

LANDS  
COMMISSION



# STRATEGIC BUSINESS PLAN 2023-2027

STRATEGIC BUSINESS PLAN (2023 - 2027)

*A five-year strategic plan to provide for the policy direction in implementing key objectives to achieve efficient land administration system with expeditious land service delivery.*



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Accra



# LANDS COMMISSION



## STRATEGIC BUSINESS PLAN

2023 – 2027

## **FOREWORD**

The design and implementation of a Strategic Business Plan in the Public Service has become ubiquitous and proved to be an essential tool to guide the attainment of the set goals and objectives of an organisation through a systematic implementation of well-defined strategies and activities. Indeed, this has been institutionalised as a best practice in many jurisdictions.

The Lands Commission implemented its first ever Strategic Business Plan (SBP) from 2015 to 2019. The journey for the preparation of the new SBP started in 2021 with a training workshop for selected staff on the components of an SBP as well as its relevance in ensuring good governance in an organisation. This was followed by the setting up of a Committee led by Mr. Jones Ofori-Boadu, the Deputy Executive Secretary (CS) and made up of representatives from the Divisions, Corporate Head Office and Regional Offices. Other members of the Committee are:

1. Mr. Richard O. Afoakwah
2. Mr. Christian O. Ameyaw
3. Mr. Randy Glymin
4. Mr. Evans Mamphey
5. Mr. Eric Mensah-Okantey
6. Mr. Emmanuel F. Okyere (ESQ.)
7. Mr. Robert Aryeh
8. Mr. Michael N. Appiah
9. Ms. Akua A. Asubonteng
10. Mr. Joseph Arthur
11. Mr. George Owusu
12. Ms. Eunice Opoku
13. Ms. Deborah S. Fiatui
14. Ms. Joyceline Osei

The Committee was tasked to develop a new Strategic Business Plan for the period, 2023 – 2027. To achieve this, a comprehensive diagnostic review of the 2015-2019 Plan was undertaken. Despite the obvious documented challenges with its implementation, the plan achieved a 58% success rate. A major constraint identified was the capping of the IGF in 2017 reducing it from 50% to thirty-three percent (33%) in actual terms. Notwithstanding, some notable achievements during the period include;

- Re-engineering of business processes and the establishment of the Ghana Enterprise Land Information System (GELIS) which culminated in the piloting of Client Service Access Units (CSAUs) in five (5) regions.
- Development of a Rent Management System to streamline the processes of generating revenue from Ground Rent in the Greater Accra Region.
- Preparation and implementation of key policies relating to Transport, Health & Safety, Training, and a draft Ghana Geospatial Policy, as well as Guidelines for Large-Scale Land Transactions in Ghana.
- Development of an Electronic Property Mass Appraisal System (EPMA) to streamline valuation of properties for rating purposes.
- Adoption of drone technology for large-scale land survey works.
- Commencement of the construction of the Greater Accra Regional Office Building and the Head Office building.
- Establishment of offices in the six (6) new Regions.

The situational analysis carried out on the previous SBP enabled the Team to identify five (5) Strategic Goals which are expected to spur the Commission on to attain its long-term vision of becoming a centre of excellence in land administration.

The Staff of the Commission are expected to play key roles in the implementation of the Plan. This document would be the main reference point in developing Annual Workplans and Budgets as well as setting targets and milestones for various activities at the Corporate, Divisional and Regional levels. The Plan will also serve as the basis for the periodic assessment of staff in various aspects of the work of the Commission.

On behalf of Management and the National Lands Commission, I wish to congratulate the team for a good job done.



**JAMES E. K. DADSON**  
**EXECUTIVE SECRETARY**

## **EXECUTIVE SUMMARY**

The mandate of the Lands Commission as provided for in Article 257 of the 1992 Constitution and the Lands Commission Act, 2008 (Act 767) culminates into:

- a. promoting the judicious use of land by the society and ensure that land use is in accordance with sustainable management principles and the maintenance of a sound eco-system; and
- b. ensuring that land development is effected in conformity with the nation's development goals.

For decades, the land sector in Ghana has been bedevilled with challenges such as;

- a) weak land administration and management systems;
- b) multiple land sales, compulsory acquisition by Government of large tracts of land unutilized and compensation unpaid;
- c) general indiscipline in the land market i.e., unauthorised occupation and use of State Lands by encroachers, haphazard developments etc.;
- d) lack of adequate functional and coordinated geographic information systems and networks;
- e) indeterminate boundaries of customary owned lands,;
- f) lack of modern and up-to-date maps and plans and
- g) use of unapproved development schemes.

These challenges informed the development of national reforms such as the Land Administration Project (I & II) from 2003 to 2019. The Lands Commission initiated a Strategic Business Plan which was implemented from 2015 to 2019. The Plan, which embodied six (6) strategic goals, had a 58% completion score. Its main success is reflected in the automation of some services in the Commission particularly in the Greater Accra Region, as well as the establishment of Client Service Access Units (CSAUs) in five (5) selected Regions. These interventions contributed to improved service delivery. The Commission also experienced a year on year increasing trends in revenue generation during the period.

In evaluating the 2015-2019 Plan, it was realised that it gave the Commission the needed foresight and foundation in tackling the various challenges in land administration both nationally and locally within a more co-ordinated and participatory form. In the previous Plan, the various Divisions, Regions and Units were made responsible for specific section-related

activities. Therefore, the implementation of these activities made up the key performance indicators (KPIs) of the goals, tracking the progress of the work within the Commission.

The Lands Commission has prepared a new Strategic Business Plan for the period of 2023 to 2027 which elaborates on five (5) strategic goals and aligns strategies with its overall vision. These have been weighted with expected scores commensurate with four (4) key principles; namely,

- a. Relevance of the goal to the mandate of the Commission
- b. Quantum of resources and investment required
- c. Number of activities to be executed
- d. Scope of implementation of an intervention

The goals are presented in the table below showing their expected scores and the estimated resources required to achieve them.

**Table 1: Summarised Strategic Goals and Budget**

<b>NO.</b>	<b>STRATEGIC GOAL</b>	<b>EXPECTED SCORE (%)</b>	<b>BUDGET (GHC)</b>
<b>1</b>	<b>ENHANCED FINANCIAL SUSTAINABILITY</b>	8	59,617,274.36
<b>2</b>	<b>EFFICIENT LAND ADMINISTRATION SERVICES WITH EXPEDITIOUS SERVICE DELIVERY</b>	60	1,253,568,641.52
<b>3</b>	<b>OPERATE IN A FULLY DIGITAL ENVIRONMENT</b>	17	127,629,468.75
<b>4</b>	<b>IMPROVED CORPORATE IMAGE</b>	10	595,488,293.63
<b>5</b>	<b>COMPETENT, MOTIVATED AND DISCIPLINED STAFF</b>	5	10,206,022.00
	<b>TOTALS</b>	<b>100</b>	<b>2,046,509,700.26</b>

The Plan is expected to guide the preparation and implementation of Annual Workplans and budgets of the respective cost centres of the Commission including Units at the Corporate Head Office, Divisions, Regional and District offices.

The Lands Commission has set the cap to achieve a wholistic, high quality, reliable, and efficient improvement in the delivery of services; geographic information, guaranteed tenure, property valuation, surveying & mapping using modern technology.

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## **GLOSSARY**

ADR	Alternative Dispute Resolution
BSC	Balanced Scorecard
CBA	Collective Bargaining Agreement
CICOL	Civil Society Coalition on Land
CLSs	Customary Lands Secretariats
CoS	Conditions of Service
CSAU	Client Service Access Unit
CSOs	Civil Society Organisations
DCU	Delivery and Compliance Unit
FU	Finance Unit
GHANEPS	Ghana Electronic Procurement System
GhIS	Ghana Institution of Surveyors
GIFMIS	Ghana Integrated Financial Management Information System
GoG	Government of Ghana
GPRS	Ghana Poverty Reduction Strategy
GRA	Ghana Revenue Authority
GSGDA	Ghana Shared Growth Development Agenda
HR	Human Resource
IAU	Internal Audit Unit
IGF	Internally Generated Fund
ITU	Information Technology Unit
LAP	Land Administration Project

LAS	Land Administration System
LC	Lands Commission
LCAU	Lands Commission Advisory Unit
LiSAG	Licensed Surveyors Association of Ghana
LSAs	Land Sector Agencies
LUSPA	Land Use and Spatial Planning Authority
M&E	Monitoring and Evaluation
MDAs	Ministries, Departments and Agencies
MLNR	Ministry of Lands and Natural Resources
MMDAs	Metropolitan, Municipal and District Assemblies
MoF	Ministry of Finance
NGOs	Non-Governmental Organisations
NLC	National Lands Commission
OASL	Office of the Administrator of Stool Lands
PPRU	Policy Planning and Research Unit
PRU	Public Relations Unit
PSC	Public Services Commission
PU	Procurement Unit
ROU	Regional Operations Unit
SBP	Strategic Business Plan
SoS	Scheme of Service
SPU	Special Project Unit
TDC	Tema Development Corporation
UAVs	Unmanned Aerial Vehicles

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## 1.0 CHAPTER ONE: BACKGROUND

Globally, several experts have opined that Land Administration Systems (LAS) are basically concerned with the social, legal, economic and technical framework within which Land Managers and Administrators must function. These systems are meant to play multiple roles in the administration of land as a natural resource with an overarching aim of ensuring sustainable national development.

LAS is an important infrastructure for implementing policies in the various sectors of the economy especially in the Land Sector. In Ghana, successive Governments have prioritized land administration in the preparation of National Development Frameworks. These frameworks are summarised in Table 1 below;

*Table 2: Successive Government Policy Framework and Objectives*

S/N	GOVERNMENT DEVELOPMENT FRAMEWORK	YEAR	OBJECTIVE
1	Ghana Vision 2020	1993-2000	To consolidate the gains secured over the past decade and to lay strong foundations for accelerated growth and development in the subsequent two decades.
2	Ghana Poverty Reduction Strategy I	2003-2005	To realign the distorted macroeconomic environment and improve the conditions for the implementation of sectoral policies designed to promote sustainable economic growth and reduce the high incidence of poverty prevalent in the country.
3	Ghana Poverty Reduction Strategy II	2006-2010	To introduce a shift of strategic focus from the objectives of GPRS I. The central goal of the policy was to accelerate the growth of the economy for Ghana to achieve middle-income status within a measurable planning period.
4	Ghana Shared Growth Development Agenda I	2010-2013	To accelerate employment creation and income generation for poverty reduction and shared growth.
5	Ghana Shared Growth	2014-2017	To build on the GSGDA I framework, drawing lessons from its successes and challenges to enhance overall development

	Development Agenda II		management and the transformation agenda that the Coordinated Programme represents.
6	Agenda for Job: Creating Prosperity and Equal Opportunity for All I	2017-2021	To achieve four main objectives: <ul style="list-style-type: none"> <li>• Create opportunities for all Ghanaians;</li> <li>• Safeguard the natural and built environment;</li> <li>• Maintain a stable, united, and safe society; and</li> <li>• Build a prosperous society.</li> </ul>
7	Agenda for Job: Creating Prosperity and Equal Opportunity for All II	2022-2026	To achieve six main objectives: <ul style="list-style-type: none"> <li>• Build a prosperous country;</li> <li>• Create opportunities for all Ghanaians;</li> <li>• Safeguard the natural and built environment;</li> <li>• Maintain a stable, united, and safe country;</li> <li>• Build resilience to withstand threats of different dimensions, including COVID-19;</li> <li>• Improve delivery of development outcomes at all levels.</li> </ul>

Regardless of the efforts by these policies in revamping the economy, the land question was not adequately addressed.

In June, 1999, the Government of the Republic of Ghana (GoG) launched the National Land Policy aimed at emphasising the land factor in the attainment of economic growth and development. The Policy outlined the key challenges in the land sector and provided strategic actions targeted at addressing them in the short, medium and long terms. The long-term goal of the Policy was to stimulate economic development, reduce poverty and promote social stability. A reform programme was, therefore, needed to realise the Land Policy objectives and address the specific challenges in the land tenure system.

In this regard, the Government of Ghana in partnership with relevant Development Agencies established the Land Administration Programme to implement the key action points in the Land Policy.



The Programme was structured to be implemented as a three-phased five-year Land Administration Projects (LAP I, II & III).

In implementing the objectives of LAP II, the institutional structure for Land Administration was changed through the enactment of the Lands Commission Act, 2008 (Act 767). This culminated in the merger of the four Land Sector Agencies into divisions of the Lands Commission namely; Survey and Mapping Division, Land Registration Division, Land Valuation Division and Public and Vested Lands Management Division.

To ensure an effective operation of the new Lands Commission, it became imperative to develop a comprehensive and coordinated Strategic Business Plan (SBP) for implementation from 2015 to 2019. Its seven strategic goals were:

- Enhanced Financial Sustainability of the Commission
- Integrated Land Administration Services with enhanced Service Delivery Processes
- Operate in a Fully Digital Environment
- Fully Digital and Good Working Environment
- Enhanced Corporate Image
- Knowledgeable, Motivated and Engaged Staff
- Efficient and Effective Communication System

The Business Plan also provided an efficient framework and Action Plan for achieving these goals. Overall, it is estimated that 58.08% of the set objectives were achieved at the end of its implementation.

In line with Public Service regulations and emerging trends in Land Administration, the Commission has developed a new SBP to be implemented from 2023 to 2027. The plan identifies strategies and activities for the attainment of the objectives of the Commission over the next five (5) year period. The Plan has been carefully aligned with the annual budgets of the Commission to determine the level of resources required to meet the intended performance and targets.

The 2023-2027 SBP hinges on five (5) goals. These are:

**Goal One:** Enhanced Financial Sustainability

**Goal Two:** Efficient Land Administration Services with Expedious Service Delivery

**Goal Three:** Operate in a Fully Digital Environment

**Goal Four:** Improved Corporate Image

**Goal Five:** Competent, Motivated and Disciplined Staff.

## **1.1 STRUCTURE OF THE DOCUMENT**

This section gives the layout of the document detailing the institutional overview, situational analysis on the 2015 – 2019 plan and a new Strategy for the next five (5) years of operations within the Commission.

Chapter 1: Background

Chapter 2: Institutional Overview

Chapter 3: The Strategy

Chapter 4: Situational Analysis

Chapter 5: Strategic Plan

Chapter 6: Financial Plan and Activity Chart

Chapter 7: Conclusion

## **2.0 CHAPTER TWO: INSTITUTIONAL OVERVIEW**

### **2.1 OBJECTIVES**

The main objectives of the Commission as defined in the Lands Commission Act, 2008 (Act 767) are to;

- promote the judicious use of land by the society and ensure that land use is in accordance with sustainable management principles and the maintenance of a sound eco-system; and
- ensure that land development is effected in conformity with the nation's development goals.

### **2.2 VISION**

To become a centre of excellence for land services delivery.

### **2.3 MISSION**

To deliver high quality, reliable and efficient services in geographic information, guaranteed tenure, property valuation, surveying and mapping through teamwork and modern technology to our stakeholders.

### **2.4 CORE VALUES**

The Commission has adopted the underlisted Core Values to shape the culture of the organization.

***Table 3: Core Values***

Integrity & Commitment	We uphold honesty, integrity, and commitment
Transparency & Accountability	We uphold diligence, transparency and accountability
Customer Focus	Our customers are the focus at all times
Creativity & Innovation	We encourage and reward initiative, excellence and innovation
Employee Focus	We treasure our employees and support their development and welfare

## 2.5 FUNCTIONS

For the purpose of achieving its objectives, the Commission shall

- (a) on behalf of the Government, manage Public Lands and any other lands vested in the President by the constitution or by any other law and any lands vested in the Commission;
- (b) advise the Government, local authorities and traditional authorities on the policy framework for the development of particular areas of the country to ensure that the development of individual pieces of land is co-ordinated with the relevant development plan for the area concerned;
- (c) formulate and submit to Government recommendations on national policy with respect to land use suitability or capability;
- (d) advise on, and assist in the execution of, a comprehensive program for the registration of title to land throughout the country;
- (e) register deeds and instrument that affect land throughout the country;
- (f) facilitate the acquisition of land on behalf of Government;
- (g) establish standards for and regulate survey and mapping of the country;
- (h) provide surveying and mapping services where necessary;
- (i) license practitioners of cadastral survey;
- (j) provide land and land related valuation services;
- (k) ensure that through sound, sustainable land use planning, socio-economic activities are consistent with sound land use through sustainable land use planning in the long-term national development goals;
- (l) in collaboration with other bodies instill order and discipline into the land market through curbing the incidence of land encroachment, unapproved development schemes, multiple or illegal land sales, land speculation and other forms of land racketeering;
- (m) in collaboration with other bodies minimise or eliminate, where possible, the sources of protracted land boundary disputes, conflicts and litigations in order to bring their associated economic costs and socio-political upheavals under control;
- (n) promote community participation and public awareness at all levels in sustainable land management and development practices to ensure the highest and best use of land;

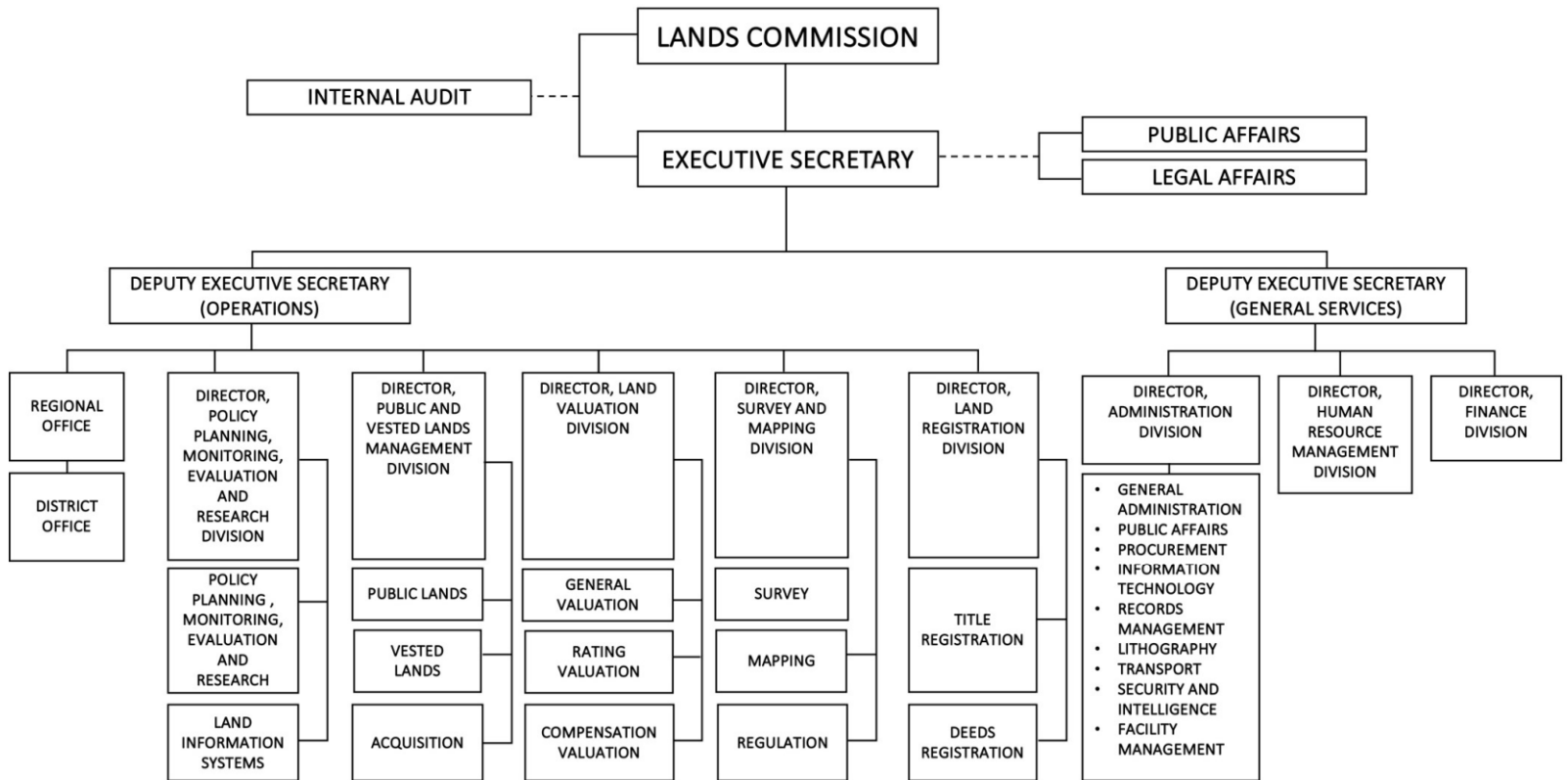
- (o) promote research into all aspects of land ownership, tenure and the operations of the land market and the land development process;
- (p) impose and collect levies, fees, charges for services rendered;
- (q) establish and maintain a comprehensive land information system, and
- (r) perform other functions the Minister may assign to it.

## **2.6 ORGANOGRAM**

The organogram of the Lands Commission is based on the legal provisions in the Lands Commission Act, 2008 (Act 767) which set out structures, functions and positions of the Commission. It depicts a hybrid structure consisting of project and matrix type of organizational structure with matrix and line flow of authority.

The organogram begins with the Commission at the apex and working through the Executive Secretary, Deputy Executive Secretaries, the Divisions, Departments and Units of the Commission. It also establishes the linkages between the different functions, hierarchy, authority relationships and coordination among the various units. In view of the multi-functional and decentralised services approach of the Lands Commission, the hybrid type of structure is to facilitate management planning, implementation and monitoring. It allows for the effective use of experts across Divisions in project design and a blend of the functions/divisions and technical/project into a matrix structure.

The organogram consists of two intersecting chains of command/relationship at the policy and operational and administrative levels. For example, the Regional Director reports to the Regional Lands Commission on matters pertaining to policy at the regional level as well as the Deputy Executive Secretary (Operations) at the Head Office on operational matters.



*Figure 1: LC Organogram*

## **2.7 REGULATORY FRAMEWORKS**

The Lands Commission is governed by the following enactments:

1. 1992 Constitution of the Republic of Ghana
2. Lands Commission Act, 2008 (Act 767)
3. Land Act, 2020 (Act 1036)
4. Stamp Duty Act, 2005 (Act 689)
5. Stamp Duty Amendment Act, 2008 (Act 764)
6. Local Government (Amendment) Act, 2012 (Act 834)
7. Local Governance Act, 2016 (Act 936)
8. Chieftaincy Act, 2008 (Act 759)
9. Land Use & Spatial Planning Act, 2016 (Act 925)
10. Mining & Minerals Act, 2006 (Act 703)
11. The Limitation Act, 1972 (NRCD 54)
12. Survey Act, 1962 (Act 127), excluding section 11

## **2.8 ACCOUNTABILITY FRAMEWORK**

The internal operations of the Commission are subject to the controls of and held accountable through the underlisted Statutes:

1. Public Financial Management Act, 2016 (Act 921)
2. Public Procurement (Amendment) Act, 2016 (Act 914)
3. Public Private Partnership Act, 2020 (Act 1039)
4. Internal Audit Agency Act, 2003 (Act 658)
5. Stores Regulations, 1984

## **2.9 HUMAN RESOURCE**

This section provides a summary of the status of Human Resource capacity for six (6) years (2015-2020). These relate to staff strength, age profile, recruitment, promotions and turnover of the Lands Commission.

**Table 4: Staff Strength**

<b>STAFF STRENGTH</b>						
<b>YEAR</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
CORPORATE	59	59	67	68	105	105
PVLMD	360	347	383	384	455	455
LVD	510	475	434	409	387	381
SMD	518	500	475	471	516	516
LRD	113	111	117	120	132	132
<b>TOTAL</b>	<b>1560</b>	<b>1492</b>	<b>1476</b>	<b>1042</b>	<b>1595</b>	<b>1589</b>

**Table 5: Gender Disaggregation**

<b>GENDER DISAGGREGATION</b>						
<b>YEAR</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
Male	1159	1101	1061	1042	1120	1124
Female	401	391	414	410	475	456
<b>TOTAL</b>	<b>1560</b>	<b>1492</b>	<b>1475</b>	<b>1042</b>	<b>1595</b>	<b>1580</b>

**Table 6: Staff Recruitment**

<b>STAFF RECRUITMENT</b>						
<b>YEAR</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
	0	0	46	20		275

**Table 7: Staff Promotion**

<b>STAFF PROMOTION</b>						
<b>YEAR</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>TOTAL</b>	260	417	0	0	0	129



## **3.0 CHAPTER THREE: THE STRATEGY**

### **3.1 METHODOLOGY**

The existing SBP of the Commission and other documents were reviewed to better understand the functions, the current situation and gaps in attaining the set goals. A core team comprising representatives from the four (4) Divisions, key Management Members and Focal persons from the Regional Offices was constituted to undertake the review of the SBP. The previous strategic plan of the Commission was reviewed before developing the current one with priorities for the year 2021 and an indicative planning for the next five (5) years.

In assessing an organizational business plan, three main methods of evaluation come to the fore. These are goal-based, process-based and outcome-based evaluation methods. The *Goal-based* evaluation method measures whether the objectives of the plan have been achieved or not. The *Process-based* evaluation examines the strengths and weaknesses of the programme during the implementation. While the *Outcome-based* evaluations ascertain broader impacts and often investigate results of the programme or project.

#### **3.1.1 Evaluation of 2015 – 2019 Strategic Business Plan**

It is expedient to note that the design of the business plan and information available for the evaluation process skewed towards a combined adoption of the Goal-based and Outcome-based approaches. This is important because the plan outlined various output and outcome indicators and these variables were measured to ascertain the performance of the Commission at the end of the implementation period.

The Team reviewed secondary data in periodic progress reports (monthly, quarterly and annual) which had been collated from various Divisions, Regions and Units. These reports contained both qualitative and quantitative data on the indicator variables. In the course of this exercise, the Team also sought to assess expected Theory of Change – matching the inputs and activities to their respective outputs and outcomes.

The organizational Key Performance Indicators were benched against their status and scored. The scoring of indicators was a complex process involving assigning weights to each activity under the Goals subject to its relevance to the mandate of the Commission, extent of national coverage and the contribution to goal achievement. The weighted average of the various goals was then computed as the overall performance of the Commission and the measure of the effectiveness and efficiency of the 2015 - 2019 Plan.

### 3.1.2 Designing New Plan for 2023 – 2027

The development of the previous plan was heavily dependent on the Balanced Scorecard (BSC) approach. This approach is used to align operational activities to the strategy of the Commission, especially monitoring the performance of the Commission against set strategic goals. BSC relates information on four categories: Organisational Capacity, Internal Business Processes & Corporate Governance, Stakeholder-oriented goals and Financial-oriented goals. The approach is considered “Balanced” because it provides a complete picture of the organizational performance of the Commission, category by category.



*Figure 2: Balanced Score Card*

The Team adopted the complete Balanced Scorecard format for designing the new plan. The target levels for the indicators have been introduced in the new plan to assist in periodic evaluation exercises.

## 3.2 SWOT ANALYSIS

In assessing the present strategic situation of the Commission, the team adopted the SWOT technique to evaluate its operations. This technique facilitated the identification of both internal and external factors, favourable or unfavourable in achieving the objectives of the Commission. These have been outlined below as the Strength, Weaknesses, Opportunities and Threats and their mitigating or enabling factors identified respectively.

**Table 8: SWOT Analysis (Strength)**

	<b>STRENGTH</b>	<b>ACTION TO BUILD AND USE STRENGTH</b>
1	An institution with policy and legal backing	1. Implementation of approved policies 2. Preparation of LIs for Act 1036
2	Growing public awareness of the activities of the Lands Commission	1. Effective and efficient communication systems 2. Engagement of Stakeholders on key functions
3	Decentralised Land Administration	3. Establishment of Regional LC offices in the six newly-created Regions
4	Availability of technical competencies and knowledge base	1. Encourage organisation learning and approaches 2. Adapt techniques to utilize modern technology
5	Sole provider of Title and Deed Registration Services	Improve business systems and service development
6	An Enterprise Land Information Management system developed	Scaling up of the digitalization process to other Districts in Accra and other Regional Offices
7	National Geospatial Policy developed	Approval from Cabinet and ensure its implementation and compliance

**Table 9: SWOT Analysis (Weaknesses)**

	<b>WEAKNESSES</b>	<b>ACTION TO REDUCE WEAKNESSES</b>
1	Cumbersome business processes	Implementation of consolidated Standard Operating Procedures
2	Limited capacity and capability of Staff	Ensure implementation of Training Policies
3	Inadequate functional and coordinated Geographic Information Systems and Networks	Roll out of full-blown ELIS
4	Poor work ethics and lack of performance-oriented culture	1. Training for all Staff 2. Develop a rewards and sanctions regime
5	Lack of a systematic public engagement programme	Streamline public engagement plan

**Table 10: SWOT Analysis (Opportunities)**

	<b>OPPORTUNITIES</b>	<b>ACTION TO TAKE ADVANTAGE OF OPPORTUNITIES</b>
1	Strong political will and commitment	Adequate collaboration with relevant Stakeholders/Government Agencies
2	Proposed Land Administration Reforms present opportunities for the Lands Commission	Leveraging on private sector participation to modernize the Commission's operations and improve transparency.

**Table 11: SWOT Analysis (Threats)**

	<b>THREATS</b>	<b>ACTION TO REDUCE THREATS</b>
1	Conflicting and undocumented claims to ownership of land	To be addressed under Section 182 of Act 1036
2	Inadequate budget allocations and inconsistent releases	Engage MoF for a review of budget allocations
4	General indiscipline in the land market	Strengthen stakeholder engagements through sustained sensitisation programmes
5	Unutilised and non-payment of compensation for compulsory acquisition by Government	Compliance to Section 239 of Land Act 1036
6	Lack of well-equipped and motivated staff	Improved conditions of service and work environment

### 3.3 STAKEHOLDERS ANALYSIS

The Lands Commission is one of the many State Agencies mandated to render specific services to the public. This is done in collaboration and co-operation with other agencies. In the evaluation exercise, the Team carried out stakeholder mapping to identify their respective relevance to the work of the Commission to inform future engagements. The focus for this evaluation was the PEST technique; Political, Economic, Social and Technological relationship of the Commission with each stakeholder.

The table below has been generated to give a visual representation of key stakeholders, the levels of co-operation, interests in the joint collaborative efforts as well as their possible responsibilities.

**Table 12: Stakeholders Analysis**

<b>S/N</b>	<b>STAKEHOLDER</b>	<b>CLASSIFICATION</b>	<b>RESPONSIBILITY</b>	<b>INTEREST</b>
1.	Legislature	Primary	1. Promulgates laws 2. Approves transactions on land-related investment 3. Approves Sector budgets and audited accounts	Ensures that all planned programmes and projects are executed

S/N	STAKEHOLDER	CLASSIFICATION	RESPONSIBILITY	INTEREST
2.	LUSPA/MMDAs	Primary	Preparation of urban and rural layout /schemes	<ol style="list-style-type: none"> <li>1. Professional Services</li> <li>2. Development Control</li> <li>3. Development, Planning and Building Permission</li> </ol>
3.	OASL	Primary	Mobilisation and disbursement of Stool Land revenues	<ol style="list-style-type: none"> <li>1. Collaborative Partnerships</li> <li>2. Provision of Data</li> </ol>
4.	NLC Members/ Management/Staff	Primary	<ol style="list-style-type: none"> <li>1. Promote the judicious use of land by the society and ensure that land use is in accordance with sustainable management principles and the maintenance of a sound eco-system; and,</li> <li>2. Ensure that land development is effected in conformity with the nation's development goals.</li> </ol>	Land services delivery.
5.	Professional Bodies (GhIS, LiSAG etc.)	Primary	Ensuring advancement of the profession of Land Administration	Professionalism and standardisation
6.	MLNR	Primary	Policy Formulation & Legislative Framework	Sustainable management of land resources
7.	Clients	Primary	Acquisition and development of land for various purposes	<ul style="list-style-type: none"> <li>• Access land-related services</li> </ul>

S/N	STAKEHOLDER	CLASSIFICATION	RESPONSIBILITY	INTEREST
				<ul style="list-style-type: none"> <li>• Information and feedback</li> </ul>
8.	Traditional Authorities	Primary	<ul style="list-style-type: none"> <li>• Management and control of Customary Lands</li> <li>• Collaboration with other stakeholders in decision making for effective land management</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in Land Administration</li> <li>• Development control &amp; conflict resolution</li> </ul>
9.	Utility Service Providers	Secondary	Generation and supply of utility services	Provision and Adequate supply of utility
10.	Judiciary	Secondary	Delivering justice effectively and efficiently to the public in land administration	Streamlined Land Administration System
11.	MDAs	Secondary	Measuring progress towards achievements on specific activities	Coordinated Government Business
12.	NGOs/CSOs e.g., CICOL, COLANDEF	Secondary	<ul style="list-style-type: none"> <li>• Protecting the rights of vulnerable land-owning groups</li> <li>• Improving access to land and land resources</li> </ul>	Information on Land
13.	Security Agencies	Secondary	<ul style="list-style-type: none"> <li>• Provide protection and security of LC personnel Land protection and development control.</li> <li>• Conflict Resolution</li> </ul>	National Security & law enforcement agencies

## 4.0 CHAPTER FOUR: SITUATIONAL ANALYSIS

### 4.1 INTRODUCTION

This chapter enumerates in detail the implementation status of the 2015-2019 SBP. It also highlights the key achievements, challenges, opportunities and implementation gaps. It is noteworthy that the situational analysis was extended to cover status of activities as at the end of the year 2021 as a result of the gap between the expiration of the plan in 2019 and the preparation of another in 2022. The rate of completion for the plan was scored at 58.08% with outstanding actions at 41.92%. The table below shows the performance of each goal during the period.

*Table 13: Previous Goals Performance*

S/N	Goal	Expected Score (%)	Actual Score (%)	Variance (%)
1	Enhanced Financial Sustainability	100	73.5	26.5
2	Integrated Land Administration Services	100	51	49
3	Tiered and Tailored Service Offerings	100	43	57
4	Fully Digital and Good Working Environment	100	79	21
5	Enhanced Positive Image and Dispute Management	100	74	26
6	Well Equipped, Motivated and Committed Staff	100	28	72
		<b>Raw Goal Score</b>	<b>348.5 out of 600</b>	
		<b>% Goal Score</b>	<b>58.08</b>	
		<b>% Undone</b>	41.92	

## **4.2 ENHANCED FINANCIAL SUSTAINABILITY OF THE LANDS COMMISSION**

The objective to deepen and diversify revenue base of the Lands Commission whilst ensuring optimised cost efficiency was the focus of this goal. Within the financial scope of the Commission, staff compensation and other operational activities were funded by GoG whereas major projects and programmes were executed using IGF. The fifty percent (50%) statutory retention by the Commission out of the mobilised IGF reduced to 33% in the course of the plan implementation.

The goal sought to explore multiple sustainable streams of income to shore up the existing revenue sources.

### **4.2.1 Exploration of New Revenue Streams**

Efforts have been made since 2015 to identify new services that will provide sources of revenue mobilisation.

#### ***Fees and Charges***

The charges for services of the Commission were identified as highly insufficient compared to industry standards. These fees and charges were last reviewed in 2012. Therefore, the existing fees and charges document was reviewed and subjected to the approval process. Parliament gave approval to L.I. 2228 which was implemented in 2016.

The Commission initiated another fees and charges revision process in 2020. The document was vetted and approved by the MLNR. It is currently undergoing vetting and approval processes at the Ministry of Finance for onward submission to Parliament.

The new SBP captures the outstanding activities under the Financial Sustainability Goal to secure Parliamentary approval and implementation of the document.

#### ***Retention of Stamp Duty***

For decades, the Commission has been delegated by the Ghana Revenue Authority (GRA) to assess Stamp Duty on both landed and non-landed instruments. In this light, a substantial part of the human and capital resources of the Commission are devoted to rendering this service. In identifying potential revenue sources, it became imperative to negotiate for a retention of a portion of the stamp duty assessed on behalf of GRA.



After extensive engagements with the leadership of GRA, it was mutually agreed for LC to retain 1.5% of the gross Stamp Duty paid, since 2017. The arrangement has since been formalised through a Memorandum of Understanding.

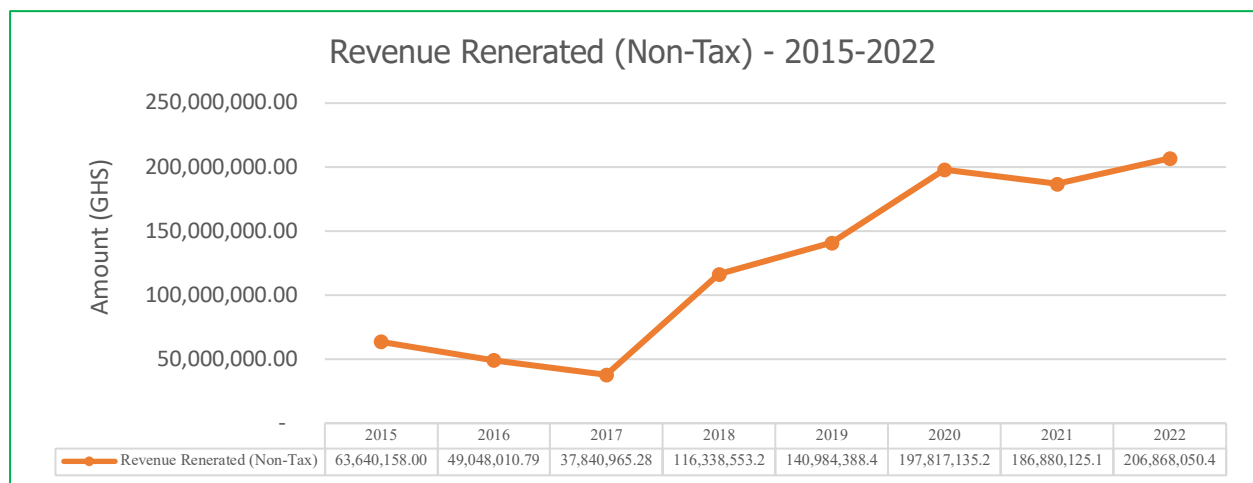
***Increased IGF Retention***

The objective of the plan was to lobby for an increment beyond the prevailing 50% retention as of 2015. This was a key revenue stream expected to provide funding for the plan’s activities. By a Government directive, the fifty percent (50%) retained was capped in 2017 at seventeen percent (17%) bringing the retention to thirty-three percent (33%) in actual terms.

**4.2.2 Sustainable Revenue Growth**

Though the Commission has been very vibrant with revenue growth, there have been inconsistencies and periodic fluctuations in growth over the years. This objective was aimed at pursuing initiatives to ensure the revenue base was resilient against both internal and external factors.

***Table 14: Revenue Performance***



***Establishment of Client Service Access Unit***

The first Client Service Access Unit (CSAU) was inaugurated in October 2015 in Accra to provide a one-stop centre for land service delivery. Its objective is to provide an interface between the Commission and its clients by limiting staff-client contact thereby promoting transparency in land administration. It is also intended to reduce the ‘unofficial’ costs associated with the provision of land services.

At the early stages, a checklist for vetting documents submitted was introduced. The concept of the checklist was effective in identifying unregistrable documents and was scaled across the non-CSAU Regions. Documents which fell short of the pre-registration requirements were

rejected upon submission at the CSAU. The introduction of CSAUs improved revenue regeneration.

### ***On-Site Banks***

Thitherto, revenue collection had been done manually. This process was fraud-prone with its associated security risks during banking of large sums by staff. As a remedy, some Financial Institutions were engaged to collect revenue on site in all the Regional Offices. A sustainable financial growth is expected as measures are being put in place to mitigate factors that drain the revenue of the Commission.

### ***Electronic Payment***

A major activity during the tenure of the Plan was the introduction of an off-site electronic payment system which ensured a convenient platform for clients to easily access services. This augmented revenue mobilisation and secured the streams of revenues collected by the office for the numerous services delivered.

#### **4.2.3 Cost Efficiency**

The accumulated financial growth experienced was mitigated by a number of garnishee orders against the Commission limiting operational expenditures for lengthy periods. This challenge was aggravated by the late reconstitution of the National Lands Commission in 2017 which unduly delayed the approval for the payment of some goods and services.

Notwithstanding the above challenges, there were recorded increases in efficiency in the financial management of the Commission. Internal mechanisms and external stakeholders have contributed to the desired efficiency. In 2016, the Parliament of Ghana passed the Public Financial Management Act, 2016 (Act 921) which contributed to the development and implementation of the Ghana Integrated Financial Management Information System (GIFMIS). GIFMIS has ensured that every public financial operation is generated and completed using the software for transparency and accountability.

A comprehensive Financial Management Policy and Procedures Manual for the Commission is still at the development stage. Moreover, Management has instituted a policy for the procurement of all goods and services to be undertaken at the Corporate Head Office level for distribution to the Divisions, Units and Regional Offices.

Procurement by Public Institutions has been streamlined through the Ghana Electronic Procurement System (GHANEPS) provided by the Government in 2020. It is aimed at ensuring efficiency, transparency and accountability in procurement activities.

The Commission has acquired the necessary infrastructure for adopting both GIFMIS and GHANEPS particularly at the Head Office. The expectation is for a nationwide rollout of the system to be accessible by Regional Accountants and Procurement Officers.

### **4.3 INTEGRATED LAND ADMINISTRATION SERVICES**

The policy of the Government for economic transformation by promoting a 30-day turnaround time for title registration necessitated mechanisms that would ensure efficient achievement of this target. Consequently, Management considered for implementation, the key initiatives for a paradigm shift in land administration.

#### **4.3.1 Establishment of Client Service Access Units**

The introduction of Client Service Access Units (CSAUs) served as the frontline, a linkage between the public and the Commission. It is the point of submission and collection of applications. After a successful piloting in Accra, the system was expanded to four (4) other Regions; Eastern, Western, Northern and Upper East Regions. Through further efforts, the Ashanti Region became the sixth Regional Office to implement the CSAU concept with full operations ongoing. Plans are far advanced to systematically roll it out in the ten (10) remaining Regions.

#### **4.3.2 Development of Standard Operating Procedures (SOPs)**

As part of the re-engineering process to ensure effective and efficient land service delivery, it became imperative to review the existing Divisional operating manuals and develop a new SOP for the entire Commission. This consultative process involved mapping the activities of the various Divisions and Units to develop departmental-based SOPs. Subsequently, these separate SOPs were revised and consolidated into a single working document, reflecting re-engineered business processes. The document has since been completed and approved for publication by the Lithographic Unit of the Commission.

The document upon adoption, will ensure smooth and seamless operations of the Commission as well as timeous delivery of services.

### **4.3.3 Development of Customer Service Charter**

In pursuance of Client satisfaction and efficiency in service delivery, there was an objective to develop a Customer Service Charter to help guide the business relationship between the Commission and its potential clients. A draft Customer Service Charter has been developed and undergoing an internal consultative review.

In the new regime, the adoption and implementation of the Charter to guide and coordinate engagements with clients will be paramount.

### **4.3.4 Collaboration with Other Institutions**

Within the period under review, the Commission proposed to develop a guidelines document for co-operation and collaboration with other Public and Private Sector Institutions. The document will advocate collaboration with a plethora of stakeholders including MDAs, MMDAs, Traditional Authorities, Land Sector Agencies and Professional Bodies and the required mode of engagement regarding statutory and operational mandates.

Although the guidelines had not been developed, the Commission liaised with other agencies in undertaking several state projects. These include:

- Collaboration with Land Use and Spatial Planning Authority (LUSPA) to make available Local Plans for land transactions.
- Collaboration with Parliament and Professional Bodies for the enactment of requisite legislations such as the Land Act, 2020 (Act 1036).
- Stakeholders' engagements with Traditional Authorities on public land acquisition for national use and approaches to de-vesting of Vested Lands.
- Collaboration with the Judicial Service for the resolution of land disputes.
- Collaboration with the National Development Planning Commission to monitor and evaluate the implementation of the Medium-Term Development Plans of the Commission.
- Engagement with the Private Sector to explore areas for expeditious land service delivery.

### **4.3.5 Decentralisation of Land Services Delivery**

#### ***District Offices***

In line with the implementation of the blueprint developed under LAP-II for the establishment of District Offices, the Commission made efforts to revamp the operations of existing District Offices; Tema, Winneba, Savelugu and Tarkwa. These offices offer limited land services

accessible to Clients. The Commission also identified Bibiani, Amasaman, Kasoa, Assin Fosu and Bawku as viable Districts for the establishment of offices. In September 2016, the Bibiani office was set up and inaugurated. The establishment process has begun in Assin Fosu and Bawku and expected to be inaugurated to commence operations in the not-too-distant-future.

### ***Establishment of New Regional Offices***

The creation of the Six (6) new Regions by Government in 2019 brought in its wake, the need to extend the services of the Commission to those Regions. As a result, all the records in the ‘Mother’ Regions were decoupled and digitised to commence operation in the new Regions. Key officers have since been posted to the new stations with the requisite supporting staff.



Goaso (Ahafo Region)



Damongo (Savannah Region)



Sefwi Wiawso (Western North)



Techiman (Bono East Region)



Dambai (Oti Region)



Nalerigu (North East Region)

***Figure 3: Offices of the Six New Regional Lands Commissions***

In the same vein, temporary office and residential accommodations have been secured for operations to commence. The Commission can now be identified in all the Capitals of the new Regions; namely,

- Techiman (Bono East Region)
- Goaso (Ahafo Region)
- Sefwi Wiawso (Western North Region)
- Dambai (Oti Region)
- Damongo (Savannah Region)
- Nalerigu (North East Region)

#### **4.3.6 Strengthened Regulatory Framework**

In the execution of this plan, the importance of efficient regulatory framework on the delivery of land-related services was apparent. The Commission, under the auspices of the Ministry of Lands and Natural Resources, vigorously pursued the passing of the Land Bill into an Act to provide the enabling environment for vibrant land administration and management. The Land Act, 2020 (Act 1036) has revised, harmonised and consolidated various enactments and court decisions on land for sustainable land administration.

The Commission has undertaken a comprehensive public sensitisation on some key provisions in the Act. Also, the preparation of the Legislation Instruments (Regulations) for Act 1036 is being outsourced to Consultants with expertise in legislative drafting and land administration.

In line with international best practices, Guidelines document for Large-scale Land Transactions was developed and implemented within the period. The document has provided the direction for potential investors acquiring large-scale land for various purposes. It mainly defines the responsibilities of Land-owning Communities, NGOs and CSOs, Lands Commission, MMDAs and Investors in large-scale land acquisition. The guidelines have achieved the following:

- Promoted better land use and ensured that all acquisitions are made for uses that will conform to the land use plan of the areas involved;
- Minimised speculative acquisitions and any practices that will undermine state policy on land development with due regard to the National Land Policy of 1999;
- Promoted Government development policy objectives by facilitating initiatives that will foster job creation, income generation and equity in resource distribution in line with Ghana's development agenda; and
- Ensured that large-scale land transactions in the country conform to sustainable development goals and international best practices.

#### **4.4 DIGITALISATION WITHIN THE COMMISSION**

The Commission targeted migrating operations into a fully digital environment. This process involved adopting modern methods of delivering services within an improved digital environment that will ensure timeous service delivery across the country.

Within this goal, the Commission was expected to have a complete IT policy document that will guide the digitalisation drive. In line with this, a draft document has been developed and undergoing reviews for approval and implementation.

Nonetheless, the acquisition and application of software and hardware infrastructure have been prioritised and procured over the period.

#### **4.4.1 Development of Ghana Enterprise Land Information System**

One of the milestone achievements in the digitalisation agenda is the introduction of the Ghana Enterprise Land Information System (GELIS). The GELIS was implemented under Phase II of the Land Administration Project with funding from the World Bank through the Ministry of Lands and Natural Resources. To support its operations, the Commission captured 10% of its Legacy Data into the system by scanning and digitising property data, records information, ledgers and map sheets in four (4) pilot districts in the Greater Accra Region<sup>1</sup>. Applications from these locations are processed through the digital platform from start to finish.

#### **4.4.2 Upgrading of GELIS**

In 2019, GELIS was upgraded to improve and increase its functionalities. The new system – Enterprise Land Information System (ELIS) – has widened the scope of the digital operations of the Commission. Key improvements integrated under the reform include:

- Online payment platform for all services
- Production of consolidated search reports
- Digitisation of Divisional records
- File Management System
- Digital plotting
- Electronic stamp duty assessment
- Rent Management System
- Barcoded Plan Approval

The system has been effectively implemented in all CSAUs and the Six (6) new Regions.

#### **4.4.3 Electronic Property Mass Appraisal System**

The Commission has digitally transformed the processes of mass property appraisal for rating purposes through the development of the Electronic Property Mass Appraisal system (EPMA). With the introduction of EPMA and the development partnership and support from the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and the Ministry of Local Government, Decentralisation and Rural Development, property data have been captured and

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<sup>1</sup> Four (4) pilot Districts are **01** [Apenkwa, Abeka, Malam, Kaneshie, Bibuashie, Circle], **03** [37 Station Area, Labone, Cantonments, Ridge, Accra Central], **19** [East Legon, Motorway, Santor (East Legon Extension)] and **23** [Afiénya, Dawhenya, Mempeasem, Apolonia]

assessed for more than Seventy-five (75) MMDAs. This covers over 1.9 million properties valued and revalued to prepare a Valuation List to support the property rate charges of the Assemblies. The new strategy will embark on scaling-up this exercise to cover the remaining Districts.

#### **4.4.4 Rent Management System**

Critical attention was given to ground rent mobilisation to boost the revenue of the Commission. In this case, methods for rent payment as well as internal capacity for ground rent management was improved. A Rent Management System was developed for digital storage of ledgers, assessment of ground rent due, electronic dissemination of demand notices and provision of convenient payments platform. The system is fully operational in the Greater Accra Region with plans underway to deploy to all the other Regions.

#### **4.4.5 Other Internally-developed Applications**

The Commission has seen a tremendous change in the work culture and approach to solve operational challenges. This is evident across the Divisions and Regional Offices where some officers of the Commission have developed pockets of Management Information Systems tailored for specific units to support their activities. These applications include:

- Document Management System
- Human Resource Management System
- Asset Management System
- Transport Management System
- Store Management System

The existence and use of these systems have provided staff with the opportunity to be abreast with the digital migration that is taking shape at the Commission.

#### **4.4.6 Improved Data Centre and Hardware Infrastructure**

The idea of a digitalised organisational system is commensurate with a robust data centre and state-of-the-art hardware infrastructure. Currently, the Commission has procured and installed modern hardware infrastructure including Local and Wide Area Network. The Data Centre has been resourced with high performance servers connecting all the Divisions to a centralised data source to avoid disjointed data sharing and operations in silos. New personal computers and laptops have been supplied to some staff across the Regions.



There are ongoing considerations for further expansion of the Data Centre with ultra-modern infrastructure to cater for workload arising out of the digital migration.

#### **4.4.7 Modern Technologies in Surveying and Mapping**

The adoption of modern technologies in the field of surveying and mapping is key to achieving timeous title registration particularly, the production of orthophoto maps. In recent years, the Commission has taken delivery of high-grade Unmanned Aerial Vehicles (UAVs) for surveying and mapping activities through Strategic Partnerships. These tools have been adopted to aid in the production of orthophoto maps to generate registry maps for title registration and other related purposes.

Since 2019, the UAVs have been used to survey a combined area of more than 20,000 acres mostly in the Greater Accra Region. These areas include:

- Site for Marine Drive Project, Osu
- Site for Industrial Enclave and Urban Renewal Project, Afienya
- Site for Affordable Housing, Danfa-Amrahia and Amasaman
- State and Vested lands, Dawhenya and Prampram
- Site for Cannery, Nsawam in the Eastern Region

The new technology has re-juvenated the Photogrammetry Section of the Commission with capacity building especially, in UAVs usage.

### **4.5 IMPROVEMENT IN WORKING ENVIRONMENT**

The 2015-2019 Strategic Business Plan considered the provision of ultra-modern offices as enabling environment for work. Within the same frame, plans were made to undertake massive renovation and rehabilitation of existing structures. Several efforts at improving the work environment have been made.

#### **4.5.1 Construction of Head Office Building**

In 2016, the Commission entered into a land-swap agreement with Northshore Limited to construct its Head Office Building. In this contract, a 7.88-acre land in the Airport Residential Area, Accra was allocated to the developer for the delivery of a fully-furnished ultramodern 7-storey office structure on a 2.82-acre land.



**Figure 4: Construction of New Corporate Head Office Building**

#### **4.5.2 Construction of Greater Accra Regional Office Complex**

With support from the Internally Generated Funds (IGF), the Commission began the construction of a state-of-the-art office for the Greater Accra Regional Lands Commission. The two-phased project, is a 2-storey structure with a basement covering a total floor area of 6,800



**Completed Phase I**



**Artistic Impression of Phase II (Front View)**



**Artistic Impression of Phase II (Aerial View)**



**Phase II Under Construction**

**Figure 5: Construction of Greater Accra Office Complex**

sq metres with a parking space for approximately, 140 vehicles. The Phase I was completed and delivered in 2018. Construction of Phase II commenced in 2021.

#### **4.5.3 Construction of Office for Ashanti Regional Land Sector Agencies**

During the implementation of the LAP II, the Land Sector Agencies in the Ashanti Region received a multi-purpose office complex in 2019 which currently accommodates the Commission, OASL and LUSPA.



*Figure 6: Ashanti Regional Office Complex*

#### **4.5.4 Renovation, Rehabilitation and Refurbishment of Existing Offices.**

Considering available resources vis-a-vis the implementation of concurrent projects, annual procurement plans within the period also catered for renovation and rehabilitation of existing offices. The Tema District Office was relocated from the TDC premises to the old Ghana Revenue Authority office. The structure was refurbished for temporary use.



***Figure 7: Old and Current Tema District Office***

The Commission has initiated plans to construct its own office building to serve the Tema District. The contract has been awarded with construction commencing in 2022 and be completed in 2023.



***Figure 8: Artistic Impression of the Proposed Tema Office Complex***

Other works include:

- Re-roofing of the Files Room, Administration Block and electrical rewiring of the Northern Regional Office.
- Construction of a fence wall of the proposed site for the Northern Regional office complex in Tamale.
- Reconstruction of burnt portions of the Savelugu Office.

- Renovation and landscaping for LRD Bungalow at Sakumono in Accra.
- Refurbishment of the Bono Regional Office in Sunyani.
- Construction of Records Room for the Eastern Regional office in Koforidua.
- Construction and furnishing of conference room, re-roofing and extension of the existing office building for the Volta Regional Lands Commission in Ho.

#### **4.5.5 Provision of Residential Accommodation**

Staff well-being is essential to optimum productivity and a resilient workforce. The Commission is committed to providing a conducive residential accommodation for its staff. In fulfilling this desire, the Commission acquired two properties in Adenta and Borteyman in the Greater Accra Region. The Adenta property comprises two five-storey structures with a total of forty two-bedroom units. In Borteyman, the Commission has procured one residential block with 24 flats from SSNIT. The units comprise both one-bedroom and two-bedroom flats. Other existing residential accommodation across the Regions also received some rehabilitation



*Figure 9: Staff Accommodations in Accra*

### **4.6 ENHANCED CORPORATE IMAGE AND DISPUTE MANAGEMENT**

A positive corporate image gives the Commission credibility and ensures its relevance in the socio-economic environment of the country. Within the objectives of the Strategy, the Commission targeted achievement of an enhanced corporate image through strengthened Stakeholder relationship coupled with a series of public awareness creation programmes.

#### **4.6.1 Improved Public Relations**

The World Bank Country Policies and Institutional Assessment and World Economic Forum Executive Opinion Survey as well as local non-governmental organisations have provided public perception of corruption within Public Institutions through surveys. Measures to deal with identified shortfalls and perceptions were initiated including the establishment of a

Communication Unit in 2017. Its main objective is to carefully address communication issues particularly with the systematic and structured flow of information between the Commission and its internal and external stakeholders.

Since its establishment, the Unit has been resourced to provide support in improving the image of the Commission to help relay the enormous transformational activities taking place in the Commission to the public.

To support this, a draft Communication Policy has been developed and currently undergoing review and approval for implementation. The policy, among other things, will ensure efficient management and dissemination of information from and to the Commission.

In the past three (3) years, key achievements have been realised through a comprehensive communication operations as follows:

- Development and launching of an Official Website of the Commission.
- Periodic public awareness programmes through electronic, print and social media platforms.
- Community-based education on land-related matters.
- Setting up of Complaint Desks at the CSAUs to address clients' challenges.
- Provision of Suggestion Boxes at vantage points to obtain feedback from the public.

The consistency in engaging the public through both the electronic and print media has improved the image of the Commission. The Commission will continue to explore other avenues to enhance information flow to educate the public and also ensure its relevance in national development.

#### **4.6.2 Alternative Dispute Resolution**

Disputes associated with land ownership continue to increase. It was an objective to introduce Alternative Dispute Resolution (ADR) mechanisms to train key officers in the resolution of land disputes. Unfortunately, no specific effort was made within the period towards this objective. However, the Commission has an ad-hoc system that provides preliminary assistance to clients. The Land Act, 2020 (Act 1036) has recommended the use of ADR mechanisms to handle issues arising from Title and Deed registrations. The Commission will ensure a vibrant pursuit of this objective in the new Business Plan.

## **4.7 HUMAN RESOURCE MANAGEMENT AND CAPACITY BUILDING**

Well-equipped, motivated and committed staff ensure efficient human resource management. Staff of the Commission are the vehicles to drive these goals and have always been factored into decisions drawn up to achieve its vision. Under this goal, key objectives were considered which included the development of HR policies, strategic skills and competencies and performance-oriented culture as well as a reward system that will see the individual members of staff delivering on their mandate.

### **4.7.1 Development of HR Policies, Systems and Processes**

A well-structured system and processes for dealing with HR issues ensure a streamlined output in relation to Human Resource Management. Following the submission of a draft Scheme of Service (SoS) document to Management, the Public Services Commission (PSC) and key staff were engaged to validate the work of the Consultant involved. The general consensus of the validation exercise was that the document neither fully reflects the operational structure of the Commission nor meets the standards of the PSC.

In 2017, the Commission began further consultations with the PSC with a view to developing a new SoS. At the end of the Third Quarter of 2021, the document finally received approval from PSC and is now ready to be implemented. This is expected to give direction for career progression, clear procedures for promotions and provide an established posts for the Commission.

Additionally, efforts have been made to produce a draft Human Resource Policy Manual. The document is undergoing review for approval and implementation by Management.

### **4.7.2 Development of Strategic Skills and Capacity Building**

Staff of the Commission have been considered for various training and capacity building programmes, workshops and seminars. Periodic workshops have been organised since 2016 for middle-level management staff to be equipped and reoriented with contemporary skills to operate efficiently within the ever-changing social and economic working environment. These training programmes have seen staff delivering on their mandate to achieve desired results. Other areas of career development include upgrading of qualifications and conversion of grades as well as participation in international conferences and workshops.

### **4.7.3 Development of Performance-oriented Culture and Renewal System**

The Commission had intended in the plan under review to reward staff who deliver exceptionally on their duties and responsibilities. Provision was made in the Conditions of Service (CoS) to reward and also sanction staff accordingly. However, there has not been any clear policy direction on what should constitute the substance of reward.

Subsequently, the Commission has adopted the PSC performance-based and sustainable reward system to be able to effect the provisions in the CoS. As a result, the CoS has been reviewed and aligned with the Collective Bargaining Agreement (CBA) which has been forwarded to the Fair Wages and Salaries Commission for consideration and approval.

The Commission has however, been successful in initiating and implementing the following HR programmes and policies to enhance staff development:

- i. Development and Implementation of Policy documents and programmes which include
  - Staff Exit Policy
  - Training Policy
  - Health Policy
  - Provident Fund
- ii. Organisation of Entrepreneurship programme for staff approaching retirement.

### **4.7.4 Recruitments and Promotions**

There was the need to give urgent attention to the persistent staff attrition within the Commission. In 2019, the Commission successfully secured clearance from the Ministry of Finance to recruit additional officers to support its operations. Between 2019 and 2021, a total number of eight hundred and twenty-two (822) officers were employed. The recruitment considered applications for the various grades required by the Commission which includes:

- Assistant Land Administration Officers
- Land Administration Technicians
- Assistant Geomatic Engineers
- Geomatic Technicians
- Legal Officers



- Assistant Administrative Officers
- Assistant Accountants
- Assistant Audit Officers
- Assistant Revenue Officers
- Assistant I.T. Officers
- I.T. Technicians
- Assistant Procurement Officers
- Supply Officers
- Assistant Lithographic Officers
- Secretaries

Existing staff who were due for promotions also have been considered. The Commission initiated steps to clear the backlog of delayed promotion of staff. The first batch of interviews was for staff aged 57 years and above. The second batch was for staff who had stayed on their grades for more than five (5) years whilst the third batch was for staff who had stayed on their grades between three (3) to five (5) years. All staff in the three (3) categories mentioned above have been interviewed and those who were successful have been promoted.

## 5.0 CHAPTER FIVE: 2023-2027 STRATEGIC PLAN

### 5.1 STRATEGIC GOALS

In view of the elaborate situational report above, the Commission seeks to adopt the underlisted strategic goals in pursuit of accomplishing the yet-to-be-realised objectives of the previous Plan, taking into account new opportunities in the coming years.



*Figure 10: The LC Five-Year Strategic Goals*

GOAL **01**

## ENHANCED FINANCIAL SUSTAINABILITY



- i. Deepen and diversify revenue base to achieve 35% annual growth
- ii. Optimise cost efficiency

## **5.2 Strategic Goal 1 – Enhanced Financial Sustainability**

This goal is aimed at the sustainable financing of the activities of the Commission by adopting an optimal structure of varied revenue sources and most especially using financial leverage<sup>2</sup> to sustain its digital transformation journey. The Commission intends to partner with the private sector in securing capital (debt) to augment revenue returns to implement the proposed five-year digitalisation Project.

The traditional revenue sources: IGF and Government budgetary support will be relied upon. Other supplementary revenue sources such as a Lands Commission Advisory Unit (LCAU) with the mandate to provide consultancy services will be pursued.

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<sup>2</sup> Leverage results from using borrowed capital as a funding source when investing to expand the firm's asset base and generate returns on risk capital (Investopedia.com)

**Table 15: Strategic Goal 1**

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT/OUTCOME	TIMELINES	MONITORING INDICATOR	RESPONSIBILITY	TARGET SCORE (%)
<b>STRATEGIC GOAL 1: ENHANCED FINANCIAL SUSTAINABILITY</b>						
1.1 Deepen and Diversify Revenue Base to Achieve 35% Annual Growth	1.1.1 Review fees and charges to reflect current economic situation	Approved Fees and Charges document	2 <sup>nd</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	No. of Legislative Instruments (LIs) approved	DES (CS)/Legal Unit/ Finance Unit	1.2
	1.1.2 Mobilise funds from premium services delivery	Increased returns from the existing revenue base	3 <sup>rd</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	No. of premium services identified nationwide	DES (Ops)/SPU/DCU/ROU	0.4
	1.1.3 Develop and implement a sustainable strategy to improve Ground Rent mobilization	Revenue from Ground Rent increased by 20% per annum	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	1. Full deployment of the Rent Management Software 2. Growth Rate	Director, PVLMD/RLOs/ROU/PPRU	2.0
	1.1.4 Mobilise revenue from new Districts and Satellite/Mobile	1. District and Satellite Offices established and operational in ten (10) Districts	4 <sup>th</sup> Quarter 2025 – 4 <sup>th</sup> Quarter 2027	1. No. of District/ Satellite/Mobile Offices established 2. Revenue	DES (CS)/DES (Ops)/ROU/PMT	0.4

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT/OUTCOME	TIMELINES	MONITORING INDICATOR	RESPONSIBILITY	TARGET SCORE (%)
	Offices at selected areas	across the country 2. Expanded access to Land Administration Services at the District level 3. Increased Revenue generated from District Offices		generated from District Offices		
	1.1.5 Lobby/engage Ministry of Finance (MoF) for a review of budgetary allocations (retention of Internally-Generated Funds)	Increased IGF retention from 33% to 65%	2 <sup>nd</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	Proposed IGF retention approved	ES/DES (CS)/DES (Ops)/Finance Unit	1.2
	1.1.6 Generate revenue from new “Lands Commission	1. LC Advisory Unit established 2. Increased returns from	4 <sup>th</sup> Quarter 2023– 4 <sup>th</sup> Quarter 2027	1. No. of proposals developed (solicited and unsolicited)	ES/DES (CS)/DES (Ops)/Finance Unit	0.4

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT/OUTCOME	TIMELINES	MONITORING INDICATOR	RESPONSIBILITY	TARGET SCORE (%)
	<i>Advisory Unit (LCAU)</i>	existing revenue base		2. Revenue growth rate		
1.2 Optimise Cost Efficiency	1.2.1 Complete the development of the financial Management Policy and Procedures Manual	Financial Management Policy and Procedures Manual developed and operationalised	1 <sup>st</sup> Quarter 2023 – 1 <sup>st</sup> Quarter 2024	1. Financial Management Policy and Procedures Manual printed and accessible 2. Training of Staff on Policy guidelines	DES (CS)/Finance Unit/DCU/PPRU	0.8
	1.2.2 Implement an efficient financial management structure and system	1. Timely disbursement of funds to Cost Centres 2. Efficient use of resources	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	1. Full blown usage of GIFMIS in all Regional Offices 2. Efficient tracking system in place 3. Online payment options available for all Land Administration services	DES (CS)/Finance Unit/DCU/PPRU	0.8
	1.2.3 Periodic review of Revenue Disbursement Formula	Equitable and adequate distribution of funds to Cost Centres	4 <sup>th</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	No. of reviews conducted	DES (CS)/Finance Unit	0.8

GOAL **02**

**EFFICIENT LAND  
ADMINISTRATION SERVICES  
WITH EXPEDITIOUS SERVICE  
DELIVERY**



- ii. Develop effective end-to-end customer service delivery
- ii. Strengthen and sustain partnerships
- iii. Improve legislative framework for efficient land administration
- iv. Improve land administration co-ordination and other services
- v. Improve land management and administration and other related services



### **5.3 Strategic Goal 2 – Efficient Land Administration Services With Expeditious Service Delivery**

This goal constitutes the core mandate of the Commission. The objective is to have all resources including policy, infrastructure and stakeholder collaborations secured and strengthened. The implementation of SOPs, Customer Service Charter and extension of CSAUs nationwide as well as a comprehensive programme for stakeholder engagements have been outlined as the key actions for expeditious service delivery.

**Table 16: Strategic Goal 2**

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT/ OUTCOME	TIMELINES	MONITORING INDICATOR	RESPONSIBILITY	TARGET SCORE (%)
<b>GOAL 2: EFFICIENT LAND ADMINISTRATION SERVICES WITH EXPEDITIOUS SERVICE DELIVERY</b>						
2.1 Develop Effective End-to-End Customer Service Delivery	2.1.1 Develop a responsive Lands Commission Customer Service Charter and Policies in line with its business processes	Customer Service Charter developed	2 <sup>nd</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2024	Re-aligned Customer Services Charter	DES (Ops)/SPU/PPR U/DCU	2.4
		Customer Service Policy Document developed  Improved staff-client’s relations		Customer Service Policy Document	DES (Ops)/SPU/PPR U/DCU	
	2.1.2. Full roll-out and implementation of the Standard Operating Procedures	1. Improved service delivery 2. Improved Turnaround time	2 <sup>nd</sup> Quarter 2023 – 1 <sup>st</sup> Quarter 2024	1. Standardized processes for Land services 2. Achievement of targeted improvements in processing time	DES (Ops)/SPU/DCU/PPRU	1.8
2.1.3. Establish Client Service Access Units (CSAUs) in the	1. CSAU fully established & operational	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2026	No. CSAUs established 2. Turnaround time for service delivery	ES/DES (Ops)/ROU	3.0	

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT/ OUTCOME	TIMELINES	MONITORING INDICATOR	RESPONSIBILITY	TARGET SCORE (%)
	ten (10) remaining Regions and operate a special desk for premium services delivery	2. Improved Service delivery		3. No. of desks established for premium service		
	2.1.4 Establish decentralised and fully-equipped Districts and Satellite/Mobile Offices in selected areas	1. Fully operational District Offices in Assin Fosu, Bibiani, Winneba, Tarkwa and other selected Districts 2. Expanded access to Land Administration Services at the District level	4 <sup>th</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	No. of District Offices established	DES (Ops)/ROU	3.0
	2.1.5 Improve Customer-oriented approach to service delivery	1. Customer service delivery improved 2. Improved positive image	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	Clients' feedback/Surveys	DES (CS)/HR/CU	1.2
2.2 Strengthen and Sustain Partnerships	2.2.1 Strengthen and sustain partnership with	Coordination and collaboration with stakeholders improved	3 <sup>rd</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	1. Partnership guidelines with LSAs and	ES, DES(OPs) / Divisional Directors	1.8

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT/ OUTCOME	TIMELINES	MONITORING INDICATOR	RESPONSIBILITY	TARGET SCORE (%)
	other LSAs and key stakeholders (i.e. LUSPA, MDAs, MMDAs, OASL, Judiciary, CLSs, Traditional Authorities and Family Heads) to increase efficiency and procedural effectiveness			stakeholders developed		
				2. Inter-agency teams established and functioning		
2.3 Improve Legislative Framework for Efficient Land Administration	2.3.1 Implementation of the Land Act, 2020 (Act 1036)	Improved land administration system & a sanitised land market	4 <sup>th</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	1.Land Act, 2020 (Act 1036) implemented	ES/PPRU/Consultants	3.0
	2.3.2 Preparation of Legislative Instruments (LIs)		1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2023	2. No. of LIs prepared		3.0

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT/ OUTCOME	TIMELINES	MONITORING INDICATOR	RESPONSIBILITY	TARGET SCORE (%)
	2.3.3 Develop and Implement policy guidelines on the management of State-acquired lands		1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	3. No. of Policy guidelines developed and implemented 4. No. of Stakeholders engaged on the management of State acquired and Vested lands	ES/PPRU/CU	1.2
2.4 Improved Land Administration Co-ordination and Other Services	2.4.1 Formulate and coordinate research and policy planning activities of the Commission	1. Framework to guide research and policy planning activities developed 2. Research and policy guidelines recommended to Management	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	1. Policy framework produced and disseminated 2. No. of policy guidelines developed and approved	DES (Ops)/PPRU	1.2
	2.4.2 Establish LC Retirees Network	1. LC Retirees Network established	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2024	No. of LC Retirees Network established		3.0
	2.4.3 Ensure strict adherence to Standard Operating Procedures	1. Operational framework to guide DCU developed 2. Improved service delivery		1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	1. Framework developed and disseminated 2. Periodic reports	DES (Ops)/DCU

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT/ OUTCOME	TIMELINES	MONITORING INDICATOR	RESPONSIBILITY	TARGET SCORE (%)
	2.4.4 Coordination of Regional activities	1. Coordination Improved 2. Well- functioning institutional structure 3. Policy framework developed and disseminated	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	1. Periodic reports 2. Feedback/survey from regions	DES (Ops)/ROU	1.2
	2.4.5 Coordination, design and implementation of special projects in the Commission	1. Operational framework for SPU developed 2. Special project designed and executed	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	1. Policy framework produced and disseminated 2. No. of special projects designed and executed 3. No. of engagements on projects	DES (Ops)/SPU	1.2
	2.4.6 Formulate and implement a Results-based M&E framework	1. Framework to guide M&E activities developed 2. Improved service delivery	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	1. Policy framework produced and disseminated 2. Reports	DES (Ops)/M&E	1.2
2.5 Improve Land Management and Administration and	2.5.1 Provide land and land-related valuation	1. Valuation Reports produced & approved 2. Improved Revenue	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	1. No. of Capital Valuation Reports approved	Director LVD	2.5

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT/ OUTCOME	TIMELINES	MONITORING INDICATOR	RESPONSIBILITY	TARGET SCORE (%)
other Related Services	services for Capital, Rental, Compensation and Rating purposes	from Valuation services 3. Improved turnaround time		2. No. of Rental Valuation Reports approved 3. No. of Compensation Reports approved 4. No. of Valuation list approved		
	2.5.2 Develop and publish standard practice guidelines for the State acquisition of land by Purchase, Gift and Compulsory Acquisition (Section 240 to 249 of the Land Act 2020 (Act 1036)	1. Standard Practice guidelines developed, published and disseminated 2. Site acquired by Purchase, Gift and Compulsory Acquisition 3. Improved turnaround time	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	1. Enhanced knowledge on site acquisition processes 2. No. of requests received, processes initiated and completed	Director PVLMD	1.0

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT/ OUTCOME	TIMELINES	MONITORING INDICATOR	RESPONSIBILITY	TARGET SCORE (%)
	2.5.3 Facilitate Land Acquisition and Re-development Activities					2.5
	2.5.4 Facilitate grant of concurrence/consent for customary lands		1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	No. of concurrence/consent certificates granted		1.0
	2.5.5 Provide Survey and Mapping services for both Public and Private Sectors	1. Plans produced for registration and other purposes 2. Maps produced and sold 3. Registry Maps prepared and reviewed 4. Improved Turnaround time	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	1 No. of Cadastral plans produced 2. No. of Parcel Plans produced 3. No. of Composite Plans produced 4. No. of Maps produced and sold 5. No. of Registry Maps prepared and reviewed	Director SMD	2.5
	2.5.6 Prepare and review Registry Maps		1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027			4.0



STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT/ OUTCOME	TIMELINES	MONITORING INDICATOR	RESPONSIBILITY	TARGET SCORE (%)
	2.5.7 Develop a comprehensive, accurate and updated orthophoto and digital maps at an acceptable scale covering the entire country	1. An accurate and faster way of delineation and registration of interest 2. Revenue generated from the sale of maps and quality control	1. 20% Coverage by Yr 2024 2. 30% Coverage by Yr 2025-2026 3. 50% Coverage by 2026-2027	Digital Orthophoto Maps produced	DES (Ops) / Director SMD	3.1
	2.5.8 Establish a Geodetic Reference Network (GRN) and Continuously Operating Reference Stations (CORS)	Improved and streamlined geodetic data capture	4 <sup>th</sup> Quarter 2023 – 1 <sup>st</sup> Quarter 2024	GRN & CORS established	DES (Ops)/ Director SMD	3.0
	2.5.9 Review the design for CORS		3 <sup>rd</sup> Quarter 2023 – 1 <sup>st</sup> Quarter 2024	Design for CORS reviewed	DES (Ops)/ Director SMD	2.0

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT/ OUTCOME	TIMELINES	MONITORING INDICATOR	RESPONSIBILITY	TARGET SCORE (%)
	2.5.10 Installation of CORS and National Operating Centre (NOC) to create National GRN for the country		3 <sup>rd</sup> Quarter 2024 – 4 <sup>th</sup> Quarter 2026	No. of CORS & NOC installed	DES (Ops)/Director SMD	3.0
	2.5.11 Provide Land Titling and Deed Registration services	1. Land Certificates issued 2. Deeds registered 3. Improved turnaround time	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	1. No. of Certificates issued 2. No. of Deeds registered 3. No. of applications received	Director LRD	2.0
	2.5.12 Undertake systematic title registration in selected registration Districts	1. 60% of Greater Accra Covered 2. Selected registration Districts covered	1 <sup>st</sup> Quarter 2024 – 4 <sup>th</sup> Quarter 2027	Percentage of registration districts covered	DES (Ops)/Director LRD	4.0

GOAL **03**

## **OPERATE IN FULLY DIGITAL ENVIRONMENT**



- i. Develop IT policies, systems, and processes
- ii. Digital Applications
- iii. IT Software and Hardware Development

#### **5.4 Strategic Goal 3 – Operate in a Fully-Digital Environment**

Ghana is on a trajectory to become a digital economy in response to the global digital transformation. The Commission, in an effort to participate in this journey, has offered a systematic solution to drive technological change in the National Land Administration. Its digitalisation agenda has been critically considered in the 2023-2027 plan particularly in providing infrastructure to support full operations online.

**Table 17: Strategic Goal 3**

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT/ OUTCOME	TIMELINES	MONITORING INDICATOR	RESPONSIBILITY	TARGET SCORE (%)
<b>GOAL 3: OPERATE IN A FULLY DIGITAL ENVIRONMENT</b>						
3.1 – Develop IT Policies, Systems and Processes	3.1.1 Review, finalise and deploy IT Policy	1. A well-managed IT Infrastructure 2. Streamlined IT services for the Commission	1 <sup>st</sup> Quarter 2023 – 1 <sup>st</sup> Quarter 2024	IT Policy developed and disseminated	DES (Ops)/IT Unit	0.7
	3.1.2 Review, finalise and deploy IT Security Standards and Procedures	1. Cyber security for the Commission 2. A standardised procedure for IT operations developed and operational	3 <sup>rd</sup> Quarter 2023 – 1 <sup>st</sup> Quarter 2024	1. Cyber security audit report 2. IT Security Policy & Standards developed and disseminated	DES (Ops)/IT Unit	0.8
	3.1.3 Develop a comprehensive and robust Enterprise Software	Efficient intra-organizational operations and communication	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	No. of individual softwares integrated	DES (Ops)/ IT Unit	3.0

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT/ OUTCOME	TIMELINES	MONITORING INDICATOR	RESPONSIBILITY	TARGET SCORE (%)
3.2-Digital Applications	3.2.1 Design an effective Document Management System	1. Efficient management of electronic data (archival, storage and retrieval) 2. Turnaround time improved	4 <sup>th</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	1. Document Management System Developed 2. Retrieval of data improved	DES (Ops) / Head of ICT	1.2
	3.2.2 Develop a plan for the roll-out of the Enterprise Land Information System for Regions without CSAUs.	Sstandardization and efficiency of Land Services delivery improved	4 <sup>th</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	ELIS Implemented in all Regions	DES (Ops), LIU/SPU/ICT	0.5
	3.2.3 Scale up online services and fees payments to other Regions	1. Flexible and easy access to land related services 2. Revenue leakages prevented	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2026	Online services/fees introduced and implemented	DES (Ops), LIU/ICT	1.0

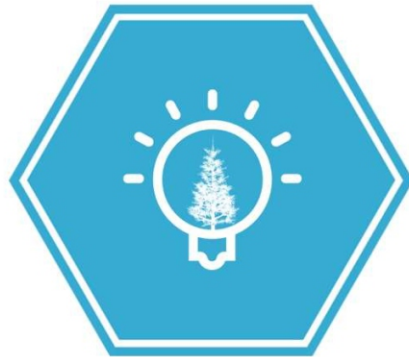
STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT/ OUTCOME	TIMELINES	MONITORING INDICATOR	RESPONSIBILITY	TARGET SCORE (%)
	3.2.4 Convert land records and cadastral maps into digital format for integration into the ELIS	1. Efficient management of electronic data (archival, storage and retrieval) to improve Land Services delivery	3 <sup>rd</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	1. % of land records and cadastral maps converted to digital format 2.% integrated unto ELIS	DES (Ops), LIU/ICT	4.5
	3.2.5 Establish an off-site data centre	Off-site data centre secured	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2024	Off-site data centre established	DES (Ops)/ICT Unit	2.0
3.3-IT Software and Hardware Infrastructure Development	3.3.1 Review and upgrade IT software and hardware equipment	Efficient infrastructure and communications system	4 <sup>th</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2026	1. IT software and hardware upgraded in CSAU Regions 2. IT software and hardware procured for non-CSAU Regions 3. IT Hardware deployed	DES (Ops) /ICT Unit	2.0
	3.3.2 Implement IT WAN/LAN Communication Infrastructure to	Effective and Efficient Network	4 <sup>th</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	1. IT WAN/LAN Infrastructure designed	DES (CS)/ICT Unit	1.3

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT/ OUTCOME	TIMELINES	MONITORING INDICATOR	RESPONSIBILITY	TARGET SCORE (%)
	integrate all offices	Infrastructure for all Regions.	3rd Quarter 2023 – 4 <sup>th</sup> Quarter 2026	2. IT WAN/LAN Infrastructure procured		
			4 <sup>th</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2026	3. IT WAN/LAN installed in 3 Regions (Upper West, Central and Volta)		



GOAL  04

## IMPROVED CORPORATE IMAGE



- i. Provision of adequate and modern physical infrastructure and good working environment
- ii. Public education and awareness
- iii. Streamline internal communication structures

## **5.2 Strategic Goal 4 – Improved Corporate Image**

The Commission proposes to consciously improve its public perception by adopting the five (5) Ps of Marketing – Product, Price, Positioning, Promotion and Philanthropy as asserted by Robert Denove, Managing Partner with Deloitte Development LLC. In this light, high quality service delivery at competitive fees, customer-friendly office space and continual public engagement will be pursued.

The goal focuses on providing state-of-the-art offices and a progressive communications programme.

**Table 18: Strategic Goal 4**

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT/ OUTCOME	TIMELINES	MONITORING INDICATOR	RESPONSIBILITY	TARGET SCORE (%)
<b>GOAL 4: IMPROVED CORPORATE IMAGE</b>						
4.1 Provision of adequate and modern physical infrastructure and good working environment	4.1.1 Provide modern and pre-requisite equipment and logistics for efficient service delivery	1. Improved working environment 2. Increased productivity	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	1. Equipment and logistics needs assessment conducted in all Regions 2. Equipment and logistics procured annually 3. Maintenance, Disposal and Replacement policy developed	DES (CS)/ Finance/ Procurement/Estate Units	2.0
	4.1.2 Provide adequate physical infrastructure and office accommodation to improve the	1. Construction of Head Office building completed	4 <sup>th</sup> Quarter 2023	1. Head office building inaugurated and handed over	DES (CS)/ Finance/ Procurement/Estate Units	4.0
		2. GARO phase II constructed	1 <sup>st</sup> Quarter 2022 – 3 <sup>rd</sup> Quarter 2023	2. Greater Accra Regional Office Phase II		

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT/ OUTCOME	TIMELINES	MONITORING INDICATOR	RESPONSIBILITY	TARGET SCORE (%)
	working environment	3. Tema Office complex constructed 4. Improved office accommodation for remaining regions 5. Conducive and enabling environment for service delivery	1 <sup>st</sup> Quarter 2022 – 4 <sup>th</sup> Quarter 2026	inaugurated and handed over 3. Tema District Office inaugurated and handed over 4. No. of offices constructed nationwide		
4.2 Public education and awareness programmes	4.2.1 Develop and implement an effective, consistent and sustainable communication policy and strategy for public awareness creation and stakeholder sensitisation	1. Improved communication regime 2. Public awareness improved 3. Communication policy/strategy approved and implemented	2. Bi-annual awareness survey commencing 2nd Quarter 2023 2 <sup>nd</sup> Quarter 2023	1. Communication Policy/Strategy developed 2. Public Awareness Survey Results 3. Programmes implemented in response to surveys	DES (CS)/Communication Unit/PPRU	0.7

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT/ OUTCOME	TIMELINES	MONITORING INDICATOR	RESPONSIBILITY	TARGET SCORE (%)
				4. Improvement in level of public awareness 5. Periodic stakeholders sensitisation report		
	4.2.2 Provide mechanisms for obtaining feedback on public concerns	Customer satisfaction improved	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	1. Response rate 2. No. of responses provided	CSU/Communication Unit	0.5
	4.2.3 Develop marketing strategies for awareness creation on services	Improved awareness of LC activities	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2025	Marketing Plan developed and implemented	Communication Unit	0.5
	4.2.4 Implement Public Education programmes through Media Campaigns	1. Improved communication regime 2. Enhanced knowledge on Land	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2026	1.No. of Educational Programmes 2. Percentage growth in coverage	HR/Communication Units	0.5

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT/ OUTCOME	TIMELINES	MONITORING INDICATOR	RESPONSIBILITY	TARGET SCORE (%)
		Administration services				
4.3 – Streamline Internal Communication Structures	4.3.1 Standardise internal communication channels	Internal communication channels streamlined	3rd Quarter 2023 – 4 <sup>th</sup> Quarter 2024	No. of internal communication channels identified and adopted	DES (CS)/CU/IT Unit	0.4
	4.3.2 Provide state-of-the-art equipment for effective communication	State-of-the-art communication set-up in place	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2025	State-of-the-art communication set-up completed and inaugurated	DES (CS)/CU/PU/IT Unit	0.5
	4.3.3 Hold periodic staff engagements	Internal information flow enhanced	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2026	No. of staff engagements organised		0.9

GOAL **05**

**COMPETENT, MOTIVATED AND  
DISCIPLINED STAFF**



- i. Develop performance-oriented culture and reward systems
- ii. Develop strategic skills/competencies and leadership capabilities

## **5.2 Strategic Goal 5 - Competent, Motivated and Disciplined Staff**

The primary resource of the Commission is its Human Resource. Therefore, continually sharpening that tool through training and development is an absolute necessity to its operations. The HR Unit will embark on Training Need Analysis (TNA) to specifically identify training needs as a priority. The developed Training Policy of the Commission addresses performance challenges, introduces new systems and approaches for human resource development and management.



**Table 19: Strategic Goal 5**

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT/ OUTCOME	TIMELINES	MONITORING INDICATOR	RESPONSIBILITY	TARGET SCORE (%)
<b>GOAL 5: COMPETENT, MOTIVATED AND DISCIPLINED STAFF</b>						
5.1 - Develop HR Policies based on relevant Systems and Processes	5.1.1 Complete and operationalise the HR Manual in line with best practices	HR Manual approved and operationalised	1 <sup>st</sup> Quarter 2023 4 <sup>th</sup> Quarter 2023	No. of HR Manuals printed and distributed	DES (CS)/HR Unit	0.25
5.2 - Develop Performance Oriented Culture, Reward and Sanction Systems	5.2.1 Develop and implement performance-based and sustainable reward and sanction systems	1. Collective Bargaining Agreement (CBA) approved and implemented 2. Well-motivated and Performance-oriented Staff	4th Quarter 2023 – 4 <sup>th</sup> Quarter 2024	1. Different sources of funding identified and secured. 2.No. of officers rewarded or sanctioned based on approved CBA	DES (CS)/HR Unit	1.25
	5.2.2 Develop and implement change management systems	1. Attitudinal Change 2. Increased productivity	1 <sup>st</sup> Quarter 2023 4 <sup>th</sup> Quarter 2025	1. Change management systems implemented 2. Internal Surveys and Feedbacks conducted 3. Periodic targets achieved	DES (CS)/HR Unit/PPRU	1.25

STRATEGY	KEY ACTIVITIES	EXPECTED OUTPUT/ OUTCOME	TIMELINES	MONITORING INDICATOR	RESPONSIBILITY	TARGET SCORE (%)
5.3 - Develop Strategic Skills/ Competencies and Leadership Capabilities	5.3.1 Design and implement Staff Training and Development Plan (STDP) based on the Training Policy	1. Knowledge of staff on respective subject areas improved 2. Productivity of trained officers improved	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	1. Needs Assessment conducted 2. Training plan developed 3. No. of training reports produced 4. Impact of training on performance	DES(CS)/HR Unit	0.75
	5.3.2 Implement leadership development and managerial competency programmes	1. Improved supervision 2. Effective and good management practices and managerial ethics.	1 <sup>st</sup> Quarter 2023 – 4 <sup>th</sup> Quarter 2027	1. No. of Periodic Leadership Competency Development Programmes organised 2. No. of reports submitted	HR Unit	1.0
	5.3.3 Exchange Programmes and Internships to learn and adopt best practices of selected organisations	Improved performance of staff	Periodic	1. No. of organisations identified 2. No. of Internship reports submitted	DES (CS), DES (Ops), HR Unit	0.5

## 6.0 CHAPTER SIX : FINANCIAL PLAN AND ACTIVITY CHART

### 6.1 Financial Plan

*Table 20: Financial Plan*

KEY ACTIVITIES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
<b>1.0 ENHANCED FINANCIAL SUSTAINABILITY</b>	<b>10,307,600.00</b>	<b>9,834,600.00</b>	<b>11,335,770.00</b>	<b>13,071,026.60</b>	<b>15,068,277.76</b>	<b>59,617,274.36</b>
<b>1.1 DEEPEN AND DIVERSIFY REVENUE BASE TO ACHIEVE 35% ANNUAL GROWTH</b>	<b>9,456,000.00</b>	<b>9,500,280.00</b>	<b>10,934,586.00</b>	<b>12,589,605.60</b>	<b>14,490,573.36</b>	<b>56,971,044.96</b>
1.1.1 Review fees and charges to reflect current economic situation	25,800.00	30,960.00	37,152.00	48,297.60	57,958.00	<b>200,167.60</b>
1.1.2 Mobilise funds from premium services delivery	45,200.00	27,120.00	32,544.00	39,053.00	46,863.36	<b>190,780.36</b>
1.1.3 Develop and implement a sustainable strategy to improve Ground Rent mobilization	1,600,000.00	1,840,000.00	2,116,000.00	2,433,400.00	2,798,410.00	<b>10,787,810.00</b>
1.1.4 Mobilise revenue from new Districts and Satellite/Mobile offices at selected areas	6,500,000.00	7,475,000.00	8,596,250.00	9,885,687.00	11,368,540.00	<b>43,825,477.00</b>
1.1.5 Lobby/engage Ministry of Finance (MoF) for a review of budgetary allocations (retention of Internally- generated funds)	85,000.00	102,000.00	122,400.00	146,880.00	175,256.00	<b>631,536.00</b>
1.1.6 Generate revenue from new "Lands Commission Advisory Unit (LCAU)"	1,200,000.00	25,200.00	30,240.00	36,288.00	43,546.00	<b>1,335,274.00</b>
<b>1.2 - OPTIMISE COST EFFICIENCY</b>	<b>851,600.00</b>	<b>334,320.00</b>	<b>401,184.00</b>	<b>481,421.00</b>	<b>577,704.40</b>	<b>2,646,229.40</b>
1.2.1 Complete the development of the financial Management Policy and Procedures Manual	480,000.00	64,800.00	77,760.00	93,312.00	111,974.40	<b>827,846.40</b>

KEY ACTIVITIES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
1.2.2. Implement an efficient financial management structure and system	347,000.00	240,000.00	288,000.00	345,600.00	414,720.00	<b>1,635,320.00</b>
1.2.3 Periodic review of Revenue Disbursement Formula	24,600.00	29,520.00	35,424.00	42,509.00	51,010.00	<b>183,063.00</b>
<b>2.0 EFFICIENT LAND ADMINISTRATIO N SERVICES WITH EXPEDITIOUS SERVICE DELIVERY</b>	<b>236,138,581.00</b>	<b>242,877,861.80</b>	<b>252,125,501.07</b>	<b>254,582,425.23</b>	<b>267,844,272.42</b>	<b>1,253,568,641.52</b>
<b>2.1 DEVELOP EFFECTIVE END-TO-END CUSTOMER SERVICE DELIVERY</b>	<b>5,856,000.00</b>	<b>6,133,600.00</b>	<b>4,517,100.00</b>	<b>5,125,665.00</b>	<b>5,825,514.00</b>	<b>27,457,879.00</b>
2.1.1 Develop a responsive Lands Commission Customer Service Charter and Policies in line with its business processes.	240,000.00	276,000.00	80,000.00	80,000.00	80,000.00	<b>756,000.00</b>
2.1.2 Full roll-out and implementation of the Standard Operating Procedures	240,000.00	276,000.00	80,000.00	80,000.00	80,000.00	<b>756,000.00</b>
2.1.3. Establish Client Service Access Units (CSAUs) in the ten (10) remaining Regions and operate a special desk for premium services delivery	2,226,000.00	1,831,600.00	89,600.00	103,040.00	118,496.00	<b>4,368,736.00</b>
2.1.4 Establish decentralised and fully- equipped Districts/Satellite/Mobile Offices in selected area	3,000,000.00	3,450,000.00	3,967,500.00	4,562,625.00	5,247,018.00	<b>20,227,143.00</b>
2.1.5 Improve Customer-oriented approach to service delivery	150,000.00	300,000.00	300,000.00	300,000.00	300,000.00	<b>1,350,000.00</b>

KEY ACTIVITIES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
<b>2.2 STRENGTHEN AND SUSTAIN PARTNERSHIPS</b>	<b>250,000.00</b>	<b>500,000.00</b>	<b>600,000.00</b>	<b>720,000.00</b>	<b>864,000.00</b>	<b>2,934,000.00</b>
2.2.1. Strengthen and sustain partnership with other LSAs and key stakeholders (i.e. LUSPA, MDAs, MMDAs, OASL, Judiciary, CLSs, Traditional Authorities and Family Heads) to increase efficiency and procedural effectiveness	250,000.00	500,000.00	600,000.00	720,000.00	864,000.00	<b>2,934,000.00</b>
<b>2.3 IMPROVE LEGISLATIVE FRAMEWORK FOR EFFICIENT LAND ADMINISTRATION</b>	<b>500,000.00</b>	<b>700,000.00</b>	<b>700,000.00</b>	<b>675,000.00</b>	<b>761,250.00</b>	<b>3,336,250.00</b>
2.3.1 Implementation of the Land Act, 2020 (Act 1036)	100,000.00	200,000.00	200,000.00	100,000.00	100,000.00	<b>700,000.00</b>
2.3.2 Preparation of Legislative Instruments (LIs)	200,000.00	200,000.00	-	-	-	<b>400,000.00</b>
2.3.3 Develop and Implement policy guidelines on the management of State-acquired lands	200,000.00	300,000.00	500,000.00	575,000.00	661,250.00	<b>2,236,250.00</b>
<b>2.4 IMPROVE LAND ADMINISTRATION COORDINATION AND OTHER SERVICES</b>	<b>1,100,000.00</b>	<b>2,015,000.00</b>	<b>2,627,250.00</b>	<b>3,021,337.00</b>	<b>3,474,537.00</b>	<b>12,238,124.00</b>
2.4.1 Formulate and coordinate research and policy planning activities of the Commission	200,000.00	300,000.00	500,000.00	575,000.00	661,250.00	<b>2,236,250.00</b>
2.4.2 Establish LC Retirees Network	200,000.00	500,000.00	575,000.00	661,250.00	760,437.00	<b>2,696,687.00</b>
2.4.3 Ensure strict adherence to Standard Operating Procedures	100,000.00	115,000.00	132,250.00	152,087.00	174,900.00	<b>674,237.00</b>
2.4.4 Coordination of Regional activities	200,000.00	400,000.00	460,000.00	529,000.00	608,350.00	<b>2,197,350.00</b>
2.4.5 Coordinate the design and implementation of	200,000.00	400,000.00	460,000.00	529,000.00	608,350.00	<b>2,197,350.00</b>

KEY ACTIVITIES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
special projects in the Commission						
2.4.6 Formulate and implement a Results-based M&E framework	200,000.00	300,000.00	500,000.00	575,000.00	661,250.00	<b>2,236,250.00</b>
<b>2.5 IMPROVE LAND MANAGEMENT AND ADMINISTRATION AND OTHER RELATED SERVICES</b>	<b>228,432,581.00</b>	<b>233,529,261.80</b>	<b>243,681,151.07</b>	<b>245,040,423.23</b>	<b>256,918,971.42</b>	<b>1,207,602,388.52</b>
2.5.1 Provide land and other land-related valuation services for Capital, Rental, Compensation and Rating purposes	15,138,262.00	17,409,000.00	20,020,350.00	23,023,502.00	26,477,012.00	<b>102,068,126.00</b>
2.5.2 Develop and publish standard practice guidelines for the State acquisition of land by Purchase, Gift and Compulsory Acquisition (Section 240 to 249 of the Land Act, 2020 (Act 1036)	1,000,000.00	2,000,000.00	2,300,000.00	2,645,000.00	3,041,750.00	<b>10,986,750.00</b>
2.5.3 Facilitate Land Acquisition and Re-development Activities	4,354,463.00	5,007,632.45	5,758,777.32	6,622,593.92	7,615,983.00	<b>29,359,449.69</b>
2.5.4 Facilitate grant of concurrence/consent for customary lands	2,000,000.00	2,300,000.00	2,645,000.00	3,041,750.00	3,498,012.50	<b>13,484,762.50</b>
2.5.5 Provide Survey and Mapping services for both Public and Private Sector	21,248,653.00	24,435,950.95	28,101,343.59	32,316,545.13	37,164,026.90	<b>143,266,519.57</b>
2.5.6 Prepare and review Registry Maps	111,600,000.00	111,600,000.00	111,600,000.00	111,600,000.00	111,600,000.00	<b>558,000,000.00</b>
2.5.7 Develop a comprehensive, accurate and updated orthophoto and digital maps at an acceptable scale covering the entire Country	54,250,000.00	54,250,000.00	54,250,000.00	54,250,000.00	54,250,000.00	<b>271,250,000.00</b>
2.5.8 Establish a Geodetic Reference Network (GRN) and Continuously	11,252,787.00	7,800,000.00	8,970,000.00	-	-	<b>28,022,787.00</b>

KEY ACTIVITIES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
Operating Reference Stations (CORS)						
2.5.9 Review the design for CORS						
2.5.10 Installation of CORS and National Operating Centre (NOC) to create National GRN for the country						
2.5.11 Provide Land Titling and Deed Registration services						
2.5.12 Undertake systematic title registration in selected registration Districts	7,588,416.00	8,726,678.40	10,035,680.16	11,541,032.18	13,272,187.01	51,163,993.76
<b>3.0 OPERATE IN A FULLY-DIGITAL ENVIRONMENT</b>	<b>15,150,000.00</b>	<b>62,416,097.01</b>	<b>27,368,079.10</b>	<b>30,065,690.97</b>	<b>33,167,944.61</b>	<b>168,167,811.70</b>
<b>3.1 - DEVELOP IT POLICIES, SYSTEMS AND PROCESSES</b>	<b>950,000.00</b>	<b>31,530,000.00</b>	<b>9,384,000.00</b>	<b>9,384,000.00</b>	<b>9,384,000.00</b>	<b>60,632,000.00</b>
3.1.1 Review, finalise and deploy IT Policy	600,000.00	150,000.00	-	-	-	750,000.00
3.1.2 Review, finalise and deploy IT Security Standards and Procedures	350,000.00	100,000.00	-	-	-	450,000.00
3.1.3 Develop a comprehensive and robust Enterprise Software	-	31,280,000.00	9,384,000.00	9,384,000.00	9,384,000.00	59,432,000.00
<b>3.2-DIGITAL APPLICATIONS</b>	<b>5,600,000.00</b>	<b>26,391,097.01</b>	<b>12,814,829.10</b>	<b>14,737,053.47</b>	<b>16,947,611.49</b>	<b>76,490,591.07</b>
3.2.1 Design an effective document management system	-	700,000.00				700,000.00
3.2.2 Develop a plan for the roll out of the Enterprise Land Information System for regions without CSAUs	400,000.00	800,000.00	460,000.00	529,000.00	608,350.00	2,797,350.00
3.2.3 Scale up online services and fees payments to other Regions	200,000.00	400,000.00	120,000.00	138,000.00	158,700.00	1,016,700.00

KEY ACTIVITIES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
3.2.4 Convert Land records and cadastral maps into digital format for integration into the ELIS System	5,000,000.00	5,750,000.00	6,612,500.00	7,604,375.00	8,745,031.25	33,711,906.25
3.2.5 Establish an off-site data centre	-	18,741,097.01	5,622,329.10	6,465,678.47	7,435,530.24	38,264,634.82
<b>3.3-IT SOFTWARE AND HARDWARE INFRASTRUCTURE DEVELOPMENT</b>	<b>8,600,000.00</b>	<b>4,495,000.00</b>	<b>5,169,250.00</b>	<b>5,944,637.50</b>	<b>6,836,333.13</b>	<b>31,045,220.63</b>
3.3.1 Review and upgrade IT software and hardware equipment	6,000,000.00	3,000,000.00	3,450,000.00	3,967,500.00	4,562,625.00	20,980,125.00
3.3.2 Implement Lands Commission IT WAN /LAN Communication Infrastructure to integrate all offices	2,600,000.00	1,495,000.00	1,719,250.00	1,977,137.50	2,273,708.13	10,065,095.63
<b>4.0 - IMPROVED CORPORATE IMAGE</b>	<b>86,360,451.40</b>	<b>98,255,844.57</b>	<b>110,494,955.35</b>	<b>136,863,168.10</b>	<b>163,513,874.21</b>	<b>595,488,293.63</b>
<b>4.1 PROVISION OF ADEQUATE AND MODERN PHYSICAL INFRASTRUTURE AND GOOD WORKING ENVIRONMENT</b>	<b>85,856,498.40</b>	<b>97,298,802.57</b>	<b>109,394,357.05</b>	<b>135,597,480.05</b>	<b>162,058,332.96</b>	<b>590,205,471.03</b>
4.1.1 Provide modern and pre-requisite equipment and logistics for efficient service delivery	55,806,093.68	75,338,226.47	97,939,694.41	122,424,618.01	146,909,541.61	498,418,174.18
4.1.2 Provide adequate physical infrastructure and office accommodation to improve the working environment	30,050,404.72	21,960,576.10	11,454,662.64	13,172,862.04	15,148,791.35	91,787,296.85
<b>4.2 PUBLIC EDUCATION AND AWARENESS</b>	<b>404,376.00</b>	<b>930,063.00</b>	<b>1,069,572.45</b>	<b>1,230,008.32</b>	<b>1,414,509.57</b>	<b>5,048,529.33</b>
4.2.1 Develop and implement an effective, consistent, and sustainable communication policy and strategy for public awareness creation and stakeholder sensitisation	125,000.00	287,500.00	330,625.00	380,218.75	437,251.56	1,560,595.31



KEY ACTIVITIES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
4.2.2 Provide mechanisms for obtaining feedback on public concerns	150,000.00	345,000.00	396,750.00	456,262.50	524,701.88	1,872,714.38
4.2.3 Develop marketing strategies for awareness creation on services	42,000.00	96,600.00	111,090.00	127,753.50	146,916.53	524,360.03
4.2.4 Implement Public Education programmes through Media Campaigns	87,376.00	200,963.00	231,107.45	265,773.57	305,639.60	1,090,859.62
<b>4.3 STREAMLINE INTERNAL COMMUNICATION STRUCTURES</b>	<b>99,577.00</b>	<b>26,979.00</b>	<b>31,025.85</b>	<b>35,679.73</b>	<b>41,031.69</b>	<b>234,293.26</b>
4.3.1 Standardise internal communication channels	2,000.00	4,600.00	5,290.00	6,083.50	6,996.03	24,969.53
4.3.2 Provide state-of-the-art equipment for effective communication	87,847.00	-	-	-	-	87,847.00
4.3.3 Hold periodic staff engagements	9,730.00	22,379.00	25,735.85	29,596.23	34,035.66	121,476.74
<b>5.0 COMPETENT, MOTIVATED AND DISCIPLINED STAFF</b>	<b>820,000.00</b>	<b>2,028,000.00</b>	<b>2,217,200.00</b>	<b>2,391,080.00</b>	<b>2,749,742.00</b>	<b>10,206,022.00</b>
<b>5.1 - DEVELOP HR POLICIES, SYSTEMS AND PROCESSES</b>	<b>125,000.00</b>	<b>50,000.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>175,000.00</b>
5.1.1 Complete and operationalise the HR Policy in line with best practices	125,000.00	50,000.00	-	-	-	175,000.00
<b>5.2 - DEVELOP PERFORMANCE ORIENTED CULTURE AND REWARD SYSTEMS</b>	<b>185,000.00</b>	<b>170,000.00</b>	<b>138,000.00</b>	<b>-</b>	<b>-</b>	<b>493,000.00</b>
5.2.1 Develop and implement performance-based and sustainable reward and sanction systems	65,000.00	50,000.00	-	-	-	115,000.00
5.2.2 Develop and implement change management systems	120,000.00	120,000.00	138,000.00	-	-	378,000.00
<b>5.3 - DEVELOP STRATEGIC SKILLS/</b>	<b>510,000.00</b>	<b>1,808,000.00</b>	<b>2,079,200.00</b>	<b>2,391,080.00</b>	<b>2,749,742.00</b>	<b>9,538,022.00</b>

KEY ACTIVITIES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	TOTAL
<b>COMPETENCIES AND LEADERSHIP CAPABILITIES</b>						
5.3.1 Design and implement Staff Training and Development Plan (STDP) based on the Training Policy	50,000.00	750,000.00	862,500.00	991,875.00	1,140,656.25	<b>3,795,031.25</b>
5.3.2 Implement leadership development and managerial competency programmes	320,000.00	736,000.00	846,400.00	973,360.00	1,119,364.00	<b>3,995,124.00</b>
5.3.3 Exchange Programmes and Internships to learn and adopt best practices of selected organizations	140,000.00	322,000.00	370,300.00	425,845.00	489,721.75	<b>1,747,866.75</b>
<b>GRAND TOTAL</b>	<b>348,776,632.40</b>	<b>415,412,403.38</b>	<b>403,541,505.53</b>	<b>436,973,390.90</b>	<b>482,344,111.00</b>	<b>2,087,048,043.20</b>

## 6.2 Activity Chart

Table 21: Activity Chart

KEY ACTIVITIES	2023	2024	2025	2026	2027
<b>STRATEGIC GOAL 1: ENHANCED FINANCIAL SUSTAINABILITY</b>					
1.1.1 Review fees and charges to reflect current economic situation					
1.1.2 Mobilise funds from premium services delivery					
1.1.3 Develop and implement a sustainable strategy to improve Ground Rent mobilization					
1.1.4 Mobilise revenue from new Districts and Satellite/Mobile offices at selected areas					
1.1.5 Lobby/engage Ministry of Finance (MoF) for a review of budgetary allocations (retention of Internally-Generated Funds)					
1.1.6 Generate revenue from new “ <i>Lands Commission Advisory Unit (LCAU)</i> ”					
1.2.1 Complete the development of the Financial Management Policy and Procedures Manual					
1.2.2 Implement an efficient financial management structure and system					
1.2.3 Periodic review of Revenue Disbursement formula					
<b>GOAL 2: EFFICIENT LAND ADMINISTRATION SERVICES WITH EXPEDITIOUS SERVICE DELIVERY</b>					
2.1.1 Develop a responsive Lands Commission Customer Service Charter in line with its business processes					

KEY ACTIVITIES	2023	2024	2025	2026	2027
2.1.2 Full roll-out and implementation of the Standard Operating Procedures					
2.1.3 Establish Client Service Access Units (CSAUs) in the ten (10) remaining Regions and operate a special desk for premium services delivery					
2.1.4 Establish decentralised and fully-equipped Districts and Satellite/Mobile Offices in selected areas					
2.1.5 Improve Customer-oriented approach to service delivery					
2.2.1 Strengthen and sustain partnership with other LSAs and key stakeholders (i.e. LUSPA, MDAs, MMDAs, OASL, Judiciary, CLSs, Traditional Authorities and Family Heads) to increase efficiency and procedural effectiveness					
2.3.1 Implementation of the Land Act, 2020 (Act 1036)					
2.3.2 Preparation of Legislative Instruments (LIs)					
2.3.3 Develop and Implement policy guidelines on the management of State-acquired lands					
2.4.1 Formulate and coordinate research and policy planning activities of the Commission					
2.4.2 Establish LC Retirees Network					
2.4.3 Ensure strict adherence to Standard Operating Procedures					
2.4.4 Coordination of Regional activities					
2.4.5 Coordinate the design and implementation of Special Projects in the Commission					
2.4.6 Formulate and implement a Results-based M&E framework					
2.5.1 Provide land and land-related valuation services for Capital, Rental, Compensation and Rating purposes					
2.5.2 Develop and publish standard practice guidelines for the State acquisition of land by Purchase, Gift and Compulsory Acquisition (Section 240 to 249 of the Land Act, 2020 (Act 1036))					

KEY ACTIVITIES	2023	2024	2025	2026	2027
2.5.3 Facilitate Land acquisition and Re-development activities					
2.5.4 Facilitate grant of concurrence/consent for customary lands					
2.5.5 Provide Survey and Mapping services for both Public and Private Sectors					
2.5.6 Prepare and review Registry Maps					
2.5.7 Develop a comprehensive, accurate and updated orthophoto and digital maps at an acceptable scale covering the entire country					
2.5.8 Establish a Geodetic Reference Network (GRN) and Continuously Operating Reference Stations (CORS)					
2.5.9 Review the design for CORS					
2.5.10 Installation of CORS and National Operating Centre (NOC) to create National GRN for the country					
2.5.11 Provide Land Titling and Deed Registration services					
2.5.12 Undertake systematic title registration in selected registration Districts					
<b>GOAL 3: OPERATE IN A FULLY DIGITAL ENVIRONMENT</b>					
3.1.1 Review, finalise and deploy IT Policy					
3.1.2 Review, finalise and deploy IT Security Standards and Procedures					
3.1.3 Develop a comprehensive and robust Enterprise Software					
3.2.1 Design an effective document management system for the Commission					
3.2.2 Develop a plan for the roll-out of the Enterprise Land Information System for Regions without CSAUs					
3.2.3 Scale up online services and fees payments to other Regions					
3.2.4 Convert land records and cadastral maps into digital format for an integration into the ELIS					
3.2.5 Establish an off-site data centre					

KEY ACTIVITIES	2023	2024	2025	2026	2027
3.3.1 Review and upgrade IT software and hardware equipment					
3.3.2 Implement Lands Commission IT WAN /LAN Communication Infrastructure to integrate all offices					
<b>GOAL 4: IMPROVED CORPORATE IMAGE</b>					
4.1.1 Provide modern and pre-requisite equipment and logistics for efficient service delivery					
4.1.2 Provide adequate physical infrastructure and office accommodation to improve the working environment					
4.2.1 Develop and implement an effective, consistent and sustainable communication strategy for public awareness creation and stakeholder sensitisation					
4.2.2 Provide mechanism for obtaining feedback on public concerns					
4.2.3 Develop marketing strategies for awareness creation on services					
4.2.4 Implement Public Education programmes through Media Campaigns					
4.3.1 Standardise internal communication channels					
4.3.2 Provide state-of-the-art equipment for effective communication					
4.3.3 Hold periodic staff engagements					
<b>GOAL 5: COMPETENT, MOTIVATED AND DISCIPLINED STAFF</b>					
5.1.1 Complete and operationalise the HR Policy in line with best practices					
5.2.1 Develop and implement performance-based and sustainable reward and systems					
5.2.2 Develop and implement change management systems					
5.3.1 Design and implement Staff Training and Development Plan (STDP) based on the Training Policy					
5.3.2 Implement leadership development and managerial competency programmes					
5.3.3 Exchange Programmes and Internships to learn and adopt best practices of selected organisations					

## **7.0 CHAPTER SEVEN: CONCLUSION**

Strategic Business Plans have been used as an efficient tool for achieving corporate vision, particularly, in the private sector. Its adoption by the public sector has yielded significant results. The overarching aim of the current SBP of the Lands Commission is to improve efficiency of service delivery by 30% incremental progress cognizance of the challenge in securing resources to implement the activities.

This Plan will mostly rely on Internally Generated Funds of the Commission, whilst exploring other funding options through partnership with the private sector. The achievement of the expected outputs and outcomes would be heavily contingent on the full adoption of the Plan by staff and their dedication to its implementation.

The Commission would collaborate and co-ordinate with statutory bodies and relevant stakeholders including Parliament, MDAs and MMDAs for a successful implementation of the Plan.