

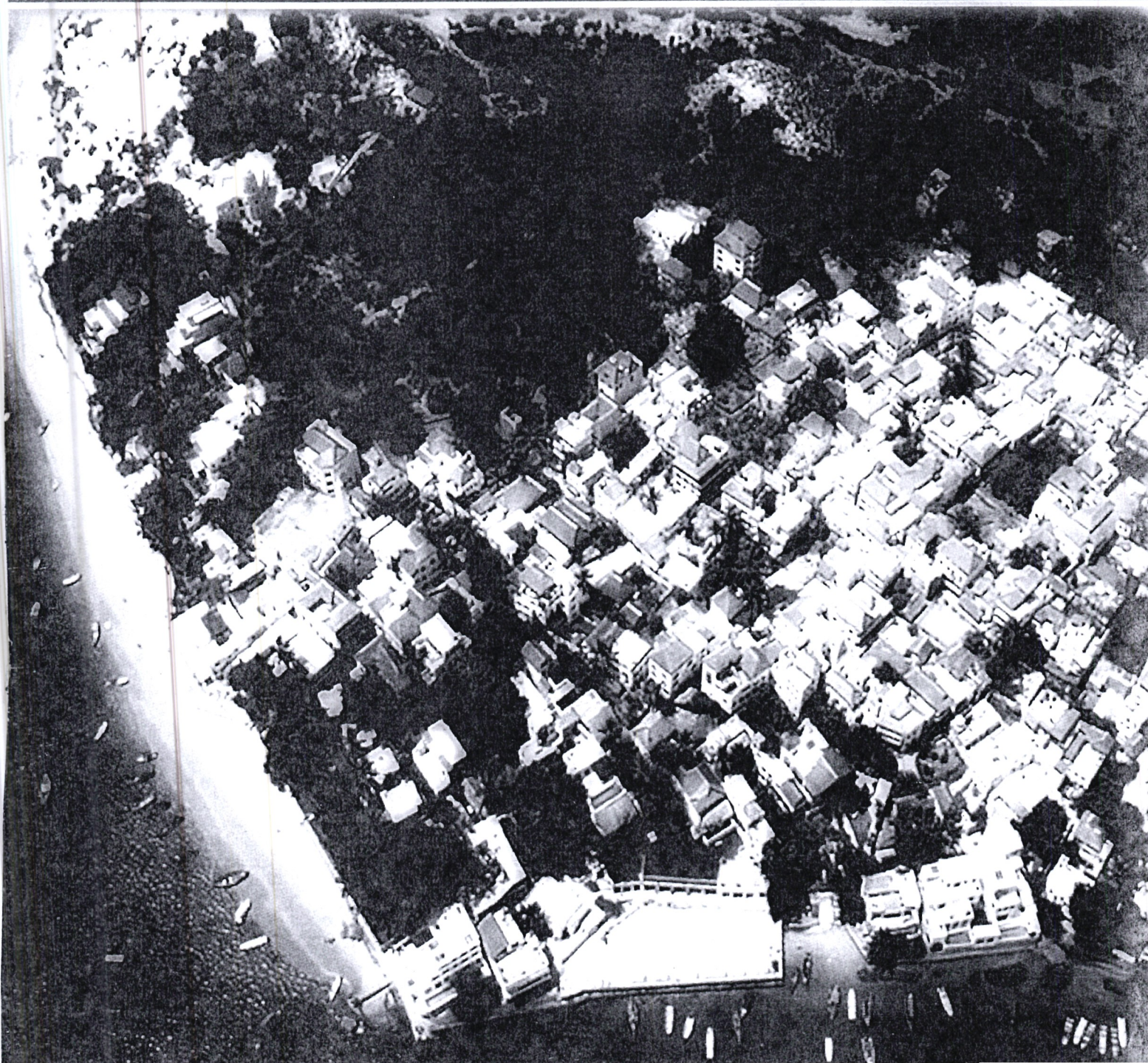


NATIONAL LAND COMMISSION

Our Land, Our Wealth, Our Heritage

PARLIAMENT
OF KENYA
LIBRARY

STRATEGIC PLAN 2013-2018





NATIONAL LAND COMMISSION

STRATEGIC PLAN, 2014-2019

Our Land , Our Wealth, Our Heritage

According to the Constitution of Kenya 2010, Article 260:

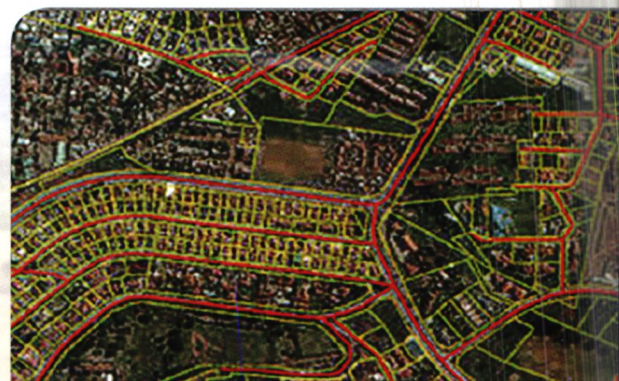
“Land” includes:

- a. *The surface of the earth and the subsurface rock;*
- b. *Any body of water on or under the surface;*
- c. *Marine waters in the territorial sea and the exclusive economic zone;*
- d. *Natural resources completely contained on or under the surface; and*
- e. *The air above the surface.*



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Foreword

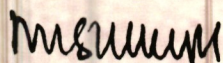
The National Land Commission is an Independent government Commission established under the Constitution of Kenya to manage public land on behalf of the national and county governments. It is established under the National Land Commission Act, 2012. The Commission derives its functions and powers from the Constitution and National Land Acts.

Land has been and will continue to be the mainstay of Kenya's economy. This resource has continued to play a significant role in the socio-economic and political development of the country. Therefore, its ownership, allocation, distribution and utilization are of great concern to all Kenyans. Historically, land administration and management (mainly around issues of ownership, allocation, distribution and utilization) has faced numerous challenges. However, the Constitution of Kenya 2010 addresses land as a primary element and entrenched the National Land Commission to effectively address issues related to Land administration and management.

In view of this, the National Land Commission has developed this Strategic Plan. Effective implementation of this strategic plan will therefore be important not only for the National Land Commission seeking to answer the land question in Kenya, but for laying a strong foundation for the execution of its mandate in order to meet the huge expectations of the people of Kenya as far as land matters are concerned.

This strategic plan is a product of a participatory and interactive process with stakeholders including land experts. The plan takes cognizance of the centrality of land in the national development agenda as in outlined national development agenda. The Plan as formulated is alive to the fact that land is the engine of socio-economic and political development. Therefore, this strategic plan lays a clear road map for the Commission for the period 2014-2019. The strategies herein will be implemented through annual work plans by the directorates that will be enforced through effective performance management based benchmarks.

My team of Commissioners and the entire Commission assure our stakeholders of our commitment to professional and inclusiveness in the execution of our mandate of effective land administration and management for sustainable socio-economic development of the country.



Dr. Muhammad A. Swazuri OGW
Chair, National Land Commission



Dr. Muhammad A. Swazuri OGW
Chair, National Land Commission

Acknowledgement

Chavangi Aziz Tom
**Commission Secretary/
Chief Executive Officer**

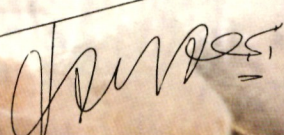


This is the first Strategic Plan for the National Land Commission. The strategy formulation and development process is a culmination of consultative process that involved National Land Commission, participatory and interactive engagement with key stakeholders and consultations with key experts and professionals in the land sector. The Strategic plan therefore articulates the shared vision, mission, strategic objectives direction and strategies that the National Land Commission will use in the period 2013-2017 to effectively execute its mandate as enshrined in Article 67 of the Constitution of Kenya 2010 and other subsequent Land Laws and subsidiary legislations.

We acknowledge the dedication of the strategic plan development team that consisted of the Commissioners and Directors and all those who contributed in one way or another in the preparation of this Strategic Plan. The team and other stakeholders/partners exhibited patience, hard work, commitment and diligence in navigating through the task of developing the first Strategic Plan for the National Land Commission. Therefore, we appreciate the Chairman and the team of Commissioners for their able leadership and technical contributions towards the development of this strategic plan. We thank heads of Directorates and staff for the efforts and commitment to the land course in Kenya. We greatly value and thank all our stakeholders whose views, contributions and critique spurred the development of this great strategic plan. Special thanks goes to the Kenya Land Alliance whose support and input has seen the development of this strategic plan to fruition.

We take cognisance of the leadership role of the Ministry of Devolution and Planning in the strategic planning process. As we move forward to make the Kenyan people realize their aspirations of effective, accountable and responsive land management and administration, we are aware of the critical role of stakeholders in the implementation of this plan.

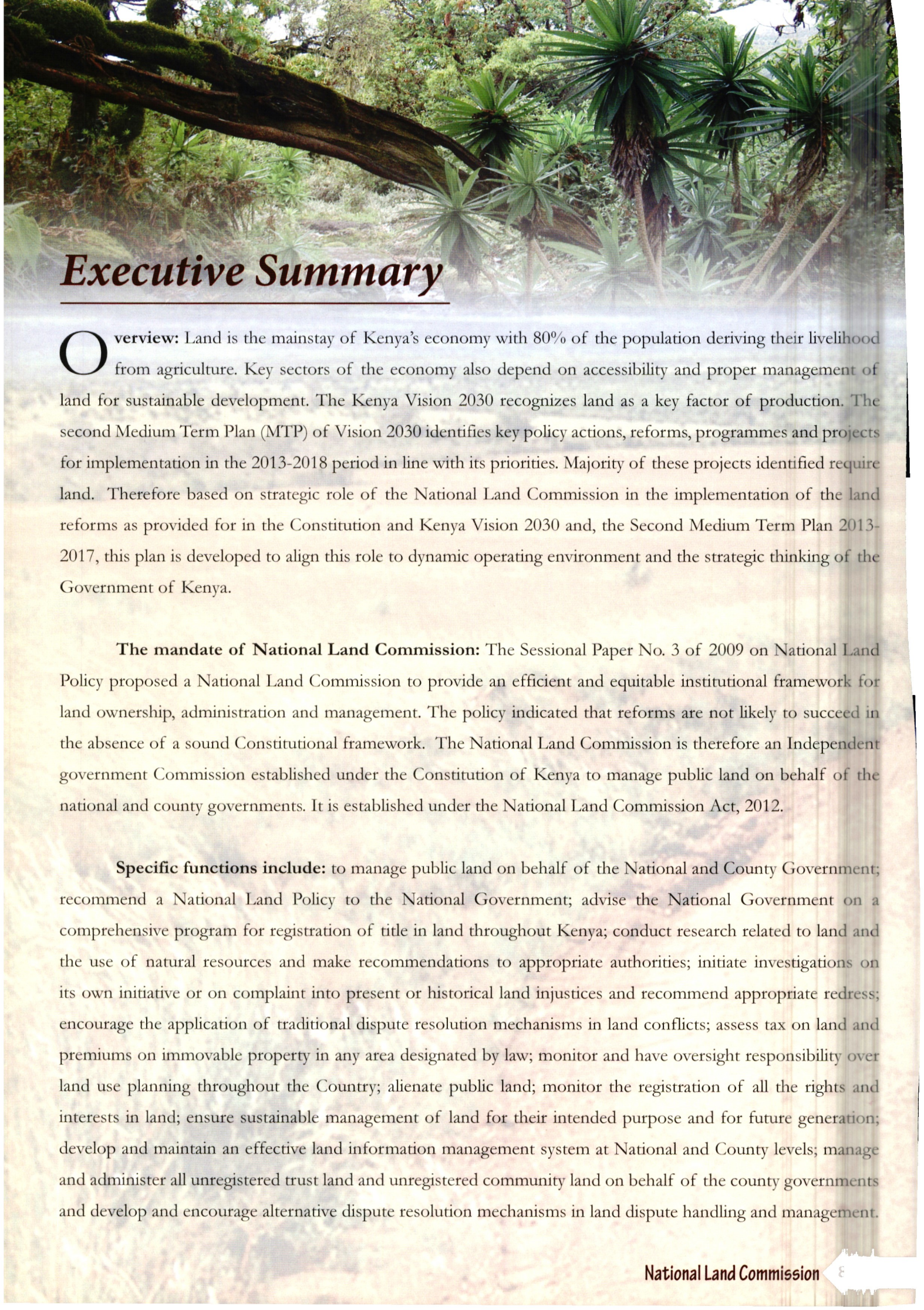
Therefore, we at the National Land Commission are convinced that with the support of our stakeholders, successful implementation of this Strategic Plan, 2014-2019 will be a reality.


Chavangi Aziz Tom
Commission Secretary/Chief Executive Officer



Acronyms and Abbreviations

ADRs	Alternative Dispute Resolutions
ASALS	Arid and Semi-arid Lands
CEO	Chief Executive Officer
CDMC	Concern Development and Management Consultants
CLMBs	County Land Management Boards
CS	Cabinet Secretary
GoK	Government of Kenya
GIS	Geographical Information Systems
ICT	Information Communication Technology
IFMIS	Integrated Financial Management Information System
IPCC	Intergovernmental Panel on Climate Change
KAA	Kenya Airports Authority
KDF	Kenya Defence Forces
KeNHA	Kenya National Highways Authority
KeRRA	Kenya Rural Roads Authority
KFS	Kenya Forestry Service
KPA	Kenya Ports Authority
KNBS	Kenya National Bureau of Statistics
KURA	Kenya urban Roads Authority
KWS	Kenya Wildlife Service
LPRC	Land Policy Research Centre
LUP	Land Use Plan
MDGs	Millennium Development Goals
MoLHUD	Ministry of Lands, Housing and Urban Development
MoU	Memorandum of Understanding
MTP	Medium Term Plan
M&E	Monitoring and Evaluation
NIMES	National Integrated Monitoring and Evaluation System
NLC	National Land Commission
NLIMS	National Land Information Management System
NLP	National Land Policy
PESTEL	Political Economic, Social, Technological, Environmental and Legal
PMS	Performance Management System
RBM	Results-Based Management
SWOT	Strengths Weaknesses Opportunities and Threats
TDRs	Traditional Dispute Resolutions
TOR	Terms of Reference



Executive Summary

Overview: Land is the mainstay of Kenya's economy with 80% of the population deriving their livelihood from agriculture. Key sectors of the economy also depend on accessibility and proper management of land for sustainable development. The Kenya Vision 2030 recognizes land as a key factor of production. The second Medium Term Plan (MTP) of Vision 2030 identifies key policy actions, reforms, programmes and projects for implementation in the 2013-2018 period in line with its priorities. Majority of these projects identified require land. Therefore based on strategic role of the National Land Commission in the implementation of the land reforms as provided for in the Constitution and Kenya Vision 2030 and, the Second Medium Term Plan 2013-2017, this plan is developed to align this role to dynamic operating environment and the strategic thinking of the Government of Kenya.

The mandate of National Land Commission: The Sessional Paper No. 3 of 2009 on National Land Policy proposed a National Land Commission to provide an efficient and equitable institutional framework for land ownership, administration and management. The policy indicated that reforms are not likely to succeed in the absence of a sound Constitutional framework. The National Land Commission is therefore an Independent government Commission established under the Constitution of Kenya to manage public land on behalf of the national and county governments. It is established under the National Land Commission Act, 2012.

Specific functions include: to manage public land on behalf of the National and County Government; recommend a National Land Policy to the National Government; advise the National Government on a comprehensive program for registration of title in land throughout Kenya; conduct research related to land and the use of natural resources and make recommendations to appropriate authorities; initiate investigations on its own initiative or on complaint into present or historical land injustices and recommend appropriate redress; encourage the application of traditional dispute resolution mechanisms in land conflicts; assess tax on land and premiums on immovable property in any area designated by law; monitor and have oversight responsibility over land use planning throughout the Country; alienate public land; monitor the registration of all the rights and interests in land; ensure sustainable management of land for their intended purpose and for future generation; develop and maintain an effective land information management system at National and County levels; manage and administer all unregistered trust land and unregistered community land on behalf of the county governments and develop and encourage alternative dispute resolution mechanisms in land dispute handling and management.

The role of the Strategic Plan: This Strategic Plan was developed through a collaborative process involving the Commission staff. The Plan provides a roadmap, framework, actions and institutional reforms that the National Land Commission will implement within the next five years. While formulating this Strategic Plan, a number of on-going conceptual issues regarding economic, social, political, governance and environmental has been considered. The Strategic Plan articulates the Commission's operations and outlines the medium term strategies to achieve the goals and objectives of the Commission.

Strategic theme of the Plan: During the plan period, focus will be on the following strategic themes: Conferment and management of land rights; National Land information management system; Land disputes and conflict resolution; Sustainable management and use of land; and, Institutional capacity development and management.

The vision, mission and core values: development of vision and mission statements is based on the legal functions of the Commission. The Vision is: excellent administration and management of land for sustainable development. The Mission is: To facilitate sustainable land use in Kenya through a holistic land policy, efficient land management practices, equitable access to land, comprehensive land registration and applying appropriate land dispute handling mechanisms. The Core Values are: Efficiency, Teamwork, Transparency and Accountability, Innovativeness, Integrity and Professionalism.

Plan implementation and coordination: For effective implementation of this plan, Key Result Areas (KRA) and strategies have been developed in order to actualize the legal and policy goals of the Commission. KRAs are: Public land management and administration of land rights; National Land information management system; Land disputes and conflict resolution; Sustainable management and use of land and natural resources; and Institutional development and management;





Chapter One

INTRODUCTION

1.1 Historical Background

The centrality of land to human life made it the main reason for the struggle for Kenya's independence from British colonial rule. Land has been and will continue to be the mainstay of Kenya's economy. This is because over 80% of the population derives livelihood from agriculture. This resource has continued to play a significant role in the socio-economic and political development of the country. Therefore, its ownership, allocation, distribution and utilization are of great concern to all Kenyans.

Grievances over land ownership in Kenya date back to colonial, post colonial and post independence era. The colonial objective was to entrench a dominant settler economy while subjugating the African economy through administrative and legal mechanisms. All land in Kenya (other than the 10-mile Coastal strip) was deemed to belong to the Crown (under the Crown Lands Act of 1902). The colonialists were therefore granted rights to own large chunks of land in the most agriculturally potential areas (the White Highlands) and the Africans relegated to the Native Reserves.

When it was clear that Kenya would eventually get independence, colonialists ensured that Property Rights Protection was guaranteed before the conclusion of the Lancaster House talks (1960 to 1962). This was in order to guarantee their settler position in independent Kenya and continue ownership of their large chunks of land, or have the right to dispose it gainfully.

In the late 1980s to about 2002, due to misuse of political power public land was illegally and irregularly allocated resulting to unequal access to land. In the late 1980s up to the 1990s, illegal and irregular land allocations also known as "land grabbing" intensified to the extent that land meant for public purposes was acquired by individuals and corporations.

1.2 Land in the Development Context

1.2.1 Africa Context on land issues

The Africa Union Heads of State and Government meeting in Addis Ababa, in July 2009 passed a resolution on the declaration on land issues and challenges in Africa recognizing the centrality of land to sustainable socio-economic growth, development and the security of the social, economic and cultural livelihoods of the people. The member states resolved to ensure that land laws provide for equitable access to land and related resources among all land users including the youth and other landless and vulnerable groups such as displaced persons. There was also resolution to strengthen security of land tenure for women which require special attention. The member states specifically undertook to:

- Prioritize, initiate and lead land policy development and implementation processes in our countries, notwithstanding the extent of multi-stakeholder contribution to such processes involving also civil society, private sector.
- Support the emergence of the institutional framework required for the effective development and

implementation of land policy.

- Allocate adequate budgetary resources for land policy development and implementation processes, including the monitoring of progress.

1.2.2 *National Context*

The Kenya Vision 2030 and the second Medium Term Plan (MTP) identify land as a vital factor of production in the economy, providing the foundation for economic activities such as agriculture, water management, settlement, tourism, wildlife, forestry, among others. It is not only a critical factor in economic development but also in social, political and cultural development of the country. Therefore, secure access, sustainable land use planning and equitable distribution of land are important for food and nutrition security, attraction of foreign investments, employment generation, foreign exchange earnings, and industrialisation.

The Constitution makes fundamental changes in the guiding principles for the management of the resources in the country. The imperative of this is that, under the Vision 2030 and the MTP 2013-17 framework, a review of all policy, legal and institutional instruments will be required to ensure compliance and conformity of land administration and management interventions with the Constitution in a manner that supports achievement of the Vision 2030 objectives. The envisaged land reforms are classified as key enablers in the Kenya Vision 2030 upon which economic, social and political pillars have been anchored. The reforms are aimed at improving equitable access to land and ensuring better utilization of the natural resource. Therefore, efficient land administration and management through appropriate land use policies, legal, regulatory and institutional reforms cannot be overemphasised.

1.3 Initiatives towards land reforms in Kenya

Land plays a significant role in industrial and commercial developments while its use impacts heavily on environmental sustainability. However, previous challenges in the land sector in Kenya that required urgent legal, policy and other reforms included the land colonial history, a proliferation of statutes governing ownership and use of land, broad socio-economic patterns and demographic trends that have continuously exerted pressure on usable land. Other issues in the land debate included the optimal economic use of land, rural and urban development, squatting, the quality and security of tenure and the protection of the environment.

There were many weaknesses in the previous Constitution with regard to land. The Constitution considered land merely as 'property', and failed to recognize its unique and complex nature. It also made no effort to deal with the legacy of unlawful acquisition of public land by the colonial administration, or the complexity of multiple legal land regimes including customary land tenure. Further, the Constitution failed to tackle the exclusion of women and indigenous groups from land ownership, and the problem of environmental degradation.

To address these ideological, legal and socio-economic challenges the following land reform initiatives were undertaken:

- The Njonjo Commission of Inquiry into Land Law systems of 1999 was tasked with developing principles for a National Land Policy framework, the Constitutional position of land and formulation of a new institutional framework for land administration.
- **The Ndung'u Land Commission of June 2003:** was tasked with investigating the illegal/irregular land allocations. The Commission's report paved way for the current legal framework and reforms in the land sector.
- **Sessional Paper No. 3 of 2009 on National Land Policy:** was thus formulated to provide an overall framework and defined key measures required to address the critical issues of land administration, access to land, land use planning, restitution of historical injustices, environmental degradation, conflicts, unplanned proliferation of informal urban settlements, outdated legal framework, institutional framework and information management. The policy sought to address Constitutional issues, such as compulsory acquisition and development control as well as tenure. The need for security of tenure for all Kenyans including all socio-economic groups, women,

pastoral communities, informal settlement residents and other marginalized groups are recognized in the policy.

- **The Constitution of Kenya 2010:** Land ownership, use and management was one of the key considerations in the Constitution. Chapter Five of the Constitution sets out principles governing land and also requires all laws relating to land to be revised, consolidated and rationalized within certain timelines. The following Acts have since been legislated to provide a comprehensive legal framework on land administration and management in Kenya;
- The National Land Commission Act, 2012
- The Land Act, 2012
- The Land Registration Act, 2012

The above Land laws ushered in a new institutional framework in land management and use. However, despite the progressive reforms, numerous legislations in the agriculture, forestry and wildlife conservation sectors remain un-repealed, thereby posing a challenge to consistence and comprehensive land reforms. Most significant of these are: The Land Control Act, and Distress for Rent Act.

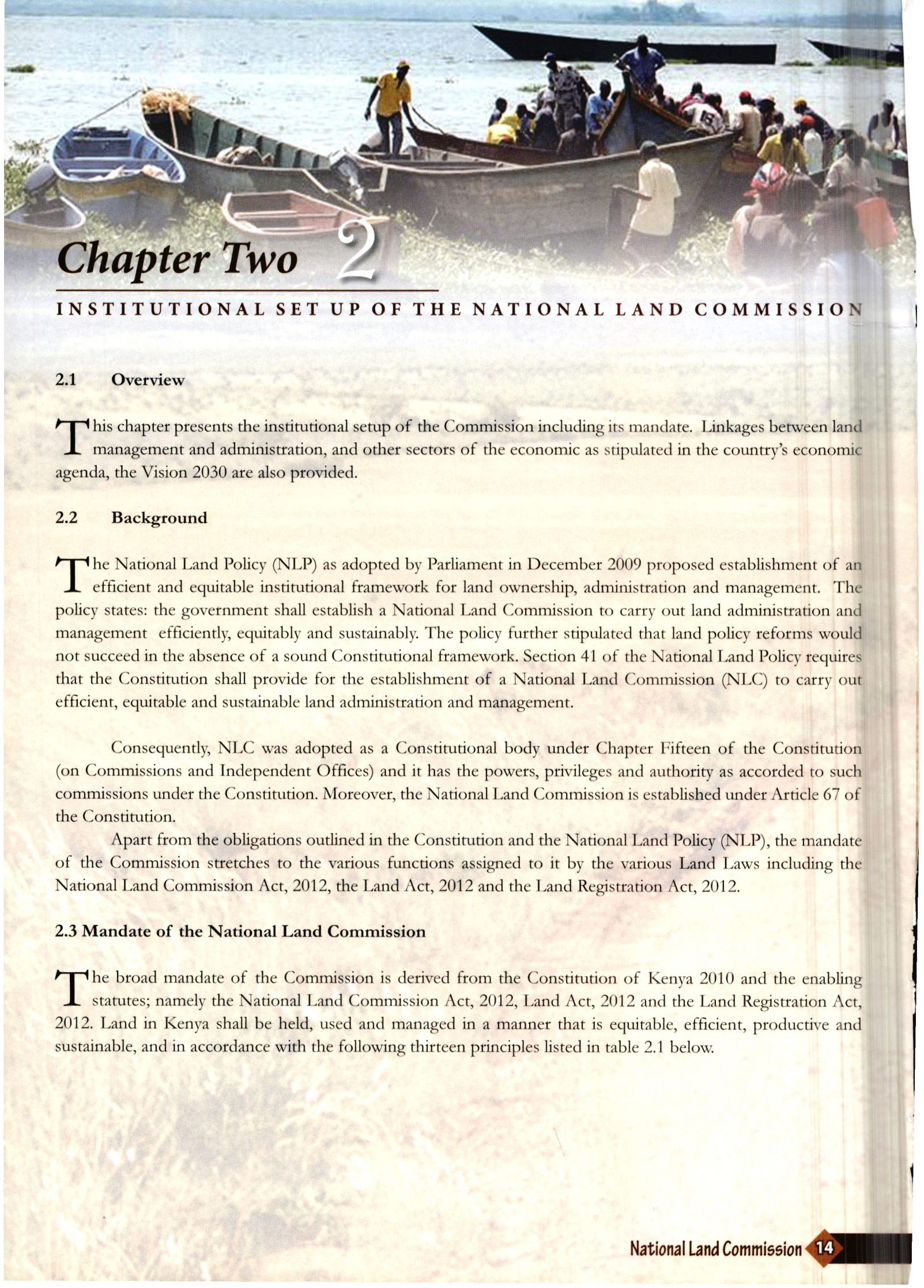
- **Kenya Vision 2030:** the Vision 2030 and the second MTP framework stipulate policy, legal and institutional instruments required to ensure compliance and conformity of land administration and management interventions with the Constitution in a manner that supports achievement of the Vision 2030 objectives. The Vision identifies land reforms as key enablers aimed at improving fair access to land and ensuring better utilization of the natural resource. Therefore, efficient utilization of land resource calls for effective implementation of land reforms through appropriate land use policies, legal, regulatory and institutional reforms.

1.4 Justification for the development of the strategic plan

Development of Strategic Plans is part of the wider government reform agendas introduced in 2003. Strategic planning as a key component of the Results based management tool will facilitate the National Land Commission focus towards achieving its policy and legal mandate of carrying out land administration and management efficiently, equitably and sustainably. It requires that sustainable and efficient utilization of public resources in the delivery of core Government services and in this case Constitutional land reforms, services and attainment of the national and internationally agreed goals are met.

This is the first Strategic Plan for the Commission. The Plan will provide the requisite roadmap for the Commission to implement its Constitutional mandate and initiatives, and tailored to meet the anticipated challenges while ensuring the achievement of the Kenya Vision 2030





Chapter Two

2

INSTITUTIONAL SET UP OF THE NATIONAL LAND COMMISSION

2.1 Overview

This chapter presents the institutional setup of the Commission including its mandate. Linkages between land management and administration, and other sectors of the economic as stipulated in the country's economic agenda, the Vision 2030 are also provided.

2.2 Background

The National Land Policy (NLP) as adopted by Parliament in December 2009 proposed establishment of an efficient and equitable institutional framework for land ownership, administration and management. The policy states: the government shall establish a National Land Commission to carry out land administration and management efficiently, equitably and sustainably. The policy further stipulated that land policy reforms would not succeed in the absence of a sound Constitutional framework. Section 41 of the National Land Policy requires that the Constitution shall provide for the establishment of a National Land Commission (NLC) to carry out efficient, equitable and sustainable land administration and management.

Consequently, NLC was adopted as a Constitutional body under Chapter Fifteen of the Constitution (on Commissions and Independent Offices) and it has the powers, privileges and authority as accorded to such commissions under the Constitution. Moreover, the National Land Commission is established under Article 67 of the Constitution.

Apart from the obligations outlined in the Constitution and the National Land Policy (NLP), the mandate of the Commission stretches to the various functions assigned to it by the various Land Laws including the National Land Commission Act, 2012, the Land Act, 2012 and the Land Registration Act, 2012.

2.3 Mandate of the National Land Commission

The broad mandate of the Commission is derived from the Constitution of Kenya 2010 and the enabling statutes; namely the National Land Commission Act, 2012, Land Act, 2012 and the Land Registration Act, 2012. Land in Kenya shall be held, used and managed in a manner that is equitable, efficient, productive and sustainable, and in accordance with the following thirteen principles listed in table 2.1 below.

Table 2:1 Principles of land administration and management (Article 60(1) and Land Act sec. 4(2))

NO	PRINCIPLE
1.	Equitable access to land;
2	Security of land rights;
3	Sustainable and productive management of land resources;
4	Transparent and cost effective administration of land;
5	Sound conservation and protection of ecologically sensitive areas;
6	Elimination of gender discrimination in law, customs and practices related to land and property in land;
7	Encouragement of communities to settle land disputes through recognized local community initiatives consistent with this constitution (traditional dispute resolution mechanisms – TDR);
8	Participation, accountability and democratic decision making with the communities, the public and the Government;
9	Technical and financial sustainability;
10	Affording equal opportunity to members of all ethnic groups;
11	Non-discrimination and protection of the marginalized;
12	Democracy, inclusiveness and participation of the people; and
13	Alternative Dispute Resolution (ADR) mechanisms in land dispute handling and management.

Underlying the values and principles of land is Article 40 of the Constitution that guarantees every Kenyan, ownership of property in any part of the country. Thus every person has the right, either individually or in association with others, to acquire and own property of any description; and in any part of Kenya. NLC is the de-facto Commission charged with bringing about land reforms as expounded below in the following three Acts. These Acts provide for an institutionally balanced national land government framework with significant transfers of functions and authority to the Commission as delineated below in the Constitution (2010); National Land Commission Act (2012); the Land Act (2012) and the Land Registration Act (2012). The broad mandate of the National Land Commission can be categorized as per the following constitutional and statutory functions:

The nine functions under the Constitution of Kenya 2010 Article 67 (2, 3)

1. Manage public land on behalf of the national and county governments;
2. Recommend a national land policy to the national government;
3. Advise the national government on a comprehensive programme for the registration of title in land throughout Kenya;
4. Conduct research related to land and the use of natural resources, and make recommendations to appropriate authorities;
5. Initiate investigations, on its own initiative or on a complaint, into present or historical land injustices, and recommend appropriate redress;
6. Encourage the application of traditional dispute resolution mechanisms in land conflicts;
7. Assess tax on land and premiums on immovable property in any area designated by law;
8. Monitor and have oversight responsibilities over land use planning throughout the country; and
9. Perform any other functions prescribed by national legislation.

It is important to note that the ninth Constitutional function is what gives rise to all the other functions in the various Acts. Thus, all the other statutory functions are directly hinged into the Constitution, giving them strength of the Constitution.

The twelve functions under the National Land Commission Act 2012

1. Alienate public land, on behalf of, and with the consent of the national and county governments;
2. Monitor the registration of all rights and interests in land;
3. Ensure that public land and land under the management of designated state agencies are sustainably managed for their intended purpose and for future generations;
4. Develop and maintain an effective land information management system at national and county levels;
5. Manage and administer all unregistered trust land and unregistered community land on behalf of the county government;
6. Develop and encourage alternative dispute resolution mechanisms in land dispute handling and management;
7. Ensure all unregistered land is registered within 10 years;
8. Within five years, of commencement of this Act, on its own motion or upon a complaint by the national or a county government, a community or an individual, review all grants and dispositions of public land to establish their propriety or legality;
9. Within two years, upon appointment recommend to parliament appropriate legislation to provide for investigation and adjudication of claims arising out of historical land injustices;
10. The Commission shall establish offices in the counties and may establish other offices in the sub-counties as it may consider necessary;
11. In consultation and cooperation with the national and county governments establish county land management boards for the purpose of managing public land in accordance with Section 18(1) of the NLC Act; and
12. The Commission shall make regulations for the better carrying out of its functions, and such regulations shall be tabled in Parliament for approval.

The thirty-five functions under the Land Act, 2012

1. Identify, prepare and keep a database of all public land;
2. Share data with the public and relevant institutions in order to discharge their respective functions and powers;
3. Recommend policies on land to the Cabinet Secretary who will develop them;
4. Cause a register on public land to be kept;
5. Make rules on conversion of land, and these rules to be tabled in Parliament;
6. Regulate and control the conversion of land from one category to another;
7. Prescribe guidelines for the management of public land by all public agencies, statutory bodies and state corporations in actual occupation or use of public land;
8. Maintain public land that has endangered or endemic species of flora and fauna, critical habitats or protected areas;
9. Identify and demarcate ecologically sensitive areas that are within public lands and prevent environmental degradation and climate change in consultation with existing institutions on conservation;
10. Allocate public land on behalf of the National and county governments;
11. Set aside land for investment purposes ensuring that investments in the land benefit local communities and their economies;
12. In consultation with the National and county governments, allocate land to foreign governments on a reciprocal basis in accordance with the Vienna Convention on Diplomatic Relations;
13. Make regulations prescribing the criteria for allocation of land and for connected matters;
14. Make rules for extension of leases;
15. Issue public notices before allocation of public land;
16. In connection with the national and county governments, reserve land for public interest;
17. Undertake an inventory of all land based natural resources;
18. Approve plans for the development, management and use of reserved public land vested in a management body but in compliance with relevant law on development control;
19. Make rules and regulations for the sustainable conservation of land based natural resources;
20. Grant licences for temporary use of public land;

21. Receive rents, royalties in respect to leases or licences;
22. Receive requests from national or county government to compulsorily acquire land on their behalf in public interest or public use;
23. Prescribe criteria and guidelines to be adhered to by the acquiring authorities in the acquisition of land;
24. Make rules to regulate the assessment of just compensation in regard to compulsory acquisition;
25. Hold inquiry, award and promptly pay a just compensation before taking possession of the acquired land;
26. Implement settlement programmes on behalf of the national and county governments;
27. Reserve public land for the establishment of approved settlement programmes;
28. Assist the national and county governments in the administration of settlement programmes;
29. Purchase private land for settlement (where public land is not available) subject to the Public Procurement and Disposal Act, 2005 or any other law;
30. Determine sum of money to be paid by settlement beneficiaries;
31. Administer Land Settlement Fund;
32. Consult and co-operate with the departments responsible for land, finance, agriculture, environment and natural resources, and special programmes and with the relevant county government;
33. Power to create a right of way which shall be known as public right of way;
34. Duty to order unlawful occupiers of public land to vacate them; and
35. Duty to order persons who wrongfully obstruct public rights of way and those who encroach on public rights of way to either vacate and/or remove the obstructions.

The six functions under the Land Registration Act, 2012

1. Constitute registration units in consultation with national and county governments;
2. Determine the form of a land register that shall be maintained, in each registration unit;
3. Appoint a date for geo-referencing plans to be kept in a land registry;
4. Be a depository for maps: the office or authority responsible for the survey of land shall submit to the Commission a copy of the cadastral maps for depositing;
5. Prescribe (through regulations) guidelines that the Registrar shall follow before rectifying or directing rectification of a register or document where the document in question has been obtained by fraud;
6. Advise Cabinet Secretary in making regulations, rules or prescribing any matters required under this act and such regulations or rules shall be tabled before parliament for approval.

The above functions can be grouped into four main fundamental areas:

- i. The administration and management of land;
- ii. Ensuring that all unregistered land is registered;
- iii. Historical land injustices are attended to; and
- iv. Review all grants or dispositions (titles, leases, deeds, transfers) of public land to ensure their propriety or legality.

The foregoing Acts provide the grounds for a robust legal framework for gender equitable land rights as augmented by the Constitution. There is need for the NLC in partnership with other stakeholders particularly government legislative bodies to work together in improving the legal framework governing land with the primary goal of facilitating land reforms and improving land tenure security especially for those living in informal settlements; rural poor and marginalized communities. To carry out these vital land reforms as illustrated above, the Commission is guided by the powers presented in table 2.2 below. Such powers include but are not limited to those presented.

Table 2:2 Powers of the National Land Commission

No.	POWERS
1.	Gather by such means as it considers appropriate , any relevant information including requisition of reports , records, documents , or any other information from any source, including and State organ, and to compel the production of such information where it considers necessary;
2.	Hold inquires for purposes of performing its functions under the National Land Commission Act;
3.	Take any measures it considers necessary to ensure compliance with the principles of land policy set out in Article 60 of the Constitution;
5.	May inform itself in such manner as it may consider necessary;
6.	May receive written or oral statements;
7.	It is not bound by strict rules of evidence;
8.	May exercise any other powers prescribed by legislation , in addition to the powers conferred by the constitution;
9.	Powers necessary for conciliation, mediation and negotiation;
10.	Powers to recruit its own staff;
11.	Power to issue a summons to witness to assist for the purposes of its own investigation;
12.	Where the Commission finds that a title was irregularly acquired, the Commission shall take appropriate steps to correct the irregularity and may also make consequential orders'
13.	Right to entry into public land;
14.	Have power to enter and inspect land identified for compulsory acquisition to ascertain suitability of the land as provided for in section 108(1) of the Land Act.
15.	The NLC shall have power to make regulations to secure the land rights of the minority communities, to prevent and manage land-based disasters, to establish, plan and manage refugee camps, to deal with issues that arise from IDPs in accordance with section 160(2) of the Land Act.
16.	The NLC shall also have the power to make regulations with respect to squatters; i. To establish appropriate mechanisms for their removal from unsuitable land and settlement; ii. To facilitate negotiation between private owners and squatters in cases of squatter settlements found on private land; iii. To transfer un-utilized land and land belonging to absentee land owners to squatters; and iv. To facilitate the regularization of existing squatter settlements found on public and community land for purposes of upgrading or development.

2.3 Linkages with other Sectors of the Economy

The National Land Policy recognises land has several values including economic, cultural, social and environmental, and makes proposals for the realization of these multiple values. It stipulates that tenure as a means to access land is central to the realization of these values. The land sector, its administration and management is intricately linked to other sectors/activities including strategies to manage emerging issues in the economy like climate change. The import of the linkages below is that the land sector cannot be managed in isolation of what goes on in the other sectors, and vice versa. Therefore, the strategic plan envisages an integrated management approach to Land administration and management.

2.3.1 Agriculture

Agriculture is the mainstay of Kenya's economy, contributing 24 % of the GDP (GoK, 2011). The Agriculture Act (Cap 318) of 1986 focuses on sustainable agricultural practices in order to protect and conserve the country's environment. A major characteristic of the Agriculture Development Strategy is to transform land use to ensure better utilization of high and medium potential lands and to increase the productivity and development

of the Arid and Semi-Arid Lands (ASALS). Reforms in land administration and management will take cognizance of this direction of resource management in the agricultural sector, which is clearly amplified in the Land Policy and the related Land laws.

2.3.2 Commerce, Industry and Infrastructural Development.

The majority of Kenya's human populations are living in the rural areas, practicing subsistence agriculture as a means of livelihood, and as the major land use. For future economic growth, there will be need to promote non-land based economic activities. Land use planning will be critical in providing for these needs. A balance of land use must therefore be identified, so that these developments are not at the expense of food security. The Commission will implement its mandate of oversight responsibility in land use planning throughout the country, including providing guidance on land use policy to the National Government. Global needs of the economy, especially for land and sustainable management of the same will be of priority.

2.3.3 Infrastructure

Vision 2030 prioritized improved infrastructural network to connect different parts of the country through the establishment of roads, railways, ports, airports, waterways and telecommunications. Such infrastructural networks will promote the involvement of the private sector in National development, including in the Land sector. These developments must be planned well to avoid negatively impact on other land uses and the environment. This calls for the integration of the various sectoral plans into the broader National Land use plans. Establishment and management of a National Land Information Management System (NLIMS) will facilitate comprehensive land use planning that will also direct planning at the County levels. This will cater for the various forms of infrastructure such as settlements, energy, water, health facilities, schools, churches etc.

2.3.4 Natural Resource management

Kenya is endowed with natural resources such as wildlife, forests, minerals, water and biodiversity, and recently, oil deposits; all based on land. Wildlife is an important aspect of the tourism Industry. Kenya Wildlife Service (KWS) is charged with the management of Parks, Wildlife, conservation areas and sanctuaries, and development of benefit sharing mechanisms with communities living with wildlife. KWS is also required to advise National Land Commission on establishment of parks, conservancies and sanctuaries. On the other hand Kenya Forest Service (KFS) is charged with the management of all forests, while the Water Resource Management Authority (WARMA) is charged with the management of water resources. NLC envisages developing the Community Land bill, 2013, besides implementing several land reforms. The Bill will provide mechanisms for the management of community land and related resources, including benefit sharing arrangements.

One of the Constitutional functions of the National Land Commission is to manage public land on behalf of the National and County Governments. Most of these resources are on public land. Therefore, the Commission has oversight responsibilities over all agencies charged with the management of natural resources e.g. Wildlife, Forests, Minerals, Water. The Wildlife Bill, 2013 makes proposals to address sustainable conservation of Wildlife. NLC will partner and collaborate with all stakeholders in wildlife conservation to resolve conflicts between humans and animals which are partly associated with land administration. The Commission will also monitor management of other natural resources. To achieve this, natural resource management has been institutionalized in the Commission's establishment. In this strategic plan period, the responsible directorate will establish partnerships with all natural resource line managers, including counties to ensure that resources are used and managed sustainably.

2.3.5 Environment and Natural Resources exploitation

Most activities that drive economic development are based on natural resources, and therefore on land, due to the latter hosting most of these resources. Most forms of development have negative impacts on the

environment, making the linkage between management of land and environment complicated. Therefore land management must be supported by effective environmental management guidelines and regulations. Poor environmental management has resulted in negative impacts such as pollution, over-exploitation and climate change, which compromise productivity of land, and all resources associated with it.

Increasing human population continues to cause environmental degradation. In implementing the planned land reforms the Commission will through its oversight responsibility ensure that all developments on land are productive and sustainable. As the Commission focuses on the natural resources, the impact of resource utilization and management on the environment will be of priority.

2.3.6 National Culture and Heritage

The Constitution mandates the State to protect heritage sites and the culture of indigenous communities. It recognizes customary practices as far as property and user rights are concerned. The ownership of ancestral lands and the attached resources is the foundation of the integrity of the people's culture. The Commission will therefore develop a Community Lands Bill to bring to the fore concerns of community over land and allied natural resources.

2.3.7 Information, communication and legal

Management of land has linkages with the information and communications sector, especially regarding the control and regulation of these sectors. Development of National Land Information Management System (NLIMS) will be a reality if issues of information, data integrity, security, access and retrieval are streamlined, accompanied with suitable legal safeguards. The Commission will consolidate the legal gains for effective realisation of the envisaged land reforms. NLIMS will enhance access to land information for effective and efficient decision making necessary for sustainable land administration and management.

2.3.8 Climate change

Global climates will influence the future of the global economy, ecosystems and livelihoods of the rich and the poor (IPCC, 2007). Variations in climatic factors such as rainfall are bound to impact on productivity and shift the suitability of areas for current crops. Land-use guidelines to be developed by the Commission will factor climate change adaptation mechanism in the management of resources.

2.3.9 Population and livelihoods

Population, livelihoods and land use are linked. The country's population is heavily dependent on land as a principal source of livelihoods. By 2030, population is projected to be about 60 Million (KNBS, 2011). This population will present a challenge to sustainable development goals such as the Millennium development goals (MDGs). Population increase will also influence settlement patterns with people moving into new areas, such as the ASALS, intensifying rural-urban migrations, forest encroachment, clearing of natural vegetation, decrease of agricultural productivity due to change of land use, and increase in water abstraction rates. These pose challenges to implementation of effective land administration and management strategies.

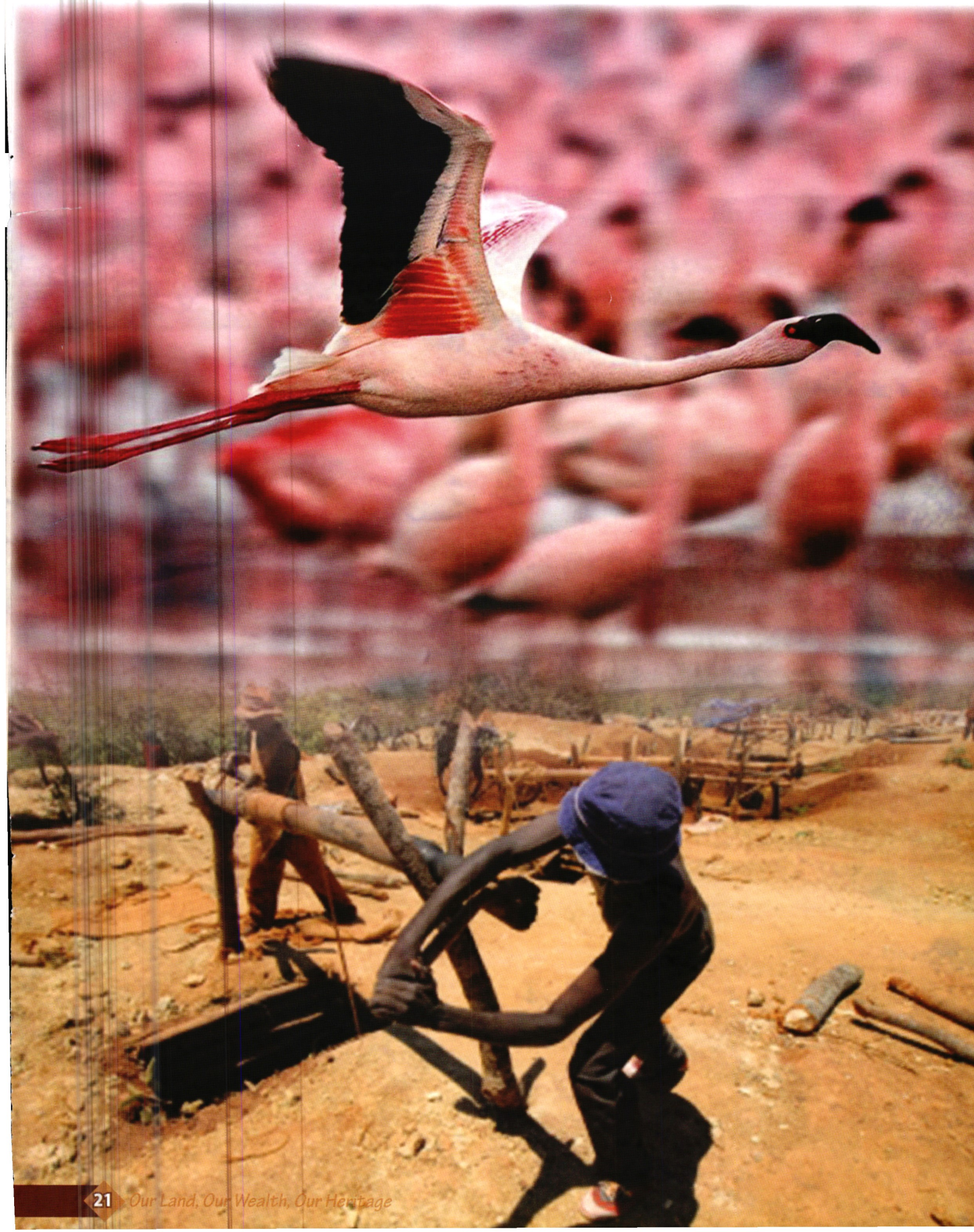
2.3.10 Energy

A greater section of the population relies heavily on biomass (fuel wood) as a major source of energy. This dependency is threat to forests, besides being a cause of climate change. Fossil based fuels are expensive and not environmentally friendly. However, impacts of the investments on the environment and natural resources will need monitoring by the Commission.

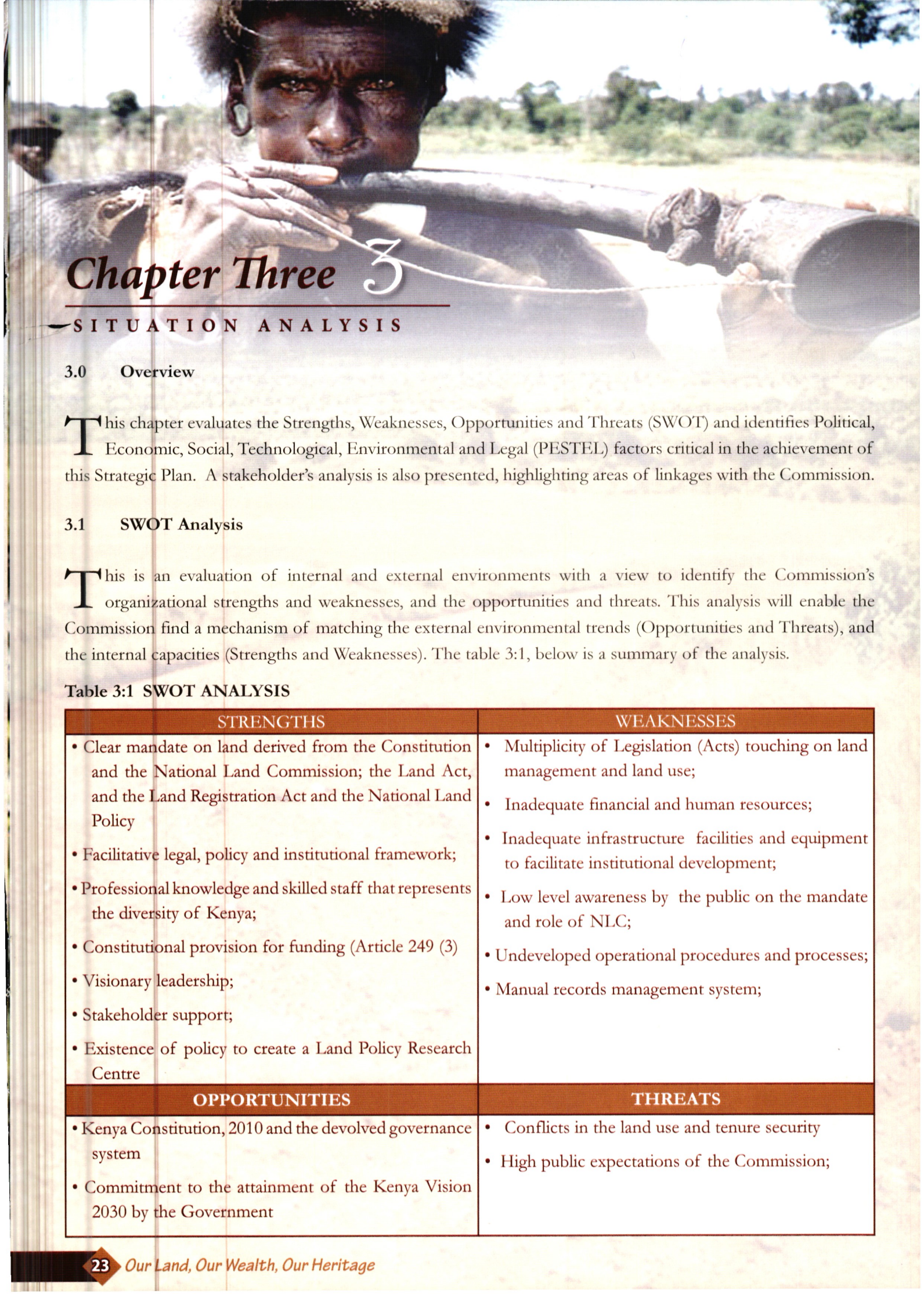
2.4 Enabling policy and legal framework

The above linkages necessitate that several policies and laws be reviewed for the lands sector to perform efficiently and effectively as required. The Kenya Communication Amendment Act, 2008 will facilitate digital management of land. The ASAL Development Policy, Informal Settlement Policy, Irrigation Policy,

industrialization policy, the National Housing Policy, National Urban Development Policy are some of the policies that need review. The Land registration Act, 2012 will be reviewed and NLC will take stock of the relevant policies and laws to ensure they are facilitative.







Chapter Three

3

SITUATION ANALYSIS

3.0 Overview

This chapter evaluates the Strengths, Weaknesses, Opportunities and Threats (SWOT) and identifies Political, Economic, Social, Technological, Environmental and Legal (PESTEL) factors critical in the achievement of this Strategic Plan. A stakeholder's analysis is also presented, highlighting areas of linkages with the Commission.

3.1 SWOT Analysis

This is an evaluation of internal and external environments with a view to identify the Commission's organizational strengths and weaknesses, and the opportunities and threats. This analysis will enable the Commission find a mechanism of matching the external environmental trends (Opportunities and Threats), and the internal capacities (Strengths and Weaknesses). The table 3:1, below is a summary of the analysis.

Table 3:1 SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• Clear mandate on land derived from the Constitution and the National Land Commission; the Land Act, and the Land Registration Act and the National Land Policy • Facilitative legal, policy and institutional framework; • Professional knowledge and skilled staff that represents the diversity of Kenya; • Constitutional provision for funding (Article 249 (3)) • Visionary leadership; • Stakeholder support; • Existence of policy to create a Land Policy Research Centre	• Multiplicity of Legislation (Acts) touching on land management and land use; • Inadequate financial and human resources; • Inadequate infrastructure facilities and equipment to facilitate institutional development; • Low level awareness by the public on the mandate and role of NLC; • Undeveloped operational procedures and processes; • Manual records management system;
OPPORTUNITIES	THREATS
• Kenya Constitution, 2010 and the devolved governance system • Commitment to the attainment of the Kenya Vision 2030 by the Government	• Conflicts in the land use and tenure security • High public expectations of the Commission;

OPPORTUNITIES	THREATS
• Facilitative networks with development partners • Good will on resource mobilisation; • Public goodwill and support; • Already existing lead agencies in the management of public land; • Strong collaboration with professional institutions and bodies; • Developed collaboration mechanisms between partners/stakeholders; • Parliamentary support; • Devolution to facilitate effective land administration and management to the grassroots; • Strong collaboration with other Constitutional Commissions and agencies • Increased demand for land services • Availability of modern information technology;	• Deep rooted land injustices • Varied interests in land management and administration • Legal suits/Litigations due to conflicting land interests • Data/information insecurity; • Unpredictable budgetary cuts; • Insatiable demand for land due to high attachment; • Competing land resource management institutions; • Inadequate political goodwill, and • Scattered geo-spatial data • Corruption • Increased awareness and information on land matters in the East African Region; and • Emerging partnership and engagement framework

3.2 PESTEL ANALYSIS

Political, Economical, Social, Technological, Environmental and Legal (PESTEL) core subjects were analyzed to determine the extent to which they would affect positively or negatively the strategies to realise the mandate of the Commission. The table 3:2, below summarizes the core subjects, related issues and possible value of influence and mitigation strategies.





Table 3:2 PESTEL ANALYSIS

FACTOR	ELEMENTS	IMPACTS ON OPERATIONS NLC
Political	• The democratic space and the dual governance structure resulting from the 2010 Constitution • Politicizing land issues • Legislation • Political instability in some parts of the region • Regional and international treaties and agreements in which Kenya is a party • Membership to the EAC • Statutes on International Boundaries	• Competing interests touching government may derail effect • Constant refocusing on the land • Conflicting legislation • Land Banking • Conflicting international and national administration and management
Economical	• High levels of poverty • High levels of youth unemployment • Speculative demand for land • Food insecurity • Urbanisation and uncoordinated planning.	• Unrealistic increases in land prices • Uncoordinated development
Social	• Rapid Population growth • Conflicts in land use • Landlessness and unemployment • Lack of respect for boundary markings • Increase in informal settlements • Increase in levels of education • traditional and community approaches on issues touching on land in some parts of the country • Changing perception towards land in terms of natural resource conservation	• Encroachment due to high population demand for land. • Complication on equity and access • Inconsistencies between community and current land laws and policies on the implementation of the
Technological	• Manual system on land data/information management • Emerging technologies on land use • Emergence of innovations in GIS Technology	• Inefficient Service delivery • Emerging security threats due to
Environmental	• Climate change- global warming • Lack of effective policies • Environmental disasters • Land degradation • Encroachment on fragile ecosystems and water catchments • Sub-division of land into uneconomic sizes	• Weak enforcement and implementation management and conservation effective land management • Difficulty in securing wetlands
Legal	• Backlog in land cases • Inadequate capacity by the County governments to enforce land development conditions • Unauthorized encroachment on private land • Inadequate training for the CLMBs	• Conflicting interest Slowed down • Difficulties in land administration

ISSUES AND ACHIEVEMENTS OF	MITIGATION STRATEGIES
g on land at the two levels of ive implementation of mandate nd question for political mileage ational interest in respect to land ent	• NLC is the oversight advisory and supervisory body for implementation of land matters by the two levels of government and enhance collaboration between the two levels of government on land matters. • NLC to review and qualify political proposed strategies to address the Land Question/Land Answer in political parties' agenda before manifestos are presented to the registrar of political parties. • Institutional strengthening to strategically position the NLC as a competent authority on land. Review and harmonize conflicting legislations • Creation of land for settlement of refugees- in consultation with the County governments • Institution of strong bilateral and multilateral negotiating mechanisms on ratification of treaties and agreements • Enhancement of Regional cooperation where NLC shall be a consultative body.
rices due to planning challenges	• Awareness creation on land use, land rights and natural resource management. • Collaboration with county governments on land matters. • NLC will exercise legislative powers to reserve land for investments in collaboration with county governments • Develop national and county land use spatial plans
opulation growth and thus high cess to land and natural resource, munity beliefs on land ownership olicies may have negative impact e legal instrument.	• Enforcement of Planning practices • Provision of oversight role on land use planning to prevent conflicts in land use • Development of activities to work and network with communities. • Development and implementation of awareness creation, education and advocacy programmes , on land laws. • Fast track enactment of the Community Land Bills
to the collapse of land use plans	• Digitization of land records • Promotion of public utilization of emerging technology platforms • Constant review of land use plans in line with technological changes
plementation of environmental on programmes is a threat to and fragile ecosystem.	• Review of policies and legislations • Development of strategies that mainstream measures to address climate change.
own land reforms ion and management	• Institutionalization of atrong legal backing system • Harmonization of policies and laws relating to land management and land based resources • Collaboration with the Judiciary • Legitimizing other Alternative Dispute Resolution mechanisms

3.3 Stakeholder Analysis

The Commission commits to working with various stakeholders that include public and private sectors, development partners, civil societies and the general public in land administration and management. Partnerships with stakeholders have the potential to impact on the Commission's effectiveness and efficiency. Stakeholder categories and areas of interests are analysed as follows:

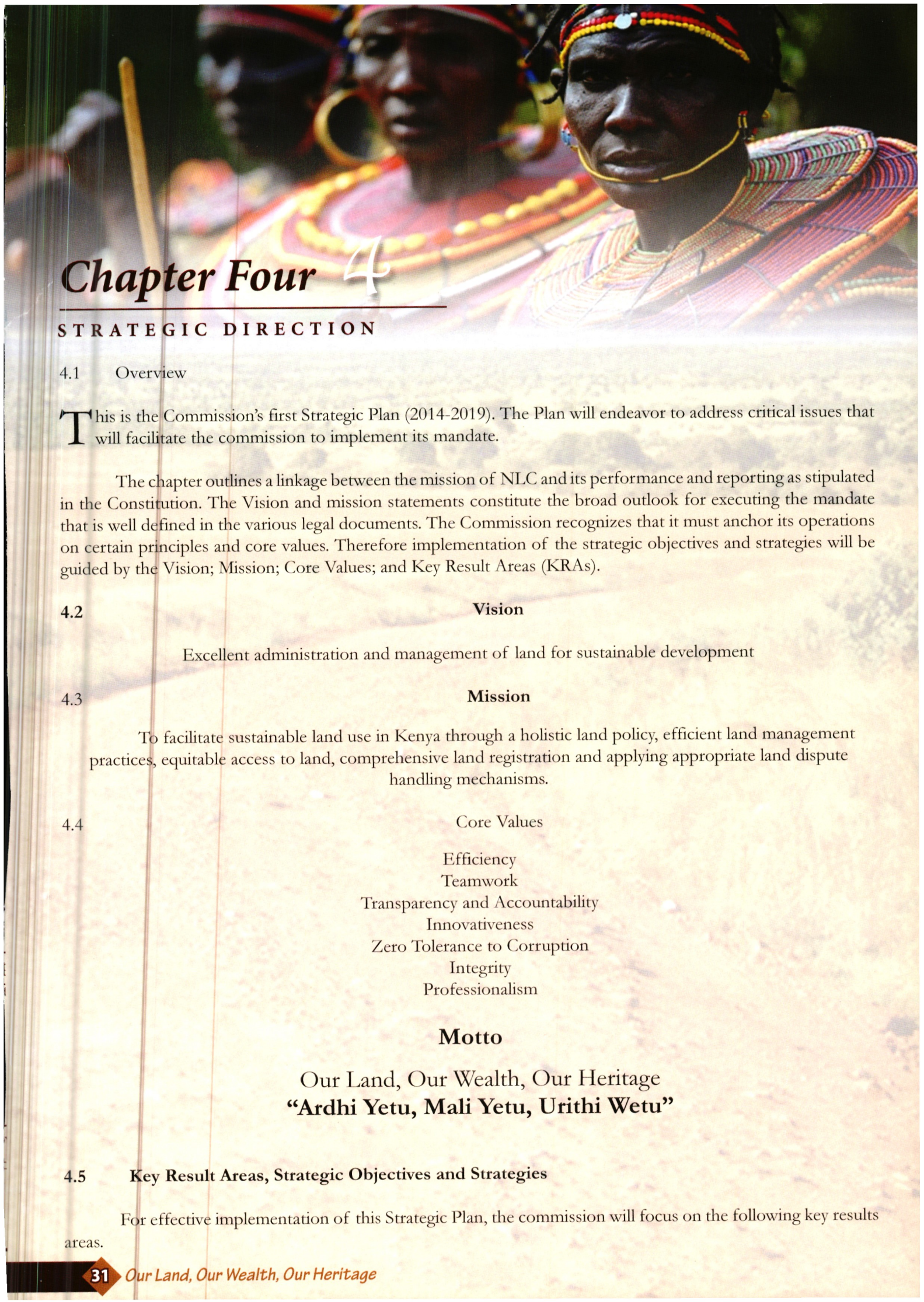
Figure 3:1 Stakeholders Categories



Table 3.3 STAKEHOLDERS AND NLC'S INTERESTS

STAKEHOLDER	NLC'S INTERESTS	STAKEHOLDER'S INTERESTS
GENERAL PUBLIC	• Active participation/ involvement and accountability checks. • Implementation; Awareness creation and Custodians of land and its knowledge. • Arbitration-	• Efficiency in land administration and management • Fair and equitable distribution of land
GOVERNMENT MINISTRIES, DEPARTMENTS & AGENCIES	• Implementation of policies, regulations, guidelines and programs to support land reform. • Ownership and implementation of NLC procedures and guidelines on Land matters. • Review and harmonize the laws on land matters.	• Cooperation and constant consultation on land matters • Mainstreaming land reform in their programs • Collaboration in policy formulation, legislative reviews, advocacy, exchange of literature, data and conducting research on matters land, including gender land rights.
PARLIAMENT	• Endorse policies, procedures and regulations • Legislate on Land related laws • Provision of adequate budget	• Briefings reports and provision of legislative agenda.
COUNTY GOVERNMENTS	• Ownership and implementation of NLC procedures and guidelines on Land matters • Resource Mobilization – adequate Budgetary allocation to land reforms. Consideration for adequate budgetary allocations Implementation of education and awareness creation programmes on land reforms Housing County Land Management Boards Establishment and operationalisation of the Land Boards (Vetting & Recommending Land board Members). Identify and zone land for settlement and public benefit • Support in the implementation and mainstreaming of land administration and management in county policies and legislative framework	• Leadership on land management & administration • Regular consultations and technical support and responsiveness • Timely responses
PROFESSIONAL BODIES	• Professionalism and best practices in Land use and administration. • Provision of technical expertise, ethics and standards • Identify gaps in legal and land policies, professional capacity building; research partners and linkages, monitoring and evaluation of practices for land use.	• Adherence to professional code of conduct and ethical standards • Efficient and effective incorporation in implementing NLC mandate.

STAKEHOLDER	NLC'S INTERESTS	STAKEHOLDER'S INTERESTS
MEDIA	• Objective information on issues relating to land reform to enhance the visibility of NLC and disseminate information about its work • Fair communication and professional branding and articulation of NLC functions • Public participation, education & awareness. • Mainstreaming land concerns in public debates.	• Positive engagement • Partnership and access to NLC information. • Promotion of education and awareness creation programmes on issues of land reform.
INDEPENDENT COMMISSIONS AND TASK FORCES	• Partnership and experience sharing; • Provide co-coordinating and facilitative support to enhance promotion and protection of land rights. • To research, monitor and report on land injustices • Promotion of Alternative Dispute Resolutions (ADRs) and Traditional Dispute Resolution (TDRs) mechanisms • Publishing of reports on status of land reforms.	• Steadfastness and independence of NLC • Redress in land matters for vulnerable and marginalized groups. • Progress reports on land reforms and the land rights. • Promotion of the Constitution and land rights advocacy. • Provision of advisories, opinions and recommendations on land • Development of standards for realization of land reforms
CIVIL SOCIETY ORGANISATIONS	• Community empowerment; awareness creation; capacity building; resource mobilization; • advocacy networking; linkages and information dissemination; lobbying and assistance • Engagement and watchdog function	• Fairness and efficiency in NLC operations
PRIVATE SECTOR/REAL ESTATE DEVELOPERS	• Partnerships in resource mobilization. • Provision of investment and technology.	• Leverage on land sector for prudent investment and prompt response to investment challenges • An enabling environment
JUDICIARY	• Constitutional and legal interpretation and advice on land matters. • Establishment of Land and Environment courts in every county. • Development of a framework for the operation of ADRs/ TDRs mechanism	• Adherence to Constitutionalism and ethical values in the reform process • Capacity building on TDRs
DEVELOPMENT PARTNERS	• Capacity building on TDRs	• NLC efficiency in governance and adherence to procedures and process effectiveness
EDUCATION AND RESEARCH INSTITUTIONS	• Partnerships in research • Capacity building & skills development on Land matters	• Partnership/ Collaborations • Labour Market
FAITH BASED ORGANISATIONS	• Collaboration, • Civic Education • Land Conflict Mediation	• Facilitation through issuance of titles deeds – especially for church sponsored schools.
COMMUNITIES	• Watchdog and whistle blowing role	• Fairness & Equity



Chapter Four

STRATEGIC DIRECTION

4.1 Overview

This is the Commission's first Strategic Plan (2014-2019). The Plan will endeavor to address critical issues that will facilitate the commission to implement its mandate.

The chapter outlines a linkage between the mission of NLC and its performance and reporting as stipulated in the Constitution. The Vision and mission statements constitute the broad outlook for executing the mandate that is well defined in the various legal documents. The Commission recognizes that it must anchor its operations on certain principles and core values. Therefore implementation of the strategic objectives and strategies will be guided by the Vision; Mission; Core Values; and Key Result Areas (KRAs).

4.2 Vision

Excellent administration and management of land for sustainable development

4.3 Mission

To facilitate sustainable land use in Kenya through a holistic land policy, efficient land management practices, equitable access to land, comprehensive land registration and applying appropriate land dispute handling mechanisms.

4.4 Core Values

Efficiency
Teamwork
Transparency and Accountability
Innovativeness
Zero Tolerance to Corruption
Integrity
Professionalism

Motto

Our Land, Our Wealth, Our Heritage
"Ardhi Yetu, Mali Yetu, Urithi Wetu"

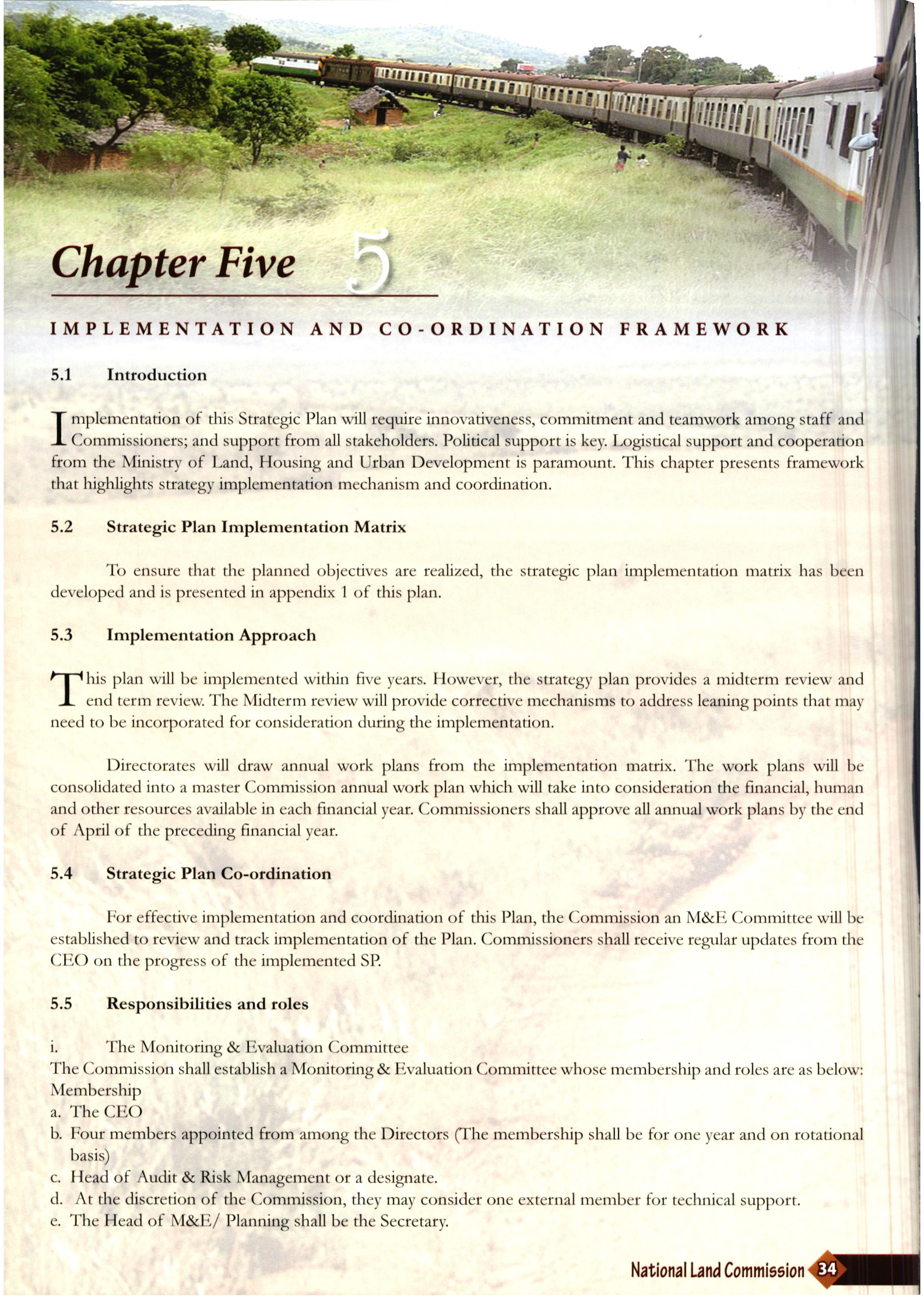
4.5 Key Result Areas, Strategic Objectives and Strategies

For effective implementation of this Strategic Plan, the commission will focus on the following key results areas.

Table 4:1 Key Result Areas, Strategic Objectives and Strategies tra

KEY RESULT AREAS	STRATEGIC OBJECTIVES	STRATEGIES
Public land administration and management	To facilitate access and use of land for socio-economic and environmental sustainability	• Review of grants and dispositions upon development of regulations and procedures for the reviews. • Guaranteeing of ownership and security of tenure. • Regularization of land rights. • Development and coordination of an advocacy and public education programs and information dissemination on the role of NLC and benefits of land reform
National Land Information Management System	To enhance secure storage, access and retrieval of land and land resource data and information	• Development, establishment and maintenance of National & County Land Information Management Systems. • Validation and reconstruction of existing land records. • Promotion of research on land.
Land disputes and conflict resolution	To facilitate an equitable and secure access to land and land based resources	• Establishment of legislations and procedures for addressing land disputes. • Development of dispute resolution mechanisms.
Sustainable management and use of land and natural resources	To promote optimal use of land for the benefit of the society	• Monitoring of land use plan (LUP) at National and County levels. • Monitoring of natural resource management. • Development control and enforcement. • Development and implementation of a stakeholders' engagement strategy. • Development and harmonization of policies.
Institutional development and management	To develop capacity to enhance efficiency and transparency in service delivery	• Automation of NLC procedures and processes • Development of Capacity of NLC • Development and implementation of a revenue generation mechanisms • Development and implementation of a resource mobilization strategy • Formulation of policies and procedures • Operationalize county land management boards • Development and implementation of a risk management framework • Development and implementation of a communication strategy





Chapter Five

IMPLEMENTATION AND CO-ORDINATION FRAMEWORK

5.1 Introduction

Implementation of this Strategic Plan will require innovativeness, commitment and teamwork among staff and Commissioners; and support from all stakeholders. Political support is key. Logistical support and cooperation from the Ministry of Land, Housing and Urban Development is paramount. This chapter presents framework that highlights strategy implementation mechanism and coordination.

5.2 Strategic Plan Implementation Matrix

To ensure that the planned objectives are realized, the strategic plan implementation matrix has been developed and is presented in appendix 1 of this plan.

5.3 Implementation Approach

This plan will be implemented within five years. However, the strategy plan provides a midterm review and end term review. The Midterm review will provide corrective mechanisms to address leaning points that may need to be incorporated for consideration during the implementation.

Directorates will draw annual work plans from the implementation matrix. The work plans will be consolidated into a master Commission annual work plan which will take into consideration the financial, human and other resources available in each financial year. Commissioners shall approve all annual work plans by the end of April of the preceding financial year.

5.4 Strategic Plan Co-ordination

For effective implementation and coordination of this Plan, the Commission an M&E Committee will be established to review and track implementation of the Plan. Commissioners shall receive regular updates from the CEO on the progress of the implemented SP.

5.5 Responsibilities and roles

i. The Monitoring & Evaluation Committee

The Commission shall establish a Monitoring & Evaluation Committee whose membership and roles are as below:

Membership

- a. The CEO
- b. Four members appointed from among the Directors (The membership shall be for one year and on rotational basis)
- c. Head of Audit & Risk Management or a designate.
- d. At the discretion of the Commission, they may consider one external member for technical support.
- e. The Head of M&E/ Planning shall be the Secretary.

ii. The Chief Executive Officer (CEO)

The NLC CEO shall be the overall coordinator of the Strategic plan and will have the following roles:

- Provision of necessary technical support to the Directorates in implementing the Plan;
- Timely preparation and submission of Plan implementation reports;
- Effectively Facilitate the Commissioners in the establishment of the County Land Management Boards in implementing land reforms at the county level.
- Chairing the M&E Committee.

iii. Cabinet Secretary, Ministry of Land, Housing and Urban Development

This Plan recognizes the important role of the Cabinet Secretary for the Ministry of Land, Housing and Urban Development. It is therefore anticipated that Cabinet Secretary will play a facilitative role to enable NLC execute its mandate. Key in this is collaboration with NLC on policy direction, support in the review and enactment of legal and resource mobilisation initiatives and other expertise available in the Ministry.

iv. The Commissioners

NLC commissioners will provide leadership in the implementation of this plan. They will establish appropriate linkages with other public and private partners to enhance technical synergy required for effective implementation of the planned strategies. The commissioners are also critical in the implementation of the resources mobilization strategy.

v. Directors

These will fast track implementation of this strategic plan. They will be responsible for the day to day implementation of planned activities to ensure implementation of this plan is on track. They will prepare and implement the directorate specific annual work plans drawn from the Plan, report on progress/performance periodically and timely to the Head of M&E/ Planning.

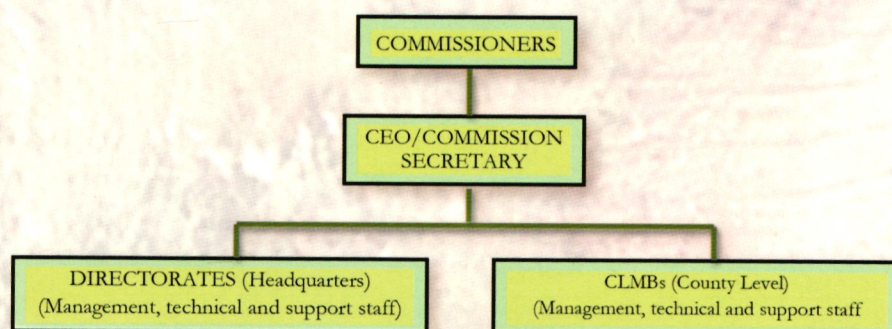
In this regard, NLC operates at two main levels: at the Commission-wide level, and its nine directorates, as outlined on the following page.

Table 5:1 Directorates

DIRECTORATE	HIGHLIGHTS OF THE FUNCTIONS
Audit and Risk Management Unit	Responsible for providing innovative risk, audit, and assurance to improve the Commissions operations. The directorate also offers consultancy services to the commission.
Communication Unit	Responsible for managing the Communication and branding of the Commission
Finance and Administration	Responsible for the finance and administration functions including advising the Commission, the Chief Executive Officer and Management on strategic financial performance of the Commission
Human Resources Management	Responsible for development and implementation of appropriate Human Resource strategies and training that ensure that the Commission attracts and retains a professional team of motivated employees
ICT Unit	Responsible for the management, strategy and execution of ICT infrastructure for the organization. This includes implementation of technical projects in alignment with organizational goals and effective delivery of networks, development, and disaster recovery systems and processes and ICT automation processes and procedures.
Land Administration & Management	Responsible for efficient organization, direction, control and co-ordination of the functions of Land Administration Directorate

DIRECTORATE	HIGHLIGHTS OF THE FUNCTIONS
Land Survey, Adjudication and Settlement	Responsible for the coordinating, surveying, land adjudication and settlement functions. Lead and develop cadastral surveys, topographical surveys, compulsory acquisition surveys, adjudication and settlement surveys, remote sensing surveys, hydrological survey and GIS applications.
National Land Information Management System (NLIMS)	Responsible for developing and maintaining geographic, spatial, legal and environmental databases that are relevant to real property throughout the country. This involves creation, analysis and publishing of land-based data such as parcel information, zoning, land use, ownership and general property information
Land Use and Planning	Develop and prepare an effective and efficient system for overseeing land use planning throughout the country. In this regard the Commission is to ensure land use planning is carried out and as per the law through supervision and monitoring of planning authorities and participating in policy formulation. To achieve this, the Commission is working in consultation with both the National and County governments and other relevant agents.
Land Valuation and Taxation	To undertake valuation for taxation of land and premiums on immovable property. To undertake compulsory acquisition of land for Government and State Agencies. To assess annual ground rents, compute stand premiums and offer advisory valuation services.
Legal Affairs and Enforcement	Responsible for handling all legal matters and complaints from the citizens.
Natural Resources	To take stock of natural resources, monitor use and management and ensure that land use policies are consistent with sustainable resource use.
Research and Advocacy	To promote dialogue, interaction, inquiry, and participatory research between researchers, communities and policy makers with a view of enhancing the impact of research on land reforms and sustainable development. Responsible for the coordination and administration of research, partnerships, linkages, civic education and advocacy functions on land matters.

Figure5:1 Organisational Structure of National Land Commission



NOTE: See Appendix II and III for the detailed organogram

The Commission has various Directorates to address its mandate at the National level and County Land Management Boards (CLMBs) at the County level. In addition, the Commission has established Commission Committees which deliberate on key issues before presentation to the full Commission meeting.

Chapter Six

6

RESOURCE MOBILIZATION, ACCOUNTABILITY AND RISK MANAGEMENT

6.1 Overview

Implementation of the plan will require a substantial financial outlay. To supplement Government financing the activities of this plan, the Commission will endeavour to seek financial support from development partners and other stakeholders.

6.2 Resource requirement

The table below is an indication of the Commission's projected financial requirements to implement the planned strategies.

Table 6:1 Projected Resource requirement

Strategy	BUDGET (MILLION)				
	Year 1	Year 2	Year 3	Year 4	Year 5
Review of Grants and Dispositions upon development of regulations and procedures for the reviews	500	500	500	600	700
Guaranteeing of ownership and security of tenure.	628	528	528	628	678
Regularization of land rights	700	600	600	700	800
Development and coordination of an advocacy and public education programs and information dissemination on the role of NLC and benefits of land reform.	250	200	200	200	200
Development, establishment and maintenance of National & County Land Information Management Systems (NLIMS)	660	2,149	1,193	1,193	1,193
Validation and reconstruction of existing land records.	400	400	300	250	250
Promotion of research on land.	220	200	300	300	350
Establishment of legislations and procedures for addressing land disputes	621	600	750	900	1,000
Development of dispute resolution mechanisms.	250	200	200	200	150
Monitoring of land use plan (LUP) at National and County levels	290	495	500	288	400
Monitoring of natural resources Management.	160	176	200	150	100
Development control and enforcement	300	300	250	200	200
Development and implementation of a stakeholders' engagement strategy	150	100	50	50	50
Development and harmonization of policies	170	250	300	450	400
Automation of NLC procedures and processes	430	540	550	400	400
Development of Capacity of NLC.	350	300	300	300	300
Development and implementation of a revenue generation mechanisms	150	200	450	600	700

BUDGET (MILLION)					
Strategy	Year 1	Year 2	Year 3	Year 4	Year 5
Development and implementation of a resource mobilization strategy	92	50	50	50	50
Formulation of policies and procedures	100	50	50	50	50
Operationalize county land management boards	360	360	360	360	360
Development and implementation of a risk management framework	100	90	80	80	80
Development, implementation and operationalize of a communication strategy	200	170	200	130	200
Branding NLC	20	20	20	15	10
Strengthen the public affairs and corporate communication office	50	30	20	20	20
Institutionalize guidelines and policies to combat corruption, HIV/AIDS, Alcohol and Drug Abuse	30	20	10	10	10
Institutionalize guidelines and policies to support gender and persons with specialized needs into NLC	20	10	10	10	10

6.3 Resource Mobilization strategies

6.3.1 Government Funding

Article 249(3) of the Constitution stipulates, Parliament shall allocate funds to enable NLC perform its function. NLC will prepare annual budgets and submit to the Government for approval to fund annual work plan.

6.3.2 Development Partners

The Commission will implement mechanisms put in place to partner with development partners in supporting the strategic plan initiatives.

6.3.3 Partnering with stakeholders

The Commission recognises the valuable support received from stakeholders in the implementation of land initiatives. This has been through participation in programming and information sharing platforms. Though these resources are non- financial, they impact on the implementation of the land sector initiatives. The Commission identifies private sector players as key contributors and therefore will enhance collaboration and implement projects under the Private Public Partnership framework.

6.4 Accountability

Accountability and commitment are valuable aspects of successful implementation of this strategy. As already mentioned, the Commissioners, CEO, directors will be responsible for implementation. The Commissioners are in charge of policy formulation, giving strategic leadership in programming and general monitoring and evaluation of the Plan's implementation and prioritization of the programs undertaken.

These tasks are done through committees namely; General Administration and Finance; Legal and Research; Land Administration and management; Compulsory acquisition; and NLIMS. The Secretariat, through the leadership of the Secretary and CEO is responsible for the day-to-day implementation, monitoring, and evaluation of NLC's operations.

Employees will report results of their work to their respective directors/sectional heads to enable management to track performance and facilitate effective decision making.

6.5 Risks assessment

Implementation of this plan is likely to face various risks as discussed below.

6.5.1 Strategic Risks

- Programme activities being resisted due to conflicting social, economic and political interests.

- Misconception due to lack of information or ignorance of the Commission's mandate.
- Constitutional or statutory changes are likely to affect the Commission's mandate.
- Weak monitoring and evaluation due to non-integration of M&E in activity implementation.
- High turnover of highly qualified technical staff.

6.5.2 *Financial Risks*

- Inadequate funding or disbursement delays due to lack of linkage between disbursement and procurement plans leading to slowed plan implementation.
- Interrupted flow of development partners funds.

6.5.3 *Operational Risks*

- Duplication/ application of land laws by other Government Agencies is prevalent
- Poor remuneration, staff turnover, shortage of office space, redeployment of staff may interfere with implementation of the plan.

6.5.4 *Technological Risks*

- Inadequate funding of ICT development and deployment.
- Reluctance by officers to embrace new technological changes.
- Data and information insecurity.

6.5.5 *Organizational Risks*

- Delay in implementation of the Commission's organizational structure may constrain timely formation of the envisaged implementation teams.

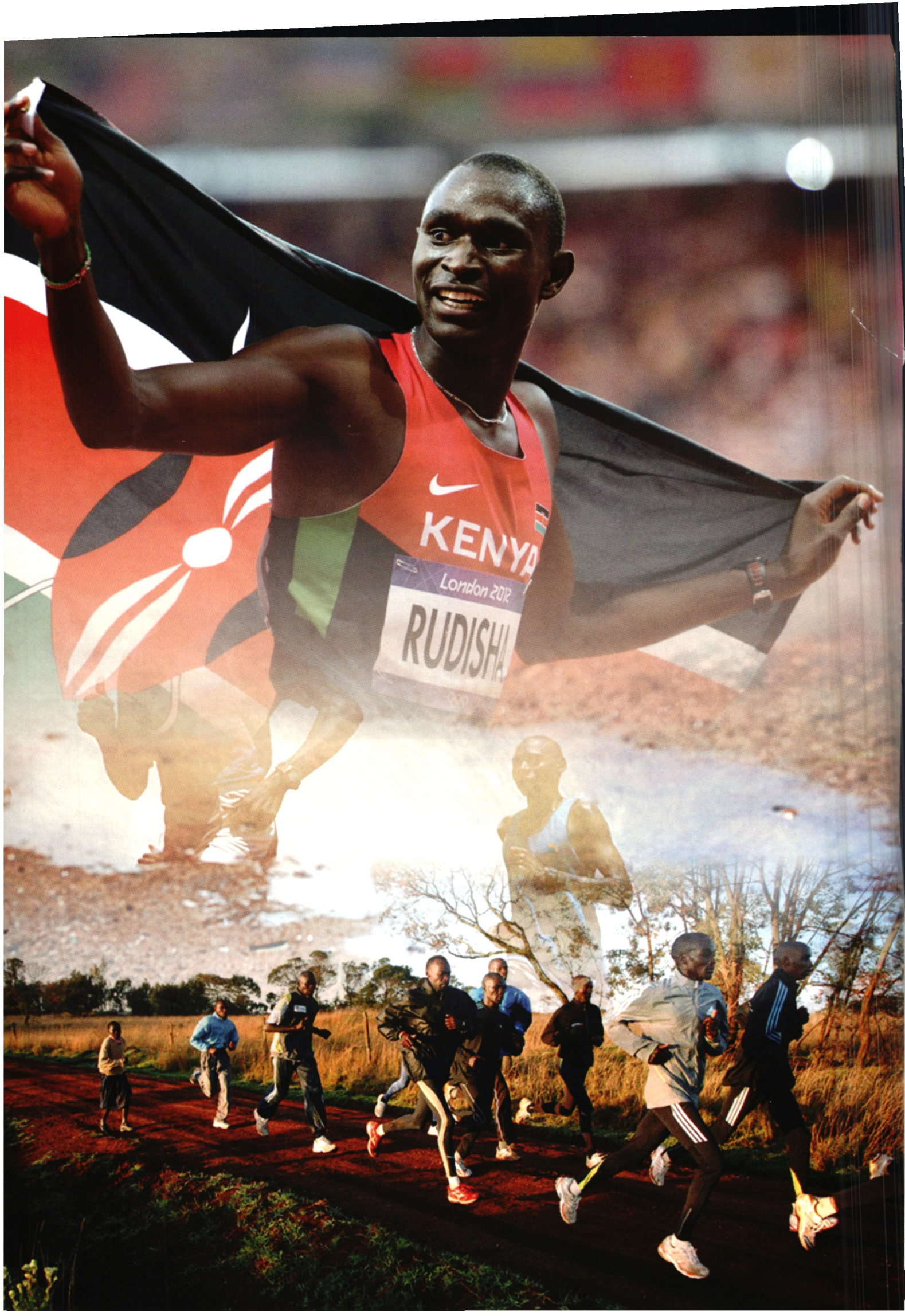
6.5.6 *Political Risks*

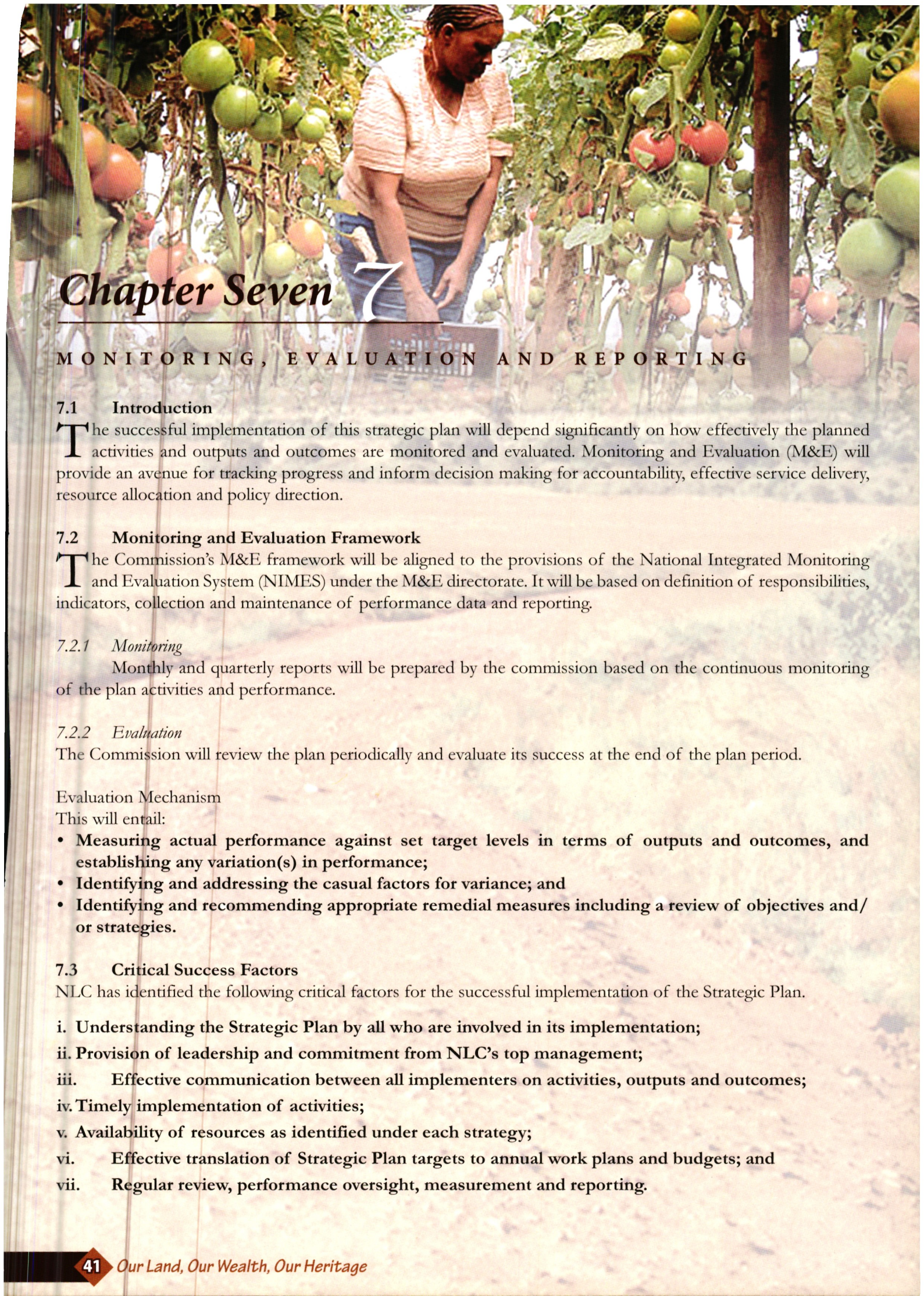
- Changes in national political leadership.
- Community animosity and suspicion.
- Politicizing implementation of land reforms.

6.6 **Mitigation, Monitoring and Reporting of Risks**

The Commission will seek to minimise risks through a framework that ensures coordination and economical application of resources to maximise realization of opportunities and to monitor impacts of the unforeseen occurrences.

- undertake appropriate consultations and consensus building with stakeholders;
- Involve stakeholders in review of policy and legislation and implementation as well as sensitize the stakeholders on the Commission's mandate;
- Enhance internal and external collaboration;
- Enhance M&E for early detection of any formative risk
- Undertake regular training of staff on ICT and upgrading of equipment in tandem with ICT changes;
- Enhancing the Commission's capacity through effective capacity development;
- Partner with stakeholders to mobilize resources, increase internal revenue and also foster efficient utilization of resources;
- Seek political goodwill and budgetary support;
- Ensure meritocracy in recruitment of staff and competitive remuneration; and
- Create awareness and continuous sensitization on the Constitutional values and principles of attached to land and a move away from unjust discriminatory practices linked to land.





Chapter Seven

MONITORING, EVALUATION AND REPORTING

7.1 Introduction

The successful implementation of this strategic plan will depend significantly on how effectively the planned activities and outputs and outcomes are monitored and evaluated. Monitoring and Evaluation (M&E) will provide an avenue for tracking progress and inform decision making for accountability, effective service delivery, resource allocation and policy direction.

7.2 Monitoring and Evaluation Framework

The Commission's M&E framework will be aligned to the provisions of the National Integrated Monitoring and Evaluation System (NIMES) under the M&E directorate. It will be based on definition of responsibilities, indicators, collection and maintenance of performance data and reporting.

7.2.1 Monitoring

Monthly and quarterly reports will be prepared by the commission based on the continuous monitoring of the plan activities and performance.

7.2.2 Evaluation

The Commission will review the plan periodically and evaluate its success at the end of the plan period.

Evaluation Mechanism

This will entail:

- Measuring actual performance against set target levels in terms of outputs and outcomes, and establishing any variation(s) in performance;
- Identifying and addressing the casual factors for variance; and
- Identifying and recommending appropriate remedial measures including a review of objectives and/or strategies.

7.3 Critical Success Factors

NLC has identified the following critical factors for the successful implementation of the Strategic Plan.

- i. Understanding the Strategic Plan by all who are involved in its implementation;
- ii. Provision of leadership and commitment from NLC's top management;
- iii. Effective communication between all implementers on activities, outputs and outcomes;
- iv. Timely implementation of activities;
- v. Availability of resources as identified under each strategy;
- vi. Effective translation of Strategic Plan targets to annual work plans and budgets; and
- vii. Regular review, performance oversight, measurement and reporting.

7.4 Progress Reports

The plan will also be monitored through preparation of monthly and quarterly reports by heads of Directorates. The nature and scope of reporting will include;

- Progress made against the plan
- Causes of deviation from plan
- Areas of difficulty and alternative solutions to problems that may adversely affect implementation

The Monitoring & Evaluation Unit shall act as the internal consultant to assist Directorates in preparing consistent, concise and informative reports prior to presentation. The reports will describe actions taken towards achieving specific outcomes and strategies of the plan and will include costs, benefits, performance measures and progress. Performance Management Systems (PMS) will be used to improve the effectiveness of the M&E system. This will help integrate performance in a manner to enable immediate determination of impediments to success.



Appendix 1: Implementation Matrix

KEY RESULT AREA 1: Public land management and administration of land rights

STRATEGIC OBJECTIVE: To facilitate access and use of land for socio-economic and environmental sustainability

OUTCOME: Enhanced access and use of land for socio-economic and environmental sustainability

Strategies	Outputs	Activities	Performance indicators	Actors	Time Frame/Budget (Million)			
					500	500	500	600
Review of Grants and Dispositions upon development of regulations and procedures for the reviews"	The rules and regulations for review of Grants and Dispositions developed Illegal/irregular grants and dispositions established	- Establish a committee for review of Grants and Dispositions - Identify illegal/irregular grants and disposition	- No. of rules and guidelines developed - No. of grants and dispositions reviewed - No. of grants and dispositions revoked - No. of commission's sittings held - Rules and guidelines developed for the registration of land in Kenya. - Percentage of registered land of the total unregistered land in Kenya . - No. of people whose land is registered.	NLC County Governments National Government	500	500	500	600
					628	528	528	628
Guaranteeing of ownership and security of tenure.	Converted T.O.L to long term leases Data base of genuine letters of allotments Land rights to squatters Access to rights Concept papers and reports Finalization of adjudication sections	- Gazette and issue media notices - Create data base - Hold stakeholder consultations - Hold meetings with County governments - Verify letters of allotments - Regularization of temporary occupation licenses - Formalize past county allocations - Formalize squatter settlement - Prepare grants/leases for execution - Establish adjudication sections	- No. of gazette notices in place - No. of categories in the data base % of allotments letters verified - Number of Counties engaged - No. of stakeholder consultations, meetings and workshops held - Best practices adopted - Number of land transactions concluded. - Number of families settled - Number of adjudication sections established.	Commissioners CEO Director of Land Administration and management Director Survey, Adjudication and Settlement	628	528	528	628
								678

Strategies	Outputs	Activities	Performance indicators	Actors	Time Frame/Budget				
					(Million)				
Regularization of land rights	A framework on lease extension Regularized leases	• Prepare guidelines on leases and execute • Issue notices on leases • Establish a data base on leases • Establish ownership of land held public institutions. • Develop gazette notices for publication by the government printer	• Guidelines/manuals developed • Registers in place • No. of leases extended/renewed/terminated • Report of land ownership by public institutions • Gazette notices	Commissioners, CEO Director of land Administration, Director Legal & Enforcement Governors MoL Stakeholders	700	600	600	700	800
Development and coordination of an advocacy and public education programs and information dissemination on the role of NLC and benefits of land reform.	Advocacy strategy Handbooks land tenure, land rights Multi-media persuasive campaign Service charter in place Increased customer satisfaction Undertake customer satisfaction	• Establish nationwide, multi-media persuasive campaign • Develop and disseminate service charter • Develop IEC materials	• No of meetings/ seminars held. • No of advocacy programs devoted to land matters • No of civic education training conducted in the Counties • Stakeholders events successfully managed • Service charter reviewed • No of IEC materials • Annual survey report	The Commission; Directorate R& A	250	200	150	150	130

Key result area 2: National Land information management system

STRATEGIC OBJECTIVE: To enhance secure storage, access and retrieval of land data and information

OUTCOME: Efficient land information management system

Strategies	Outputs	Activities	Performance indicators	Actors	Time Frame/Budget (Million)			
					660	2,149	1,193	1,193
Development, establishment and maintenance of National Land Information Management Systems (NLIMS)	NLIMS in place	- Procure and install GIS based enterprise database system - Develop parcel fabric based cadastre - Support system integration with other components - open architecture(SOA) - Ensure data security access rights and policies - Codification of processes in land	- NLIMS installed - No. of staff trained - No. of logs from public - No. of system audits done - GIS based system procured and installed - Implementation plan and phasing of overall project.	CEO and Director - NLIMS Computerization committee of Ministry of Lands (DPP, DOS, DLAS, DOL), Secretaries CLMBs	660	2,149	1,193	1,193
Validation and reconstruction of existing land records.	Verifiable and updated land records.	- Carry out an inventory of plans and file records - Develop and implement file and plans record management system	- Number of plan and file records categorized - Plan and file records management system in place. - Reports on inventory	Commissioners C.E.O Director Land / Adm Director I.C.T Director HRM MoL	400	400	300	250
Promotion of research on land.	Research reports. Completed research projects Research data base Partnerships developed. Research Training	- Develop a research framework - Conduct research - Create research data base with county governments - Support the documentation-mapping out of research areas- - Report and disseminate research findings - Conduct training	- Research framework developed. - No of research proposals - No. of reports published - No of partnerships engaged - No of Policies developed. - No of trainings held. - No of policy forums conducted.	CEO, NLC, Directors, Research and Advocacy;	220	200	300	350

Key Result Area 3: Land Disputes And Conflict Resolution

STRATEGIC OBJECTIVE: To facilitate an equitable and secure access to land and land based resources

OUTCOME: Peaceful resolution of complaints

Strategies	Outputs	Activities	Performance indicators	Actors	Time Frame/Budget (Million)				
					621	600	750	900	1,000
Establishment of legislations and procedures for addressing land disputes	The Historical Injustice draft regulations	- Establish task force on HI - Hold stakeholder consultations	- Taskforce established - No. of stakeholders consultations held - No of stakeholder reports - No of publications on HI - Draft bill	Stakeholders NLC Judiciary Ministry in-charge of Lands					
Development of dispute resolution mechanisms.	- ADR framework in place - Enhanced capacity of stakeholders on ADR - A complaints handling mechanism/ system	- Establish and implement ADR mechanisms - Undertake research in ADR/ TDR alternatives - Develop training manual and undertake capacity building of dispute resolution committees - Hold stakeholder meetings and workshops - Develop and implement a complaints handling mechanism - Dispose land Adjudication cases	- ADR framework in place - No. of stakeholders training - No. of conflict reports received - No of research projects % of conflicts resolved - Complaints handling system - Number of land adjudication cases heard and determined.	Commissioners Director, Legal and Enforcement Director Research and Advocacy Director Survey , Adjudication and Settlement	250	200	200	200	150

Key Result Area 4: Sustainable Management And Use Of And Natural Resources
STRATEGIC OBJECTIVE: To promote optimal use of land for the benefit of the society
OUTCOME : Enhanced use and management of land for the benefit of the society

Strategies	Outputs	Activities	Performance indicators	Actors	Time Frame/Budget			
					290	495	500	288 (Million)
Monitoring of land use plan (LUP) at National and County levels	Land use plans Technical reports	Coordinate the LUP activities. Develop guidelines for LUP.	• N.o of LUP at Counties. • LUP framework at National level	CEO, NLC Director of Land Use Planning	290	495	500	288
Monitoring natural resources Management.	• Resource maps. • Natural resource database developed. • Draft National Land Use Policy (NLUP) developed.	• Conduct Land use/ cover mapping. • Carry out natural resource mapping and assessments • Establish a Monitoring framework for resource use trends. • Establish a meta-database of all resources in the Country. • Carry out consultancies on resource valuation and policy gap analysis in NRM. • Establish a resource centre at NLC. • Liaise with the Ministry in preparation of the National Land Use policy. • Liaise with the Counties in the preparation of urban Land use Plans	• No of Reports. • No of MOUs Signed. • No of Resource Maps. • Final draft Land use Policy. • No of County/National workshops. • Natural Resources database established. • No of resource material at centre. • Number of Approved Cities and Municipalities Urban Land Use Plans	Director, Natural Resources. CS, (Ministry of Land, Housing and Urban Development). County Governments	160	176	200	150
								400

Strategies	Outputs	Activities	Performance indicators	Actors	Time Frame/Budget				
					300	300	250	200	200
Development control and enforcement	Orderly spatial development	• Approve building plans • Undertake site inspections • Place advertising and public notices • Prepare rules & guidelines for evictions • Prepare draft concept paper • Build consensus with stakeholders • Issue notices of intention to evict	• Investors granted development approvals • Approved development applications	NLC County Governments Legal Directorate	300	300	250	200	200
Development and implementation of a stakeholders' engagement strategy	Strong partnerships with development partners and other stakeholders.	• Donor mapping • County visits	• No of meeting held • No of county visits established and thriving • Funded projects • Amount of donor support	NLC Communication Research and Advoc. Directorate Stakeholders	150	100	50	50	50
Development and harmonization of policies	Legal advisory papers Regulations and guidelines; Proposed statutes	• Create multi-stakeholders group to develop legal guidelines • Develop legal guidelines	• Research and advocacy guidelines developed • Number of legal and policy proposals developed for collaboration • List of potential legal reserach areas developed	NLC, Parliament	170	250	300	450	400

Key Result Area 5: Institutional Development And Management

STRATEGIC OBJECTIVE: To develop the capacity to enhance efficiency and transparency in service delivery

OUTCOME: An Efficient and effective NLC

Strategies	Outputs	Activities	Performance indicators	Actors	Time Frame/Budget (Million)			
					430	540	550	400
Automation of NLC procedures and processes	ICT systems developed ICT infrastructure established ICT policy document	• Identification of ICT infrastructure • Develop an ICT policy • Develop and establish system design/ architecture • Install and Implement ICT systems	• ICT Policy developed • Use of ICT policy • Approved ICT procurement plan • No. of ICT hardware and software procured and installed	CEO and Asst. Director - ICT, Committee general administration	430	540	550	400
Development of Capacity of NLC.	Skilled staff recruited Institutional capacity development Trained staff on relevant areas	• Recruitment • Develop a Training policy • Carry out training • Carry out capacity needs assessment	• Approved policy • No. of skills courses identified • No. of staff trained on new skills	Director/HR CEO, Administration Committee	350	300	300	300
Development and implementation of a revenue generation mechanisms	Develop regulations and guidelines Document property values and taxation indices	• Establish Committees to develop regulations and guidelines • Establish Committees on determination of property valuations and taxation • Identify public c land for valuation and taxation assessment • Undertake property assessment/valuation and billing.	• Rules and guidelines developed • Committees established • Inventory listing of public lands identified for assessment • No. of assessments undertaken and billings made	NLC National and County Governments Parliament	150	200	450	600
								700

Strategies	Outputs	Activities	Performance indicators	Actors	Time Frame/Budget				
Development and implementation of a resource mobilization strategy	Resource mobilisation strategy developed Adequate financial resources mobilised Diversified resource avenues	- Resources needs assessments - Develop a resource mobilisation strategy - Lobbying - Development partners round table meetings	- Approved policy. - Level of resources mobilised % of funds received against budget requested - No. of proposals developed and funded	Director, Finance and Administration, CEO, Committee, General administration	92	50	50	50	50
Formulation of NLC policies and procedures across the directorates	Policies and procedures developed	Develop policies and procedures	- No. of policies and procedures developed and approved. - No. of policies and procedures in use	CEO, All Directors	100	50	50	50	50
Operationalize county land management boards	County Land Boards in place Opening staff and equipping new offices	- Advertise and fill positions - Develop operational guidelines - Training of CLMB members - Feasibility studies	- List of shortlisted candidates - Newspaper job adverts - No. of training workshops - No of offices opened - Approved guidelines	Commissioners, CEO, Director HR	360	360	360	360	360
Development and implementation of a risk management framework	An integrated risk management framework Documentation of the audit environment and processes Improved internal control environment	- Develop an institutional risk management framework - Develop various policies for the Directorates: Internal Audit Charter, Internal Audit Manual, Fraud Prevention Policy - Conducting risk based audits	- An operational institutional risk management framework. - No of reports - Developed Internal Audit Charter, Internal Audit Manual, Fraud Prevention Policy. - Completed audits as per the approved work plans and number of advisories issued.	Audit & Risk Management Committee, CEO, Head, Audit & Risk Management All directorates	100	90	80	80	80

Strategies	Outputs	Activities	Performance indicators	Actors	Time Frame/Budget				
					200	170	200	130	200
Development and implementation of an communication strategy	Communication and branding strategy developed	- Develop a Communication and branding strategy - Media education campaigns	- No of meetings held - No of media programs devoted to land matters	The Commission and the CEO Head					
	IEC materials developed distributed	- Media training on land matters - Civic education on NLC mandate	- No of civic education training conducted - Enhanced corporate brand	Communication Unit					
	Strong media presence/objective reporting	- Training on communication & presentation skills - Organise stakeholders events	- No. of staff trained - Stakeholders events successfully managed						
Brand NLC	NLC logo in place and use	Design NLC logo	NLC logo designed	The Commission and the CEO Head Communication Unit Admin and Finance Legal Directorate	20	20	20	15	10
Strengthen the public affairs and corporate communication office	Strengthening of the corporate image	- Develop a public affairs and corporate communication strategy - Train and develop staff competence on public affairs and corporate communication issues - Identify corporate colours	Improvement in public awareness of the role and mandate of NLC	The Commission and the CEO Head Communication Unit	50	30	20	20	20

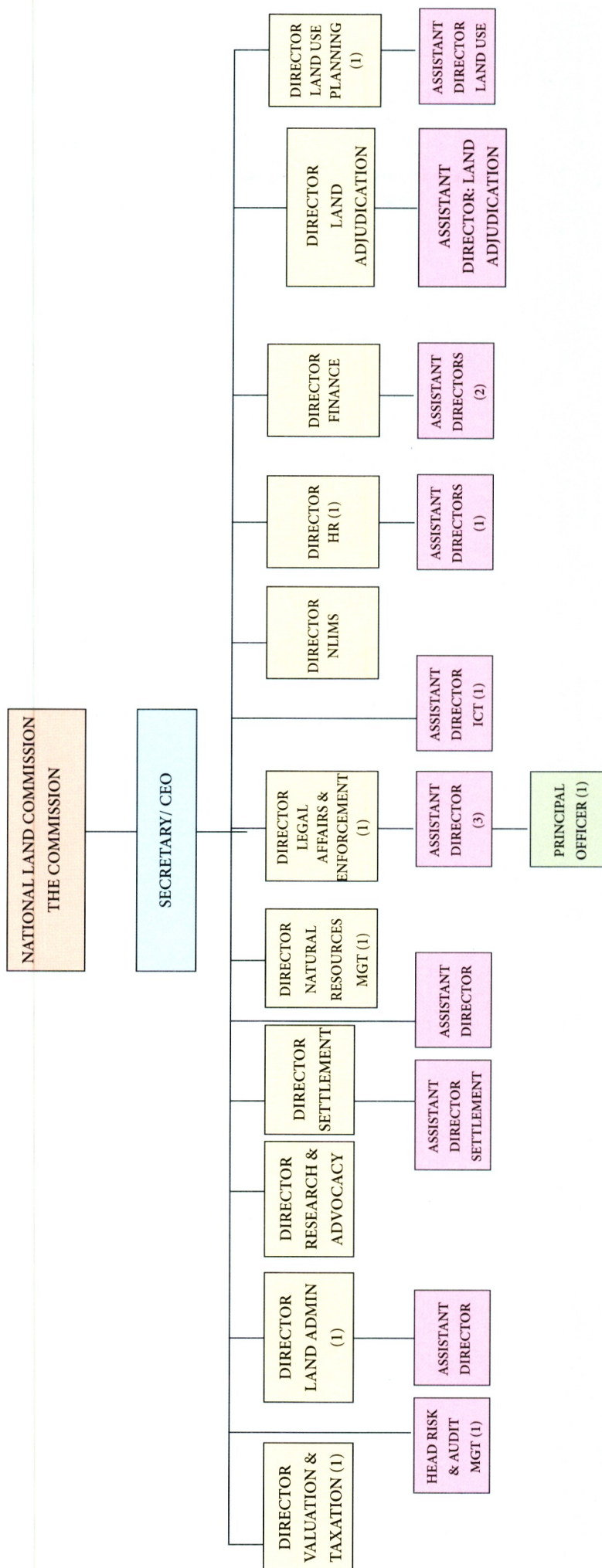
Key Result Area 6: Mainstreaming Cross-Cutting Issues

STRATEGIC OBJECTIVE: To facilitate an equitable and secure working environment for all

OUTCOME: Elimination of discrimination of all forms at the work place

Strategies	Outputs	Activities	Performance indicators	Actors	Time Frame/Budget (Million)			
					30	20	10	10
Institutionalize guidelines and policies to combat corruption, HIV/AIDS, Alcohol and Drug Abuse	Anti-corruption and ethics policy • Decreased incidences of corruption, HIV/AIDS, Alcohol and drug abuse	-Sensitization of NLC staff on all the policies to combat corruption, HIV/AIDS, Alcohol and Drug Abuse -To entrench policies to combat, corruption, HIV/AIDS, Alcohol and Drug Abuse	• No of workers- headquarters and county level sensitized	Commissioners; NLC; Directorates				
Institutionalize guidelines and policies to support gender and persons with special needs into NLC	•Decreased incidences of discrimination against gender and persons with disability	To entrench the national policies on gender and persons with special needs	• No of initiatives launched, developed and implemented	Commissioners; NLC; Directorates	20	10	10	10

CURRENT NLC ORGANOGRAM ORGANIZATION CHART



PROPOSED ORGANIZATION STRUCTURE FOR THE NATIONAL LAND COMMISSION

