efficient service delivery	5.5.1 Establish effective performance management, monitoring and reporting frameworks	Efficiency in service delivery
		5.5.2 Leverage ICT in all the operations	
		5.5.3 Enhance risk management	
		5.5.4 Guarantee quality of services	

CHAPTER FOUR: IMPLEMENTATION AND COORDINATION FRAMEWORK

4.0 Overview

The Commission takes cognisance of the fact that great initiatives are bound to fail if not subjected to an effective mechanism for coordination and implementation. This chapter lays down the institutional framework that will support effective implementation of the Strategic Plan, the current organizational structure, staff establishment and human capital development strategies. Further, the chapter looks into the Financial Resources, Risk Analysis and Mitigation Measures as well as the linkages between the national and county levels.

To facilitate implementation and coordination of this plan, the Commission will establish a *Strategic Plan Steering Committee* that will work alongside a *Monitoring and Evaluation Committee*. The Steering Committee shall provide leadership and stewardship while the Monitoring and Evaluation Committee shall ensure timely execution of strategies and activities and submit quarterly reports on progress made in implementation of the strategic plan.

The Commission's annual workplans shall be derived from the Strategic Plan. Directorates and departments will ensure alignment of their annual workplans, procurement plans and performance contracts to the Strategic Plan.

4.1 Organizational Structure

The Commission consists of a chairperson, commissioners and the secretariat. The Secretariat is headed by the Chief Executive Officer (CEO) who is also the Secretary to the Commission. The Commission has devolved its services to all the 47 counties for efficient and effective service delivery.

4.1.1 Directorates

The Commission comprises of ten (10) directorates and three (4) departments namely: Land Administration; GeoInformation Management; Natural Resource Management; Research; Legal Affairs and Enforcement; Land Use Planning; Communication, Corporate Affairs and Advocacy; Valuation and Taxation; Human Resource Management; and Finance and Administration. The three (3) departments are: Risk and Audit; Supply Chain Management; and Information, Communication and Technology (ICT).

A new organizational structure has been proposed to enable the Commission to optimally achieve the targets presented by the plan. The proposed structure is presented in Annex 2.

4.1.2 Staff Establishment

The Commission has a staff complement of four hundred and forty seven (**447**) (**number of staff**) of various cadres against an approved establishment of one thousand and twenty one (**1021**). The Commission therefore is operating below 50% of its staff establishment. The distribution of staff per grade is summarized in table 4.1

Table 4.1 Staff Establishment as at December, 2020

S/NO	DESIGNATION	GRADE/ JOB GROUP / SCALE	AUTHORIZED ESTABLISHMENT (A)	IN- POST (B)	VARIANCE (A-B)
1.	Secretary/CEO	1	1	1	0
2.	Directors	2	10	5	5
3.	Heads of Department	3	4	1	3
4.	Deputy Directors	3	24	22	2
5.	County Coordinators	3	47	40	7
6.	Principal Officers	4	102	22	80
7.	Chief Officers	5	49	22	27
8.	Senior Officers	6	121	18	45
9.	Officers	7	200	50	150
10.	Assistant Officers	8	159	14	145
11.	Clerical Officers	8	157	157	0
12.	Office Assistants	9	126	64	62
13.	Drivers	9	29	29	0
	Total		1021	447	574

4.1.3 Human Resource Development Strategies

The Commission takes cognizance of the role Human Resource plays in the realization of this plan. In this regard, it has formulated appropriate strategies to address concerns and develop the human capital. These strategies are meant to address the following key areas:

- i. Performance appraisal;
- ii. Staff mobility (recruitment, retention, succession management and exit); and
- iii. Capacity building/strengthening.

4.1.4 Succession Planning and Management

The Commission acknowledges the fact that succession planning is an integral part of the transition management process. Towards this end, the Commission shall enact a robust succession management policy and framework within the current planning period.

4.1.5 Career Progression

Career progression is an important part of human resource development. In this regard, the Commission shall develop and implement Career Progression Guidelines that will enable staff to progress in their respective careers based on a performance appraisal system.

In furtherance of this tenet, the Commission will promote candidates from within so as to meet the employees' career progression as provided for in the Human Resource Policy Manual.

4.1.6 Development and Training

The Commission will develop a functional training programme based on staff Training Needs Assessments (TNAs) which will be carried out from time to time. This will cover long term courses for the workforce as guided by career progression guidelines and training policy. Further, the Commission will leverage on partnerships and networks to enhance staff capacity development and training.

4.2 Financial Resources

4.2.1 Current Financing Situation

In the allocation of the Financial Year (FY) 2019/2020, the gross estimate (recurrent and development expenditure) stood at Kshs. **1.233 Billion** constituting approximately **36%** of NLC budgetary estimates. The Commission continues to receive inadequate budgetary allocations despite the critical role it plays in facilitating the national development agenda. Noteworthy, the Commission's average absorption rate has been maintained at 95% over the last 6 years. Table 4.2 represents the funding trend analysis and resource gaps for the period 2014 to 2020. It reiterates the need for concerted efforts on resource mobilization from the Government, Development Partners and stakeholders.

Table 4.2 Resource Gaps Breakdown 2014 to 2020

Expenditure	Requirement Estimates (Kshs. Mn) (As per current 6-year MTEF period)			Allocation (Kshs. Mn)	Variance (Kshs. Mn)
	Recurrent	Development	Total		
2014/15	6,715	535	7,250	1,535	5,715
2015/16	13,550	450	14,000	1,529	12,471
2016/17	9,522	300	9,822	1,370	8,452
2017/18	6,584	300	6,884	1,307	5,577
2018/19	5,137	150	5,287	1,260	4,027
2019/20	2,350	150	2,500	1,187	1,313

4.2.2 Projected Financial Resource Requirements

The financial requirements for the planning period are expected to grow marginally over the first three years from Ksh. 3.448 Billion to Ksh. 5.132 Billion and reduce to Ksh. 3.594 Billion by the last year and shown by Table 4.3. KRA 1 has the highest financial resource requirement

as it combines a number of Commission’s mandates. KRA 5 has the second highest financial resource requirement for the fact that it is expected to provide an enabling environment for the achievement of the other four KRAs.

Table 4.3: Financial Requirements for the Implementation of the Strategic Plan 2020-2025

KEY RESULT AREA	Budgetary Requirements Ksh (Millions)					
	YR1	YR2	YR3	YR4	YR5	Total
KRA 1: Management and administration of public land	1,623	1,884	1,744	1,721	1,696	8,669
KRA 2: Use of land and security of land rights	229	821	647	602	485	2,784
KRA 3: Revenue generation from land and land based resources	115	225	565	550	395	1,850
KRA 4: Land dispute resolution and conflict management	245	485	400	290	230	1,650
KRA 5: Institutional strengthening	1,236	1,026	1,806	944	788	5,799
TOTAL	3,448	4,311	5,132	4,077	3,594	20,562

4.2.3 Resource Mobilization Strategies

The public sector as a whole continues to experience inadequate funding from the government owing to budgetary constraints. The Commission, being part of this sector, has not been shielded from this challenge which has contributed to a slow-down in service delivery.

The above situation necessitates the Commission to seek alternative sources of funding to bridge the budgetary gap. To actualize this, the Commission will incorporate resource mobilization strategies in its administrative and governance structures.

A multi directorate /department team will be constituted to spearhead the resource mobilization agenda of the Commission. Resource mobilization will therefore be mainstreamed into the operations of the Commission through the various directorates/departments and will involve the following:

1. Engagement with National and County Governments

National government: This will involve engaging the National Assembly and National Treasury for increased budgetary allocation and support to identified flagship projects.

County governments: This will involve identification of areas of common interest between the Commission and the various County Governments. The Commission will consider the existing legal and administrative frameworks and identify areas of synergy so as to leverage on them for support relating to financial, technical, material, good will and capacity building.

2. Strategic Engagement with Partners

The Commission recognizes and appreciates the role played by strategic partners in actualization of its mandate. The partners include;

- Government Agencies (MDAs)
- Development Partners
- Private sector
- Non-State actors (INGOs, NGOs, CBOs, FBOs)
- Media
- Academia and Research institutions

4.3 Risk Analysis and Mitigation Framework

The Commission appreciates that risks are inevitable during implementation of the plan and has put in place a robust mitigation framework. This will ensure that activities in the plan are implemented smoothly with minimal adverse impact to the Commission. Potential risks that are likely to jeopardize the achievements of the objectives contained in this plan have been identified and mitigation measures proposed. Table 4.4 provides a summary of the range and types of risk the Commission anticipates during the course of the implementation of this plan and the mitigation measures.

Table 4.4 Risk Analysis and Mitigation Measures

RISK FACTOR		LEVEL OF RISK	MITIGATION STRATEGY
1.	High expectation on the Commission to solve all challenges relating to land	High	<ul style="list-style-type: none"> • Continuous and timely dissemination and communication of accurate information and awareness creation.
2.	Lack of goodwill to deliver on land reforms	High	<ul style="list-style-type: none"> • Constant consultations and engagements
3.	Inadequate funding of the Commission	High	<ul style="list-style-type: none"> • Engage both parliament and the National Treasury for increased funding • Encourage Public Private Partnerships approach • Heighten resource mobilization initiatives
4.	Negative perception on service delivery by the Commission	High	<ul style="list-style-type: none"> • Implement Commission’s Citizen Service Delivery Charter • Continued communication with stakeholders through land clinics, Huduma centres and other fora. • Enhancing transparency and accountability in the acquisition process • Building capacity of stakeholders and raise awareness
5.	Inadequate staff	High	<ul style="list-style-type: none"> • Recruitment of additional staff
6.	High number of litigation cases on land matters	High	<ul style="list-style-type: none"> • Encourage application of ADR/TDR and AJS
7.	External interference due to diverse interests	High	<ul style="list-style-type: none"> • Promote ethical standards and professionalism in executing the Commission’s mandate.
8.	Frequent amendments to land laws	High	<ul style="list-style-type: none"> • The Commission to pursue its mandate in accordance with the constitution and the relevant laws • Continued engagement with MoLPP, Parliament, County Governments, Non-State Actors

CHAPTER FIVE: MONITORING, EVALUATION AND REPORTING

5.1 Overview

This plan has identified the strategic direction that includes a results framework which identifies a number of key indicators to be used to monitor the progress and evaluate the success of the various interventions.

5.2 Monitoring

Monitoring the implementation of this plan will involve a systematic and continuous process of collecting, collating and analysing information based on the targets, outputs, outcomes, performance indicators and feedback reports from the various Directorates and Departments of the Commission.

Information will be analysed using both quantitative and qualitative techniques to prepare various reports such as quarterly, annual and any other performance reports that may be required from time to time. The results of monitoring and evaluation will be used to improve and realign on-going interventions as well as inform future plans of the Commission.

The projected budgetary requirements will be used as a locus to monitor programme implementation costs.

5.3 Evaluation

Evaluation will be geared towards assessing, as systematically and as objectively as possible all the projects and programmes or phases to establish relevance, effectiveness, efficiency, impact and sustainability of the interventions. Evaluation exercises will be conducted in the mid-term and end-term level of this plan. This will be carried out to identify progress on implementation based on clear outcome indicators that depict achievements on the planned outcomes.

During the plan period, the Commission will undertake 2 major evaluations;

- i. **Mid-term Evaluation:** The Mid-term evaluation will be undertaken with the objective of assessing the continued relevance of various interventions and the progress made towards achieving the planned objectives. The evaluation will ultimately provide an opportunity to take any necessary corrective action or make modifications to ensure the achievement of these objectives within the timeframe of the plan.
- ii. **End-term Evaluation:** At the end of the planning period, the Commission will undertake an end-term evaluation to determine the relevance, impact, effectiveness and sustainability of the programmes. In addition, the evaluation will assess the extent to which cross cutting issues have been addressed and any challenges and best practices during the

implementation period. All these will be vital in informing the next cycle of the strategic planning process of the Commission.

5.4 MONITORING AND EVALUATION FRAMEWORK

One of the key elements of a Strategic Plan is the process of monitoring and evaluating performance. The Monitoring and Evaluation (M&E) framework will work in tandem with the Implementation Matrix to ensure the following: -

- i. Establishment of clear reporting schedules, channels and feedback mechanisms regarding on-going processes;
- ii. Clear specifications of the roles and responsibilities of individuals expected to submit or receive the reports taking into consideration the institutional implementation framework of the Commission;
- iii. Clear statement and definition of action plans to be taken on specified monitoring results in terms of resource adjustment, change of strategy or review of programme /activity.

The M&E framework developed will consider the key areas of concern that include measuring the physical progress; determining financial status; quality control and quality assurance; specifications and standards of the outputs; and other factors specific to the programmes and projects.

5.4.1 Monitoring and Evaluation Coordination

The Commission will establish an M&E committee charged with coordination of monitoring of the various thematic/key result areas. Membership will be drawn from all directorates and departments and will be chaired by the Secretary/CEO. The M&E unit will coordinate and provide secretariat services to the committee. The unit will also support directorates and departments to develop appropriate monitoring and evaluation tools and indicators.

5.4.2 Linking Monitoring & Evaluation to Performance Management and Staff Appraisal

For implementation of the plan to be effective, the M&E framework will be an integral part of the Commission's performance management system and will be linked to staff appraisal and reward. Staff will be expected to develop their annual work plans from the strategic plan and set corresponding targets. In this case, staff will use individual performance appraisal reports to reflect on their individual performance and where necessary, make improvements and take corrective actions. To improve on the effectiveness of M&E in relation to staff performance and appraisal, the Commission will use system-wide ICT networks and automated performance management systems within the planning period.

5.4.3 Knowledge Management and Communication

The purpose of M&E is to help an organization to improve on the efficiency and effectiveness of an intervention. In this regard, the Commission will develop an elaborate strategy for

reporting and disseminating findings to the end-users as well as opportunities to discuss and learn from the findings. The strategy will elaborate on who, what, when and how to communicate with the aim of promoting learning as well as programmes coordination, support and cooperation by partners and stakeholders.

ANNEXURE 1 IMPLEMENTATION MATRIX

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
Key Result Area 1 : Management and administration of public land															
Strategic Objective 1.1: To secure public institutional land															
1.1.1 Develop and implement frameworks for administration and management of Institutional public land	Development of guidelines and manuals	Guideline and procedure manuals on Land Management and Disposition by public institutions developed	Guidelines and manuals developed and in use	3	2	1	-	-	-	80.0	20.0	-	-	-	100.0
	Development of monitoring tools to track implementation of Guideline on Land Management and Disposition by public institutions	Tools to monitor implementation of guidelines in place	No. of monitoring tools developed	5	1	1	1	1	1	10.0	10.0	10.0	10.0	10.0	50.0
	Monitoring implementation of public land management guidelines	workshop and monitoring reports	No. of sensitization workshop and monitoring reports	8	-	2	2	2	2	-	70.0	65.0	65.0	65.0	265.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020-2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
1.1.2 Document public institutional land	Data and Information collection and verification	Reports	No of reports generated	5	1	1	1	1	1	5.0	20.0	20.0	15.0	10.0	70.0
	Preparation and issuance of letters of allotment and leases	Letters of allotment and Leases prepared and issued	No of allotment letters and leases issued	12000	500	3000	4000	3000	2500	0.0	0.0	0.0	0.0	0.0	0.1
1.1.3 Recover public institutional land	Inventorize public land within large subdivision schemes	Status report of public land in large subdivision schemes	No. of inventory ledgers	5	1	1	1	1	1	5.0	20.0	20.0	20.0	20.0	85.0
	Preparation and execution of letters of allotment, transfer of land forms and leases	Letters of allotment, transfer of land forms and leases prepared	No. of letters of allotment, transfer of land forms and leases	850	50	200	200	200	200	0.1	0.2	0.2	0.2	0.2	0.9
1.1.4 Mainstream final survey in the vesting process for compulsorily acquired lands	Formulation and sharing of guidelines on final survey	Guideline of final survey for vesting	Developed guidelines	1	1	-	-	-	-	20.0	-	-	-	-	20.0
	Documentation of the unsurveyed acquired public land	Reports	No. of reports	1	1	-	-	-	-	50.0	-	-	-	-	50.0
	Administration and supervision of final survey projects	Projects supervised and administered	No. of projects administered and supervised	25	5	5	5	5	5	300.0	300.0	300.0	300.0	300.0	1,500.0
	vesting of compulsorily acquired land and documenting surrenders	Reports of vested and surrendered parcels	No. of reports of vested and surrendered parcels	25	5	5	5	5	5	25.0	25.0	25.0	25.0	25.0	125.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
Strategic Objective 1.2: To enhance access to alienated and unalienated public land for development															
1.2.1 Develop and implement a land leasing framework for public land	Develop a land tenure framework	Land tenure framework in place	% of land tenure framework	100	-	70	30	-	-	-	50.0	20.0	-	-	70.0
	Identification of unalienated public land	Reports on unalienated public land	No. of reports	3	-	-	1	1	1	-	-	50.0	50.0	50.0	150.0
1.2.2 Fast track allocation of public land for development and amelioration of the disadvantaged persons	Assessment of use needs	Reports	No. of reports	5	1	1	1	1	1	5.0	5.0	5.0	5.0	5.0	20.0
	Reservation of public land for settlement schemes	Settlement scheme parcels reserved	No. of settlement scheme parcels reserved	17	5	3	3	3	3	6.0	4.0	4.0	4.0	4.0	16.0
	Processing of applications	Letters of allotment, reservations and leases prepared	No. of letters of allotment, reservations and leases prepared	17500	1500	5000	5000	3000	3000	6.0	20.0	20.0	12.0	12.0	64.0
1.2.3 Strengthen processes for Renewal and Extension of leases on public land	Develop and issue public notices	public notices issues	No. of notices	18	2	4	4	4	4	4.0	8.0	8.0	8.0	8.0	32.0
	Undertake rapid result initiatives	Reports	No. of reports	5	1	1	1	1	1	50.0	50.0	50.0	50.0	50.0	200.0
1.2.4 Avail land through	Assessment of just compensation	Project compensation reports	No. of project reports	50	10	10	10	10	10	30.0	30.0	30.0	30.0	30.0	120.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
compulsory acquisition	Determination of interested persons	Compensation schedules	No. of compensation schedules	50	10	10	10	10	10	20.0	20.0	20.0	20.0	20.0	80.0
	Disburse compensation to affected land owners	Compensation status reports	No. of compensation status reports	50	10	10	10	10	10	10.0	10.0	10.0	10.0	10.0	40.0
	Conduct final survey for vesting of compulsorily acquired land	Reports on surveyed land for vesting	No. projects reports on final survey for vesting	50	10	10	10	10	10	600.0	600.0	600.0	600.0	600.0	2,400.0
	vesting of compulsorily acquired land and documenting surrenders	Reports of vested and surrendered parcels	No. of reports of vested and surrendered parcels	50	10	10	10	10	10	50.0	50.0	50.0	50.0	50.0	200.0
1.2.5 Document public land in Community and Settlements schemes	Identification, planning and surveying of public land in Community and Settlements schemes	Reports on identified, planned and surveyed public land in Community and Settlements schemes	No. of reports	5	1	1	1	1	1	50.0	50.0	50.0	50.0	50.0	200.0
	Documentation of public land in Community and Settlements schemes	Register of public land in Community and Settlements schemes	No. of Registers of public land in Community and Settlements schemes	5	1	1	1	1	1	2.0	2.0	2.0	2.0	2.0	8.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
Strategic Objective 1.3: To regularize urban land allocations															
1.3.1 Inventorize the status of urban centres	Develop regularization standards and procedures	Regularization standards and procedures	A regularization standards and procedures	1	1	-	-	-	-	30.0	-	-	-	-	30.0
	Assessment of ownership status of urban lands	Reports	No. of reports	4	-	1	1	1	1	-	20.0	20.0	20.0	20.0	80.0
1.3.2 Document land rights in urban areas	Planning, survey and identification owners of the urban areas parcels	Urban areas planned, surveyed and owners identified	No. of urban areas planned, surveyed and owners identified	22	2	5	5	5	5	10.0	25.0	25.0	25.0	25.0	110.0
	Preparation and issuance of letters of allotment and leases to identified owners	Letters of allotment and leases prepared and issued	No. of letters of allotment and leases prepared and issued	33000	3000	7500	7500	7500	7500	0.0	0.1	0.1	0.1	0.1	0.3
Strategic Objective 1.4: To sustainably manage natural resources															
1.4.1 Conduct natural resource inventory and establish databases	Consolidate natural resources data	Natural resources inventory developed	% of the natural resources inventory developed	100	60	20	20	-	-	30.0	10.0	10.0	-	-	50.0
	Develop and maintain a geo-portal for natural resources	Functional geo-portal of natural resources in place	% of functional geo-portal developed	100	60	10	10	10	10	20.0	5.0	5.0	5.0	5.0	40.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
1.4.2 Develop and implement natural resource governance frameworks	Development of natural resource frameworks	Frameworks developed - guidelines, procedures and rules	No. of draft frameworks	4	-	1	1	1	1	-	40.0	40.0	40.0	40.0	160.0
	Develop guidelines and rules for harnessing blue economy resources	Validated guidelines for harnessing blue economy resources in place	No. of guidelines developed	2	-	1	-	1	-	-	50.0	-	50.0	-	100.0
	Oversee implementation of frameworks	Implementation reports	No. of implementation reports	6	-	1	2	1	2	-	50.0	100.0	50.0	100.0	300.0
1.4.3 Map Ecologically Sensitive lands in the country	Carry out country-wide field assessments to identify ecologically sensitive areas	Advisories developed	No. of advisories	30	6	6	6	6	6	15.0	15.0	15.0	15.0	15.0	75.0
	Development of a register and theme-based for ecologically areas	Register of ecologically sensitive areas in place	A register	1	-	-	-	-	1	-	-	-	-	20.0	20.0
		Theme-based maps in place	No. of theme-based maps	10	2	2	2	2	2	20.0	20.0	20.0	20.0	20.0	100.0
1.4.4 Mainstream climate change in land management	Development of conditions for integration in land management and administration processes	Conditions report developed	No of conditions report	1	-	1	-	-	-	-	50.0	-	-	-	50.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
and administration	Participation in climate change negotiation at the global level	Conference reports	No. of conference reports	5	1	1	1	1	1	10.0	10.0	10.0	10.0	10.0	50.0
	Oversee the implementation of climate change related in land administration and management	Implementation reports	No. of reports	4	-	1	1	1	1	-	15.0	15.0	15.0	15.0	60.0
Strategic Objective 1.5: To develop a comprehensive public land inventory and databases															
1.5.1 Inventorize public land in the country	Development and review of Public Land Inventory standards and guidelines	PLI standards and guidelines developed	A PLI standards and guidelines developed and in place	1	1	-	-	-	-	20.0	-	-	-	-	20.0
	Implementation of PLI standards and guidelines	Reports of implementation of PLI standards and guidelines	Implementation reports	5	1	1	1	1	1	10.0	10.0	10.0	10.0	10.0	50.0
	Review and revision of PLI standards and guidelines	Revised PLI standards and guidelines	A revised PLI standards and guidelines	1	-	-	-	1	-	-	-	-	20.0	-	20.0
1.5.2 Develop and maintain public land	Enhancement of a public land inventory portal	public land inventory portal enhanced	A functional public land inventory portal	1	1	-	-	-	-	30.0	-	-	-	-	30.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
inventory geoportal	Georeferencing of PID's and RIMs on Public Land	Reports on PID's and RIMs georeferenced	No. of reports on PID's and RIMs georeferenced	5	1	1	1	1	1	60.0	60.0	60.0	60.0	60.0	300.0
	Digitization of public land parcels	Reports on digitized public land	No. of reports on digitized public land	5	1	1	1	1	1	20.0	20.0	20.0	20.0	20.0	100.0
	Integration of PLI with public agencies PLI initiatives	Up-to-date PLI	No. of integration status reports	5	1	1	1	1	1	20.0	20.0	20.0	20.0	20.0	100.0
1.5.3 Establish commission's maps and plans registry	Identification and provision of physical space and infrastructure	Equipped public land maps and plans registry	An equipped public land maps and plans registry	1	-	1	-	-	-	-	90.0	-	-	-	90.0
	Acquisition of maps and plans	Status reports	No. of status reports	4	-	1	1	1	1	-	10.0	10.0	10.0	10.0	40.0
	Maintenance and running of the maps and registry	Status reports	No. of status reports	3	-	-	1	1	1	-	-	5.0	5.0	5.0	15.0
										1,623.1	1,884.3	1,744.3	1,721.3	1,696.3	8,669.3
Key Result Area 2: Use of land and security of land rights															

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020-2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
Strategic Objective 2.1: To mainstream land use planning in the national and county development agenda															
2.1.1 monitor and oversight land use planning throughout the country	undertake surveys on Land Use Planning at the national, inter-county, county and urban levels;	Baseline report on land use planning developed	No. of Reports	1	-	1	-	-	-	-	100.0	-	-	-	100.0
	Monitor and oversight the implementation of the National spatial plan(NSP)	A framework for monitoring and overseeing implementation of the NSP developed	A framework for monitoring implementation of NSP in place	1	0.5	0.5	-	-	-	10.0	10.0	-	-	-	20.0
		Monitoring implementation of NSP	Monitoring reports	20	0	0	7	7	6	-	-	40.0	40.0	35.0	115.0
	Monitor and oversight the preparation, approval and implementation of county spatial plans	County spatial plans that meet the quality bench marks are prepared, approved and implemented.	Monitoring reports, Status reports, scorecard on preparation and implementation of CSP	125	25	25	25	25	25	25.0	25.0	25.0	25.0	25.0	125.0
	Monitor and oversight the preparation, approval and implementation of urban land use plans	-status reports	Monitoring reports, Status reports, scorecard on preparation and implementation of urban land use plans	70	5	17	17	17	14	15.0	51.0	51.0	51.0	42.0	210.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
	Revise the urban land use planning, monitoring and oversight guidelines	Revised guidelines for monitoring urban land use plans	Approved guidelines in place	1	-	-	-	1	-	-	-	-	50.0	-	50.0
2.1.2 Monitor and oversight preparation of land use plans for land reserved and held by public agencies	Prepare guidelines for preparing land use plans for land held by public agencies	Guideline for preparing land use plans held by public agencies	Approved guidelines in place	1	0.5	0.5	-	-	-	20.0	20.0	-	-	-	40.0
	Monitor the preparation and approval of the land use plans for land held by public agencies	Status report of planning of land held by public land	No. of Reports	10	-	2	2	3	3	-	4.0	4.0	6.0	6.0	20.0
2.1.3 Promote compliance to approved development plans and land use regulation processes	Prepare guidelines for monitoring and overseeing development control and land use regulation	Approved guidelines for monitoring development control and land use regulation	Approved guidelines in place	1	-	1	-	-	-	-	30.0	-	-	-	30.0
	Monitor development control and land use regulation processes	Status of compliance to land use plans	No. of status reports	8	-	2	2	2	2	-	4.0	4.0	4.0	4.0	16.0
Strategic Objective 2.2: To promote good land governance															

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
2.2.1 Monitor registration of all rights and interests on land in the Country	Undertake baseline assessment of status of registration of land rights and interests	Baseline report on registration status	Baseline report in place	1	0.5	0.5	-	-	-	30.0	30.0	-	-	-	60.0
	Develop monitoring framework	Land rights monitoring framework developed	Land rights monitoring framework in place	1	0.5	0.5	-	-	-	15.0	15.0	-	-	-	30.0
	Monitor registration of rights to land	Annual reports on land rights monitoring	No. of reports	8	-	2	2	2	2	-	50.0	50.0	50.0	50.0	200.0
2.2.2 Oversee the implementation of the National Land Use Policy	Prepare a framework for monitoring and overseeing implementation of the National Land Use Policy (NLUP)	A framework for monitoring and overseeing the policy	A framework for monitoring implementation of national land use policy in place	1	0.5	0.5	-	-	-	30.0	30.0	-	-	-	60.0
	Monitor implementation of the national land use policy	Status reports on the national land use policy	No. of monitoring reports	30	-	7	8	8	7	-	100.0	120.0	120.0	100.0	440.0
	Monitor Preparation of National land policy	Status reports on the national land policy	No. of monitoring reports	5	1	1	1	1	1	10.0	10.0	10.0	10.0	10.0	50.0
2.2.3 Monitor status of natural	Develop monitoring tools for natural resources	Monitoring tools developed	No. of monitoring tools in place	1	-	1	-	-	-	-	20.0	-	-	-	20.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
resources in the country	Oversee implementation of the Frameworks	Implementation reports	No. of implementation reports	4	-	1	1	1	1	-	15.0	15.0	15.0	15.0	60.0
2.2.4 Strengthen legal framework and enhance compliance to rule of law	Develop regulations in relation to NLC Act 2012, Section 21 of the Agriculture, Fisheries and Food Authority 2013, Sections 19 & 160 of the Land Act 2012	Regulations in place	No. of Regulations	4	-	1	1	1	1	-	-	30.0	30.0	30.0	90.0
	Audit relevant land laws, policies, regulations and recommend necessary amendments to support Land Management	Audit report and proposed amendments	No. of Reports and amendments	5	1	1	1	1	1	50.0	50.0	50.0	50.0	50.0	250.0
	Develop and implement guidelines to coordinate the NLC and county governments on land management and planning	Guidelines in place	Guidelines in place	1	-	1	-	-	-	-	10.0	-	-	-	10.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
	Monitor implementation of guidelines for NLC and County	Reports on implementation	No. of Reports	3	-	-	1	1	1	-	-	30.0	30.0	30.0	90.0
	Monitoring the compliance of the rule of law in land governance	Monitoring tool developed	No. of monitoring tools	1	-	1	-	-	-	-	10.0	-	-	-	10.0
		Compliance status reports	No. of compliance status reports	4	-	1	1	1	1	-	15.0	15.0	15.0	15.0	60.0
Strategic Objective 2.3: To promote research on land and use of natural resources															
2.3.1 Research on land and use of natural resources	Develop Research Framework	Research framework developed	A research framework in place	1	1	-	-	1	-	3.0	-	-	3.0	-	6.0
	Conduct themed research on land to inform policy	Research reports on land and use of natural resources	No. of advisories	9	1	2	2	2	2	8.0	16.0	16.0	16.0	16.0	72.0
			No of research reports	18	2	4	4	4	4	8.0	16.0	16.0	16.0	16.0	72.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
	Disseminate the research findings	Publications & conference proceedings	No. of Publications and conference proceedings	27	3	6	6	6	6	5.0	10.0	10.0	10.0	10.0	45.0
2.3.2 Establish and operationalize a Commission Resource Centre	Procure office space	Office space procured	Resource centre in place	1	-	1	-	-	-	-	50.0	25.0	25.0	25.0	125.0
	Procure supporting infrastructure	Infrastructure procured	Infrastructure in place	-	-	1	1	-	-	-	100.0	100.0	-	-	200.0
	establish a library, subscribe to relevant journals	Operational Library	Operational Library in place	1	-	-	0.30	0.30	0.40	-	-	1.0	1.0	1.0	3.0
	Establishment of research fund	Research Fund (special grants)	No. of research grants	6	-	-	2	2	2	-	-	5.0	5.0	5.0	15.0
										229.0	691.0	617.0	572.0	485.0	2,594.0
Key Result Area 3: Revenue generation from land and land based resources															
Strategic Objective 3.1: To assess land and property tax															

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
3.1.1 Review existing property tax legislative framework to enable efficient revenue collection	Review and develop proposed amendments to Land Act, Rating Act, Valuation for Rating Act, Stamp Duty Act; regulations and guidelines under the various Acts.	Draft proposed bill, regulations and guidelines	Report on proposed amendments in place	6	2	2	2	-	-	70.0	70.0	70.0	-	-	210.0
	conduct stakeholder engagement and public participation	stakeholder validation report	stakeholder validation report in place	3	1	1	1	-	-	10.0	10.0	10.0	-	-	30.0
	implement the amended laws, regulations and guidelines	Amended laws, regulations and guidelines	Amended laws, regulations and guidelines in place	2	-	-	-	1	1	-	-	-	10.0	10.0	20.0
3.1.2 Develop and implement policy and guidelines on outsourcing of valuation services for assessment of property taxes	Develop policy and guidelines	Policy and guidelines in place/prepared	Policy and guidelines in place	1	1	-	-	-	-	10.0	-	-	-	-	10.0
	Implement the new policy and guidelines	Effective assessment of property taxes	Number of contracts/outsourced property valuation services	30	-	-	-	10	10	-	-	-	20.0	20.0	40.0
3.1.3 Develop and Implement County specific	Undertake baseline survey of properties in a County	Register of properties in place	Number of registers in place	47	-	-	23	24	-	-	-	230.0	240.0	-	470.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
property taxation base	Prepare valuation rolls	Valuation rolls	No of rolls prepared	30	-	-	10	10	10	-	-	50.0	50.0	50.0	150.0
3.1.4 Improve capacity of County Governments to levy and collect property tax	Hold awareness/sensitization workshops/forums	Workshop/forums held	Number of workshops/Forums held	47	-	-	10	17	20	-	-	50.0	85.0	100.0	235.0
	Develop tax collection tools	Tools in place	No. of tools in place	1	-	-	1	-	-	-	-	10.0	-	-	10.0
To develop and implement policy and guidelines on areas of revenue generation	Develop policies and guidelines on collection of land based revenue	Policies and guidelines prepared	Number of policies and guidelines prepared	1	1	-	-	-	-	10.0	-	-	-	-	10.0
	Implement the new policy and guidelines	Effective revenue collection	% increment in revenue collection	1	-	1	-	-	-	-	20.0	20.0	20.0	20.0	80.0
Determine rents, stand premium and royalties.	Carry out valuation of land	Valuation report	Advise on amount of rents, stand premiums and royalties assessed/ No of parcels valued/No of valuation reports	1	1	1	1	1	1	5.0	5.0	5.0	5.0	5.0	25.0
	Undertake periodic reviews of rents	Property rent register	No of registers prepared	47	-	10	10	10	17	-	100.0	100.0	100.0	170.0	470.0
3.1.5 To develop framework for	Develop framework on collection of	Framework prepared	Number of frameworks prepared	1	1	-	-	-	-	10.0	-	-	-	-	10.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
collection of revenue from emerging economies	revenue from emerging economies														
	Implement the framework	Revenue collection framework in place	Amount of revenue collected	1	1							20.0	20.0	20.0	20.0
										115.0	225.0	565.0	550.0	395.0	1,850.0
Key Result Area 4: land dispute resolution and conflict management															
Strategic Objective 4.1; To provide redress to land disputes															
4.1.1 Develop and implement regulations, guidelines and standard operating procedures for Alternative Justice Systems	Develop draft regulations, guidelines and standard operating procedures for AJS, ADR and TDR mechanisms and tabled to AG for processing	Draft regulations, guidelines and standard operating procedures for AJS, ADR and TDR mechanisms	No. of draft regulations, guidelines and standard operating procedures for AJS, ADR and TDR mechanisms in place	6	2	2	2	2	-	60.0	60.0	60.0	60.0	-	240.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
(AJS), Alternative Dispute Resolution (ADR) and Traditional Dispute Resolution (TDR) mechanisms.	Implement the regulations, guidelines and standard operating procedures for AJS,ADR and TDR mechanisms in a the 47 Counties	Regulations, guidelines and standard operating procedures for AJS,ADR and TDR mechanisms implementation reports	No. of implementation reports	12	-	3	3	3	3	-	90.0	90.0	90.0	90.0	360.0
4.1.2 Enhance case management system for conflict management and dispute resolution.	Develop guidelines and standard operating procedures for case management	Guidelines and standard operating procedures for case management developed	No. of guidelines and standard operating procedures for case management in place	2	1	1	-	-	-	5.0	5.0	-	-	-	10.0
	Attend all hearings in court	Reports on case management highlighting cases heard and cases determined	No. of reports	5	1	1	1	1	1	30.0	30.0	30.0	30.0	30.0	150.0
	Engage with key stakeholders such as Ministry in charge of lands, Judiciary, other relevant MDAs and County Governments	Reports on engagements	No. of reports	5	1	1	1	1	1	20.0	20.0	20.0	20.0	20.0	100.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)	
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25		
4.1.3 Develop and implement legal framework for dispute resolution under requisite laws	Develop and implement legal framework for conducting land use planning disputes under Section 9 (e) of the Physical and Land Use Planning Act (PLUPA), 2019	Guidelines and standard operating procedures under Section 9 (e) of PLUPA developed	No. of guidelines and standard operating procedures in place	2	1	1	-	-	-	30.0	30.0	-	-	-	60.0	
		Implementation reports	No. of implementation reports	5	1	1	1	1	1	10.0	10.0	10.0	10.0	10.0	50.0	
	Develop and implement legal framework for conducting dispute resolution under Sections 39, 40 and 41 of the Community Land Act (CLA), 2016	Guidelines and standard operating procedures under Sections 39, 40 and 41 of CLA developed	No. of guidelines and standard operating procedures in place	2	-	1	1	-	-	-	-	30.0	30.0	-	-	60.0
		Implementation reports	No. of implementation reports	4	-	1	1	1	1	-	10.0	10.0	10.0	10.0	40.0	
	Develop and implement a legal framework for natural resources-based conflict transformation	Guidelines and standard operating procedures developed	No. of guidelines and standard operating procedures in place	2	-	1	1	-	-	-	-	30.0	30.0	-	-	60.0
		Implementation reports	No. of implementation reports	4	-	1	1	1	1	-	10.0	10.0	10.0	10.0	40.0	
	4.1.4 Develop and implement legal framework for	Develop and implement legal framework for conducting inquiries	Guidelines and standard operating procedures developed	No. of guidelines and standard operating procedures in place	2	1	1	-	-	-	30.0	30.0	-	-	-	60.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)	
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25		
conducting inquiries and investigations related to land and land based resources under the requisite laws	under Section 112 of the Land Act, 2012	Implementation reports	No. of implementation reports	5	1	1	1	1	1	10.0	10.0	10.0	10.0	10.0	50.0	
	Develop and implement legal framework for conducting inquiries under Section 6 of the NLC Act, 2012	Guidelines and standard operating procedures developed	No. of guidelines and standard operating procedures in place	2	-	1	1	-	-	-	-	30.0	30.0	-	-	60.0
		Implementation reports	No. of implementation reports	4	-	1	1	1	1	-	10.0	10.0	10.0	10.0	40.0	
	Develop and implement legal framework for conducting investigations	Guidelines and standard operating procedures developed	No. of guidelines and standard operating procedures in place	2	-	2	-	-	-	-	-	20.0	-	-	-	20.0
		Implementation reports	No. of implementation reports	4	-	1	1	1	1	1	-	10.0	10.0	10.0	10.0	40.0
	Strategic Objective 4.2; To provide redress for historical land injustices															
4.2.1 Develop and implement legal framework for Historical Land Injustices	Develop amendment bills, regulations, guidelines and standard operating procedures, and table them to the AG and Parliament for processing	Amendment bills, regulations, guidelines and standard operating procedures on HLI developed	No. bills, regulations, guidelines and standard operating procedures on HLI in place	3	1	1	1	-	-	20.0	20.0	20.0	-	-	60.0	

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
	Conduct HLI hearings and make recommendations in all the 47 counties	Reports on the HLI cases heard and adjudicated	No. of reports on the HLI cases heard and adjudicated	5	1	1	1	1	1	30.0	30.0	30.0	30.0	30.0	150.0
										245.0	485.0	400.0	290.0	230.0	1,650.0
Key Result Area 5: Institutional Strengthening															
Strategic Objective 5.1: To enhance corporate image of the Commission															
5.1.1 Strengthen communication with stakeholders	Develop Communication and advocacy Strategy	A communication strategy in place, disseminated and implemented	Communicated strategy developed and implemented	1	1	-	-	-	-	5.0	-	-	-	-	5.0
	Meetings with specific clusters of stakeholders	Public Awareness/Public Relations/Publicity campaigns conducted	No of Campaigns conducted, Improved awareness on NLC Activities,	27	5	10	10	8	4	5.0	10.0	10.0	8.0	4.0	37.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
	Strengthening Partnerships	inter-agency Consultative forums	Number of Forums held	48	4	10	10	12	12	2.0	5.0	5.0	6.0	6.0	24.0
	Capacity Strengthening of Commissioners and Top level management on media engagements	Efficient NLC brand ambassadors and positive media coverage	Improved participation of management in media programmes	5	1	1	1	1	1	5.0	4.0	4.0	4.0	4.0	21.0
5.1.2 Promote good corporate governance	Brand Audit	Brand audit undertaken	Brand audit report in place	1	0.50	0.50	-	-	-	12.5	12.5	-	-	-	25.0
	Develop Commission service charter	A service charter developed	Service Charter developed and in place	1	0.50	0.50	-	-	-	12.5	12.5	-	-	-	25.0
5.1.3 Improve visibility	Brand manual	Brand manual developed	Number of Branded items per cluster	15	3	3	3	3	3	7.0	8.0	9.0	9.0	8.0	41.0
	Production of Communication, Education, Publicity	CEPA materials produced	Number of CEPA materials produced	375	75	75	75	75	75	15.0	15.0	15.0	15.0	15.0	75.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
	and Awareness Materials (CEPA)														
	Advertising	Targeted advertising, Brand Positioning	No of projects advertised	15	3	3	3	3	3	10.0	10.0	10.0	100.0	10.0	140.0
	Media Relations	Strong media presence in the Commission, Objective reporting on NLC and Land related Matters	No of positive media articles on NLC	20	4	4	4	4	4	5.0	7.0	10.0	10.0	15.0	47.0
	Media Monitoring, tracking and evaluation	Accurate and timely responses to emerging land matters in the media	No of negative Vs positive media features on NLC / improved internal and external reporting	5	1	1	1	1	1	3.0	4.5	5.0	5.0	6.0	23.5
Strategic Objective 5.2: To strengthen the Human Resources capacity															

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
5.2.1 To attract and retain competent human capital	Carry out recruitment process	Competent staff recruited and retained	Adequate staff complements recruited and retained	260	60	60	50	50	40	129.6	129.6	108.0	108.0	86.4	561.6
	Develop career planning and Management strategy	Career Progression Guidelines developed and Succession plan developed	Career Progression Guidelines and Succession plan in place	2	1	1	-	-	-	5.0	5.0	-	-	-	10.0
	Develop talent management policy	Approved policy	Talent management policy	1	-	-	1	-	-	-	-	5.0	-	-	5.0
	Develop and implement staff retention Strategy	Staff Retention Strategy Developed	Staff Retention Strategy	1	-	1	-	-	-	-	5.0	-	-	-	5.0
5.2.2 Establish an optimal staff size	Review Organizational structure	Organizational structure , grading structure and staffing levels	Organizational structure , grading structure and staffing levels in place	1	1	-	-	-	-	10.0	-	-	-	-	10.0
5.2.3 Improve performance management and reward system	Review Performance Management system	Reviewed Performance Management system	Performance Management System (PMS)	1	-	1	-	-	-	5.0	2.0	-	-	-	7.0
			Performance Contracts-PCs	1	-	1	1	1	1	3.0	3.0	3.0	3.0	3.0	15.0
			Appraisal Reports	5	1	1	1	1	1	5.0	5.0	5.0	5.0	5.0	25.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
	Develop reward and sanctions policy	Reward and Sanctions policy developed and implemented	Reward and Sanctions policy	1	-	-	-	1	-	-	-	-	5.0	-	5.0
5.2.4 Enhance staff training and development	Develop and Implement training and development plan	Implemented training and development plan	No. of staff trained	2500	500	500	500	500	500	100.0	100.0	100.0	100.0	100.0	500.0
	Develop Training Revolving Fund policy	Developed Training Revolving Fund policy and framework	Training Revolving Fund policy/framework	1	-	1	-	-	-	-	5.0	-	-	-	5.0
	Implementation of the Training Revolving Fund	Implemented Training Revolving Fund	No. of staff benefiting from the Fund The Training Revolving Fund	100	20	20	20	20	20	4.0	4.0	4.0	4.0	4.0	20.0
5.2.5 Improve staff welfare	Sourcing of funds for staff House mortgage and car loans	Sourced funds for staff House mortgage and car loans	staff House mortgage and car loans funds	10	2	2	2	2	2	300.0	100.0	100.0	100.0	100.0	700.0
	Enhance staff insurance covers	Enhanced staff insurance covers	Robust Staff Insurance covers	20	4	4	4	4	4	150.0	150.0	160.0	170.0	170.0	800.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
Strategic Objective 5.3: To improve work environment															
5.3.1 To develop and implement human resource frameworks, policies and procedures	Conduct staff and work environment survey	Undertaken staff and work environment survey	staff satisfaction and Work environment survey reports	5	1	1	1	1	1	0.5	0.5	0.5	0.5	0.5	2.5
	Develop and implement staff participation framework	Staff participation framework developed and implementation	Staff participation framework,	1	-	-	1	-	-	-	-	3.0	-	-	3.0
	Develop and implement Corporate Culture framework	Corporate Culture Framework Developed	Corporate Culture Framework	1	-	-	-	1	-	-	-	-	2.0	-	2.0
	Enactment and implementation of policy and framework for fighting corruption	Anti-corruption policy and framework developed	Anti-corruption policy and framework in place	2	1	1	-	-	-	2.0	2.0	-	-	-	4.0
	Review of Human Resources Policies and Procedures Manual	Reviewed Human Resources Policies and Procedures Manual	Human Resources Policies and Procedures Manual	1	1	-	-	-	-	3.0	-	-	-	-	3.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)	
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5		
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25		
	Develop Human Resource Strategy	Developed Human Resource Strategy	Human Resource Strategy	1	-	1	-	-	-	-	-	1.0	-	-	-	1.0
	Re-Engineer Commission Business Process	Standardized Commission business processes and procedures	Re-Engineered Commission Business Process	1	0	0	0	0	-	2.0	3.0	3.0	1.0	-	-	9.0
5.3.2 Acquire and maintain appropriate infrastructure	Leasing of office space at Headquarters and in counties	Office space leased	Size of office space leased in sq. feet	80000 sq. feet	8000sq Feet	8000sq Feet	8000sq Feet	8000sq Feet	8000sq Feet	42.0	44.0	46.0	48.0	51.0	-	231.0
	Acquire office space for Commission HQ	Office space for commission HQ acquired	Size of office space acquired in sq. feet	10000sq feet	-	-	10000	-	-	-	-	1,000.0	-	-	-	1,000.0
	Construct/acquire offices for Commission's County offices	Offices for Commission county offices constructed	No. of Commission County offices constructed	9	1	2	2	2	2	10.0	20.0	20.0	20.0	20.0	-	90.0
	Acquisition of motor vehicles	Motor vehicles acquired	No. of motor vehicles acquired	80	15	16	8	25	16	150.0	80.0	32.0	125.0	80.0	-	467.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
	Development and harmonization of registry infrastructure	Registry developed and harmonized	Development and maintenance of records management infrastructure	1	-	1	-	-	-	-	20.0	-	-	-	20.0
	Maintenance of epidemic mitigation tools/ infrastructure	epidemic mitigation tools maintained	No. of epidemic mitigation tools developed	500	100	100	200	100	-	10.0	2.0	2.0	2.0	2.0	18.0
	Security assessment and maintenance	Security assessed and maintained	% completion level in security assessment and maintenance	1	0	0	0	-	-	-	20.0	-	-	-	20.0
Strategic Objective 5.4: To ensure financial sustainability															
5.4.1 Enhance resource mobilization	1.Participation in the national treasury sector resource bidding 2. organizing meetings with potential donors 3. preparation of projects concept papers for resource mobilization	% of Commission Budget funded, No of project Concept Notes Registered, No of Projects Approved for funding	% funding		1,233,000	407,630	486,281	38,870	3464,800	11.0	13.0	15.0	17.0	19.0	75.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
5.4.2 Ensure prudent utilization of resources	1.Budget implementation and Control 2. Strengthening internal Control systems, processes and cost management 3. frequent reports and corrective mechanism in place	positive audit reports, absorption of funds received, reports done	reports received		12	12	12	12	12	4.0	4.0	5.0	6.0	7.0	26.0
Strategic Objective 5.5: To strengthen internal systems and processes for efficient service delivery															
5.5.1 Establish effective performance management, monitoring and reporting frameworks	Monitor implementation of the Strategic Plan/Conduct periodic surveys/field visits	Quarterly progress reports	No. of Quarterly progress reports prepared	4*5 Years = 20	4	4	4	4	4	4.0	4.0	4.0	4.0	4.0	20.0
		Annual progress reports	No. of Annual progress reports prepared	5	1	1	1	1	1	2.0	2.0	2.0	2.0	2.0	10.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
		S.P Evaluation/Review reports	No of Evaluation reports	2. Mid Term & End Term	-	-	1	-	1	-	-	1.5	-	2.0	3.5
5.5.2 Leverage ICT in all the operations	Automate, digitise and integrate Commission systems	Commission processes and procedures automated	No. of automated commission processes and procedures	9	3	5	1	-	-	100.0	150.0	50.0	-	-	300.0
	Establish Local Area Network & Wide Area Network Connectivity at County offices	LAN/WAN Connectivity Established	No. of offices connected	20	4	4	4	4	4	15.0	15.0	15.0	15.0	15.0	75.0
	Establish a cloud/Disaster Recovery solution	Cloud based Solution established	No of systems replicated in the disaster recovery site.	41	4	5	8	12	12	15.0	20.0	25.0	30.0	30.0	120.0
	Re-engineering of existing commission systems and computing infrastructure	automated, digitized systems and computing infrastructure upgraded	No. of automated, digitised systems and Computing Infrastructure upgraded	7	2	1	2	1	1	60.0	20.0	25.0	15.0	15.0	135.0
5.5.3 Enhance risk management	Develop and implement an Enterprise risk management policy framework	ERM policy framework developed and implemented	ERM policy framework developed and in place	1	1	-	-	-	-	8.0	4.0	-	-	-	12.0

Implementation strategy				Target						Detailed Budgetary Requirements KSh (Millions)					Total KSh (Millions)
Strategy	Activities	Output	Key Performance Indicator (Output Indicator)	Total Target for the 5 Years	Year 1	Year 2	Year 3	Year 4	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5	
				2020 - 2025	20/21	21/22	22/23	23/24	24/25	20/21	21/22	22/23	23/24	24/25	
5.5.4 Guarantee quality of services	Undertake internal audit reviews	Audit reports	No. of audit reports	60	12	12	12	12	12	4.0	4.0	4.0	4.0	4.0	20.0
										1,236.1	1,025.6	1,806.0	943.5	787.9	5,799.1
GRAND TOTAL									20,562						

ANNEXURE 2 THE NATIONAL LAND COMMISSION ORGANOGRAM

