



LANDS COMMISSION

ANNUAL REPORT 2020

APRIL 2021

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J. J. J. J. J.
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EXECUTIVE SUMMARY

Article 258 of the Republic of Ghana 1992 Constitution establishes the mandate of the Lands Commission and is emphasized by Section 5 of the Lands Commission Act 2008 (Act 767). The Lands Commission seeks to promote effective and efficient land administration for national development.

The Commission operates through its corporate headquarters and four (4) Divisional Head offices for the Survey and Mapping Division, Land Registration Division, Land Valuation Division, and the Public and Vested Lands Management Division in Accra as well as Regional Offices in the ten regions of Ghana. It also operates at the local level through limited district offices for the Land Valuation Division and Survey and Mapping Division. This is a consolidated report on the overall performance of the Lands Commission for the period of January to December 2020.

Within the contexts of the Constitution and Act 767, the performance of the Commission in 2020 was anchored on the broad thematic areas as well as the Coordinated Programme of Economic and Social Development Policies and Ghana Beyond Aid coupled with budget and operational restraints brought about through Covid-19 pandemic. The Strategic Business Plan of the Commission accordingly reflects, in many aspects, these documents as national development policy frameworks. In promoting effective and efficient land service delivery in the country, the Commission performed and achieved a wide range of activities during the year under review.

The Commission generated One Hundred and Ninety-Six Million, Five Hundred and Ninety-Seven Thousand and Four Ghana Cedis, Sixty-Six pesewas

(GH¢196,597,004.66) as non-tax revenue from its four Divisions. In addition, a total amount of Seventy-Five Million, Four hundred and Eighty-Four thousand, Eight Hundred and Seventy-Six Ghana Cedis Twenty pesewas (GH¢75,484,876.20) was generated for Government from stamp duty assessment as tax on behalf of the Ghana Revenue Authority (GRA). In total, the Commission generated a gross revenue of Two Hundred and Seventy-Two Million, and Eighty-One Thousand, Eight Hundred and Eighty-Three Ghana Cedis Eighty-Six Pesewas (GH¢272,081,883.86) in 2020. There was therefore an increase in the gross revenue by 4% compared to the 2019 figure of Two Hundred and Sixty-Two Million, Two Hundred and Fifty-One Thousand, and Seventy-One Ghana Cedis Fifty-Three pesewas (GH¢262,251,071.53). However, there was a decrease of 40.70% in the Stamp Duty revenue.

There was a reduction in the number of applications received for registration due to the stringent protocols and the shift system policy implemented by the LC as a result of the COVID-19 pandemic. The initial challenges associated with the rollout of the Enterprise Land Information System (ELIS) also contributed to the reduction in applications received, Stamp Duty revenue generated and the general output of service delivery.

A compensation amount of Thirty-Two Million, Four Hundred and Sixty-Four thousand, Two Hundred and Six-Four Ghana Cedis, Eighty-Five pesewas (GH¢32,464,264.85) was assessed and approved by the Commission yet to be paid by government.

Pursuant to Management's strategy to improve the delivery of land registration and other land related services to its stakeholders, the Lands Commission strengthened the existing Client Service Access Units (CSAUs) by means of training and provision of networking services to facilitate the smooth take off of the ELIS. While the CSAUs

serve as the front end of the Lands Commission, the ELIS seeks to automate the back end. This is expected to improve the turn-around time for land service delivery.

The digitization of the records of the Lands Commission is still ongoing and this in the end will help attain the right environment to enable the Commission achieve its mandate of ensuring efficient delivery of land services.

In terms of infrastructural development, the issue concerning the construction of the ultra-modern head office complex has been resolved and the terms for the Land Swap Contract has been streamlined. Construction is currently on-going and at 63.92% complete. Work on the Phase II of the Greater Accra Regional Office Complex commenced in earnest after the handing over of the site to the contractor in October 2020. The project is expected to be completed in 24 calendar months.

Delays with staff promotions, and logistics continually affect the operations of the Commission as a whole. However, management of the Commission is committed to deliver on its mandate.

I.0 INTRODUCTION

I.1 Establishment of the Commission

The Lands Commission is established by Article 258 of the 1992 Constitution of the Republic of Ghana and accentuated by the Lands Commission Act, 2008 (Act 767) as a body corporate with perpetual succession, a common seal and may sue and be sued in its corporate name. Reforms under the Land Administration Project, Phase One culminated in the merger of four previously existing land sector agencies into the four (4) Divisions of the Commission, namely, the Land Valuation Division (LVD), Public and Vested Lands Management Division (PVLMD), Survey and Mapping Division (SMD) and Land Registration Division (LRD). With its Headquarters in Accra, the Lands Commission has a branch – Regional Lands Commission – in each Region of Ghana.

I.2 Objectives of the Commission

The primary objectives of the Commission are to:

- i. 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
- ii. ensure that land development is effected in conformity with the nation's development goals.

I.3 Functions of the Commission

To achieve its objectives, the Lands Commission is mandated under the Constitution to perform the following functions:

- i. 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;

- ii. 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 coordinated with the relevant development plan for the area concerned;
- iii. formulate and submit to Government recommendations on national policy with respect to land use suitability or capability;
- iv. advise on, and assist in the execution of, a comprehensive programme for the registration of title to land throughout the country;
- v. register deeds and instruments that affect land throughout the country;
- vi. facilitate the acquisition of land on behalf of Government;
- vii. establish standards for and regulate survey and mapping in the country;
- viii. provide surveying and mapping services where necessary;
- ix. license practitioners of cadastral survey;
- x. provide land and land related valuation services;
- xi. 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;

- xii. 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;
- xiii. in collaboration with other bodies, minimize 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;
- xiv. 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;
- xv. promote research into all aspects of land ownership, tenure and the operations of the land market and the land development process;
- xvi. impose and collect levies, fees, charges for services rendered;
- xvii. establish and maintain a comprehensive land information system; and
- xviii. perform other functions the Minister may assign to it.

I.4 Vision

The vision of the Commission is to become a Centre of Excellence for land services delivery.

I.5 Mission Statement

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

I.6 Business Strategic Goals

The six (6) Business Strategic goals of the Commission are:

- i. Enhanced financial sustainability;
- ii. Integrated land administration services with enhanced service delivery processes;
- iii. Tiered and tailored service offerings;
- iv. Fully digitized and good working environment;
- v. Enhanced positive image and dispute management; and
- vi. Well equipped, motivated and committed staff.

Management considered the review of the five-year Strategic Business Plan (SBP) which lapsed in the year under review. In view of this a Committee comprising some selected Management Members and officers from the Corporate Head Office, the four (4) Divisions and representatives from the Regional Offices was constituted to review the outdated SBP.

2.0 Performance and Achievements

2.1 Strategic Goal I: Enhanced Financial Sustainability

This goal seeks to deepen the revenue base of the Commission. The emergence of the COVID-19 pandemic had an impact on the operations of the LC in respect of Land services delivery. Thus the revenue generated by the Commission saw a decline from the previous year. However, LRD generated GHS 5,713,217.00 as total revenue for

the year. This is a 15.00% increase from the total revenue generated in 2019. SMD experienced a slight downward change in revenue generated. An amount of GH¢12,79, 2906.09 was generated as compared to GH¢13,545,851.20 raised in the past year. This represents a (5.56%) decrease from the previous year. LVD generated a total of GH¢ 78,573,443.78 of which GH¢75,484,879.20 is Stamp Duty collected. The total revenue decreased by (38.22%) from the previous year. PVLMD generated an amount of GH¢175,002,316 .99 which represents an increase of 82.57% on the previous year's revenue. The total Ground Rent revenue collected by the Division in the year was GH¢21,038,789.82.

The figures (i.e figures 1, 2, 3 & 4) below illustrate a trend analysis on revenue generated by the Divisions since 2018.

Figure I: Revenue Generation by SMD (2018- 2020)

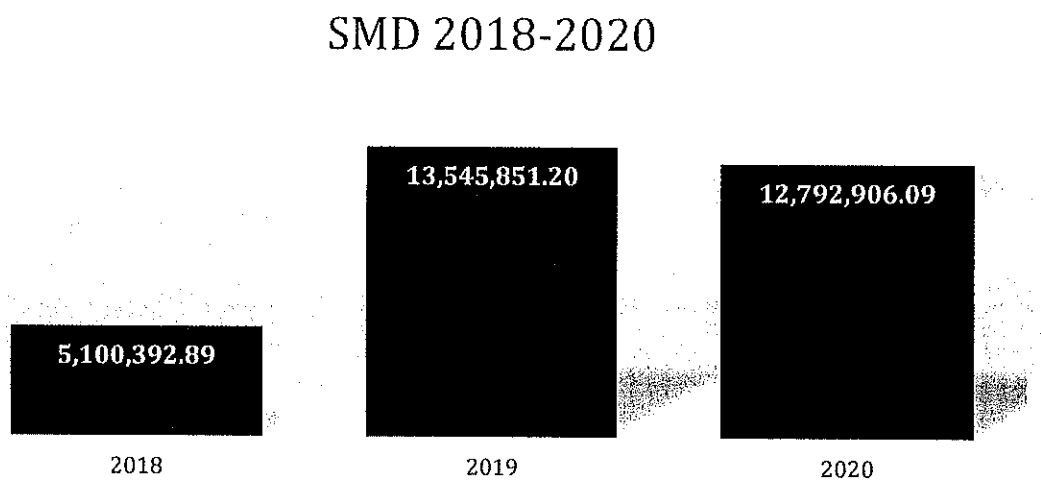


Figure 2: Trend analysis of LVD Revenue generated 2018 – 2020

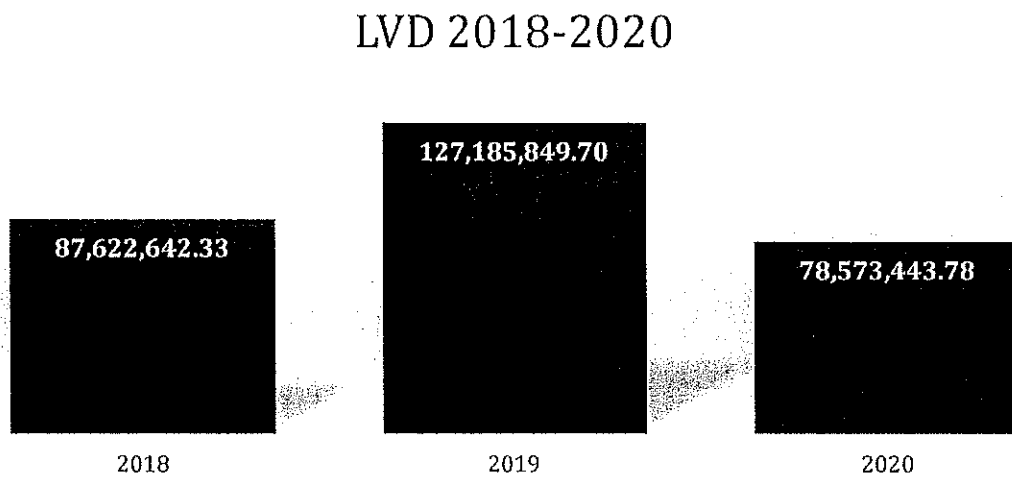


Figure 3: Revenue Generation by LRD 2018-2020

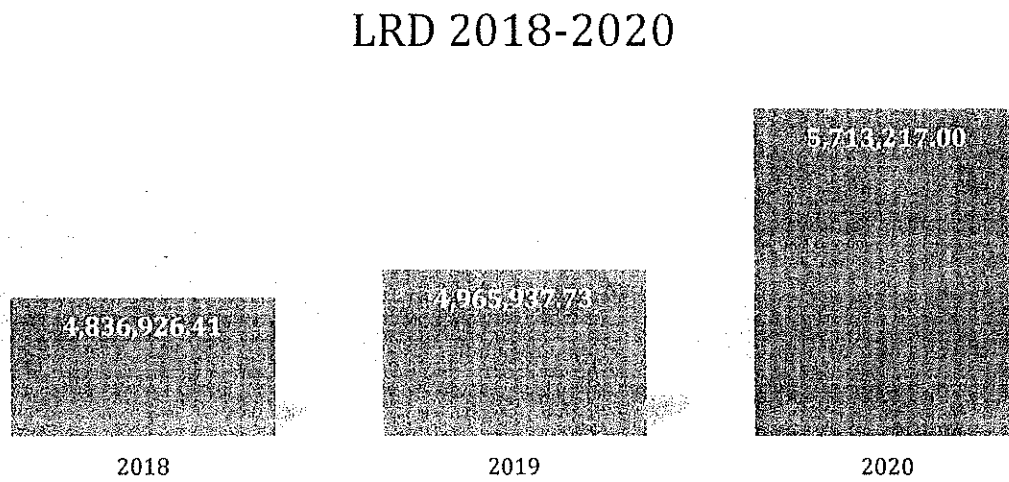


Figure 4: Total Revenue Generated by PVLMD (2018-2020)

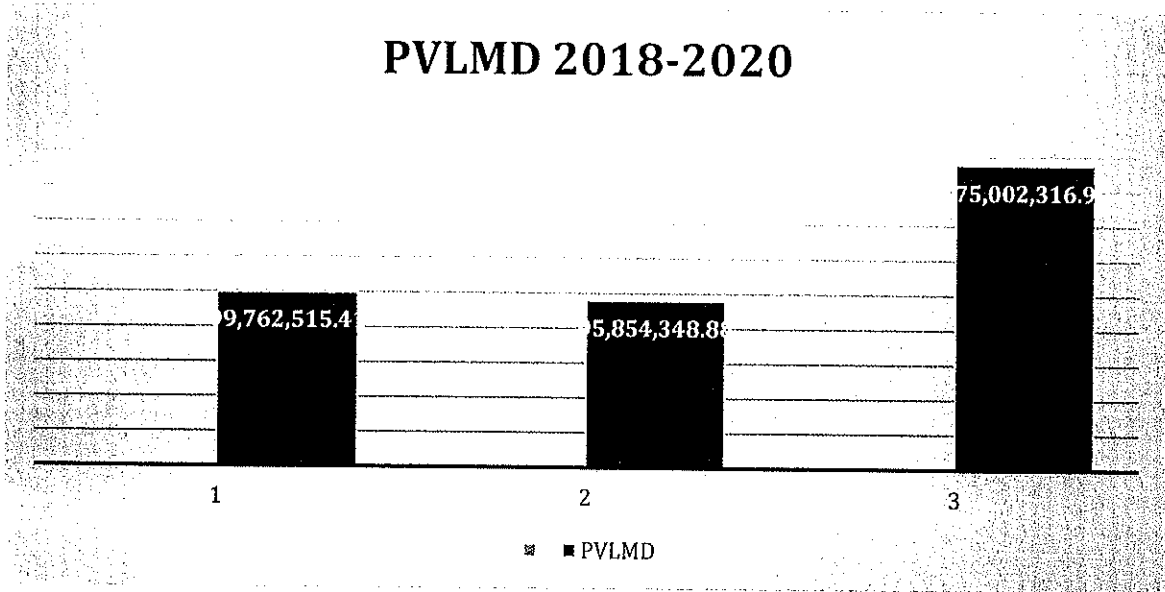
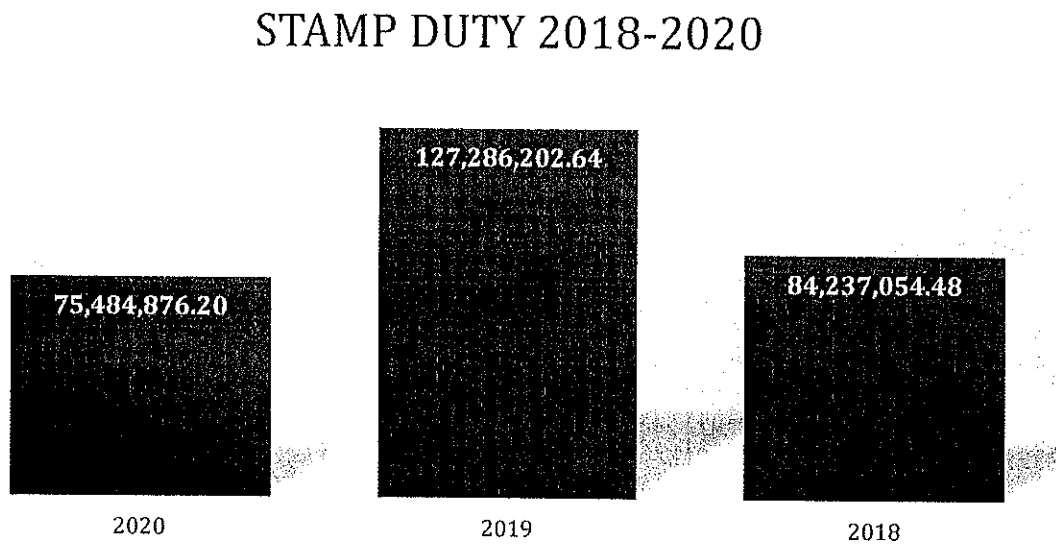


Figure 5: Trend analysis of Stamp Duty generated 2018 – 2020



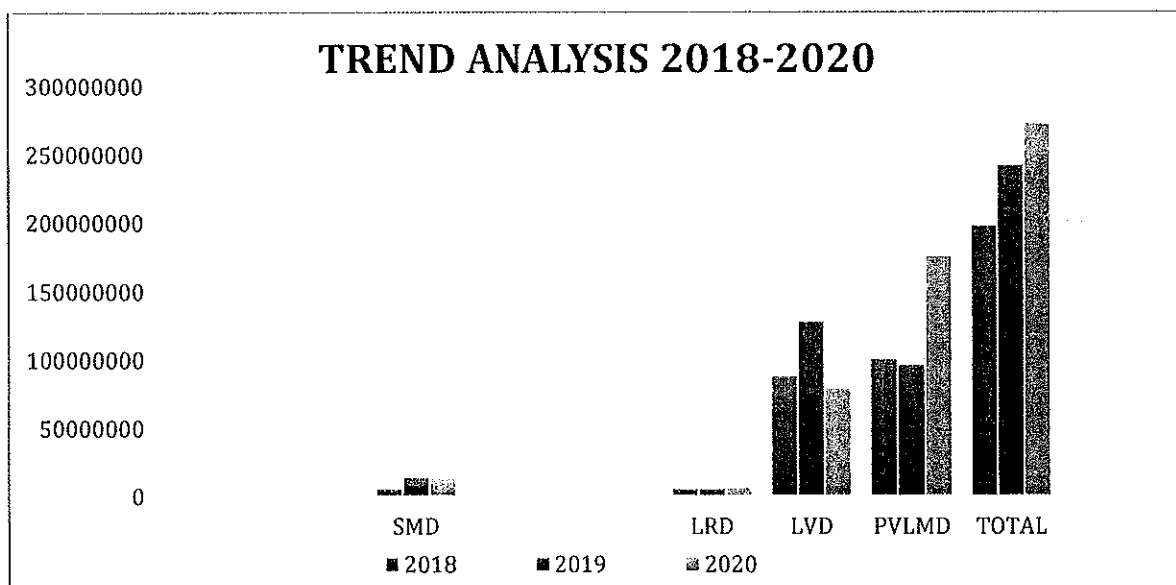
A breakdown of revenue collection by all the Divisions of the Commission is shown in the table below. Figure 6 gives a graphical representation of the revenue table.

Table I: Total (tax and non-tax) revenue generated by Divisions: 2018 - 2020

Divisions	2018 GHS	2019 GHS	2020 GHS
SMD	5,100,392.89	13,545,851.20	12,79,2906.09
LRD	4,836,926.41	4,965,937.73	5,713,217.00
LVD	87,622,642.33	127,185,849.70	78,573,443.78
PVLMD	99,762,515.41	95,854,348.88	175,002,316.99
TOTAL	197,322,477.04	241,551,987.51	272,081,883.86

This is presented in a graph below

Figure 6: Trend analysis for LC Divisional Revenues from 2018-2020



The total budgeted amount expected for the year under review was GH¢51,851,949.00 comprising of compensation for employees and goods & services. There was however a variance in compensation for employees. This was due to the fact that, funds for the full payment of monthly allowances for members of the ten (10) Regional Lands Commission was not released. 16.14% more of what was budgeted for capital expenditure was utilised in the year under review.

The table below shows the breakdown of the budget performance from both the government of Ghana and the retained Internally Generated Funds.

Table 2: 2020 BUDGET PERFORMANCE

ITEM	BUDGETED (GHS)	ACTUAL (GHS)	VARIANCE (GHS)
GOG BUDGET PERFORMANCE			
Compensation of Employees	50,881,494.00	47,301,406.76	3,580,087.24
Goods & Services	970,000.00	500,000.00	470,000.00
TOTAL	51,851,494.00	47,801,406.76	4,050,087.24
IGF- RETAINED BUDGET PERFORMANCE			
Goods & Services	30,390,178.00	30,387,300.00	2,878.00
CAPEX	20,260,119.00	20,255,135.00	4,984.00
TOTAL IGF	50,650,297.00	50,642,435.00	7,862.00
GRAND TOTAL	102,502,246.00	98,504,665.91	3,997,580.09

2.2 Strategic Goal 2: Integrated Land Administration Services with Enhanced Service Delivery Process

2.2.1 Strengthened Regulatory Framework for Effective Land Administration

The past year saw the Commission achieving two major feats in the quest to provide an enabling environment for effective land administration. These were the passing of the land bill into law (Act I036) and the production and operationalisation of the Guidelines for Large Scale Land Transactions (GLSLT). The Land Act 2020 (Act I036) which consolidates all land enactments provides the ecosystem that will regulate and ensure effective, efficient and judicious use of land in the country.

Also, the production of the GLSLT has been implemented at the right time when the government is interested in astronomic industrial development across the country. It is evident that the demand for large scale land for various uses including industrial and residential has increased but with no proper guidelines and procedures regulating the process of acquisition. In this light, the document which is now available to the staff of the Commission and investors has been introduced to provide these directions.

The Standard Operating System (SOP) for all the Divisions have been reviewed and expected to be implemented in 2021. This will bring about uniformity in delivering services across the country.

2.2.2 Enhanced Service Delivery

There was a general decline in the performance of services by the Commission. This was mainly due to the nationwide lockdown and the shift system implemented by the LC as a result of the COVID-19 pandemic. Again, the teething problems associated with the digitization and upgrading of the LC's software also affected service delivery.

The turn-around time for issuing title certificates and deed registration are 7months, and 3months respectively. This is calculated from the date an application is submitted for registration at the CSAU until the date it is finally registered at LRD. The LRD

office in Kumasi however, was able to reduce the turnaround time for title registration from 3months to 6weeks.

Details of the types of documents submitted for registration at LRD are summarised in the table below;

Table 3: Application of documents processed at LRD 2018-2020

Subject	2018	2019	2020
Applications for title Registration	12,643	10,442	8,784
Land Certificates Signed	6,279	6,639	4,747
Publications and Objections	4,407 published 427 objections received	4,448 published 202 objections received and 280 addressed	3,821 published 269 objections received
Development Permit Applications	116 received 116 processed	-	-
Mortgages & Discharges	822 received 513 processed	608 received 467 processed	329 received 35 processed
Searches (Plan & Certificate)	3,661 received 2,577 processed	287 received 573 processed	4,030 received 961 processed

PVLMD offices in the CSAU regions benefited from the Business Process Re-engineering and Workflow Integration strategy that was designed. Adherence to the checklist, improvement in the management of files and communication with clients, helped in reducing the turn-around time for service delivery. Turn-around time for the registration of private land and searches in the Upper East Region reduced from 4months to 1month and from 14days to 2days respectively.

A summary of PVLMD's performance in managing Public and Vested Lands are provided in the following tables.

Table 4: Allocations of State Lands -2020

Received	Granted
949	487

Table 5: Allocations of Vested Lands -2020

Received	Granted
847	491

Table 6: Applications for Compulsory Acquisition 2020

Applications Received	Applications sent to Head Office	E.I Passed
4	2	1

Table 7: Concurrence for 2020

Received	Granted
1,987	1,606

Table 8: Court Cases for 2020

Year	No. of Cases Received/Filed	No. of Subpoenas
2019	384	14

Table 9: Searches for 2020

Received	Granted
24,858	21,152

Table 10: Title Clearance for Development Applications 2020

Received	Granted
755	701

The Land Valuation Division in the year under review completed 145 valuation applications across all 10 regions. The Division was able to complete 49,736 Stamp Duty assessment resulting in a revenue of GHC75,484,879.20 for the Ghana Revenue Authority. The VTC approved 100 valuations. Summary of performance is shown in the various tables below.

Table II: General Valuations

Type of Services	Total Applications Completed
Capital Valuations	60
Rental Valuations	85
Total	145

Table I2: Stamp Duty

Type of Services	Total Applications Completed
Stamped Documents	13,471
Total	49,736

Table I3: VTC Approvals for 2020

Type of Services	2020
Compensation Valuations	76
General Valuations	24
TOTAL	100

Survey and Mapping Division with the support of the LIS unit rolled onto the ELIS software from the Q-GIS. Bar-coding was made compulsory in the Greater Accra Region except Tema district and surrounding communities. This made retrieval of records easier to enhance service delivery. The standard template to be used nationwide was designed for cadastral plans. Quality control and turn-around time for bar-coded site plans improved from 8 weeks to 4 weeks. Plan approval in the regions was still 7

days. The five (5) COR stations were reactivated and maintained. LISAG also established seven (7) COR stations.

Table 14: The Key performance for the SMD in the year 2020

Main Output	Output Indicator	Total Applications received	Actual number of Applications Completed
Orthophoto Maps Produced	Area covered for orthophoto maps production (Head Office)	7,550 Acres	7,550
Production of Land Title Plans for both Cadastral and Parcel.	No. of parcel Plans prepared (Nationwide)	2,823	2,018
	No. of Cadastral Plans prepared (Nationwide)	25,992	24,215
Production of Composite Plans	No. of Plans prepared for LRD	295	295
	No. of Plans prepared for Courts	728	440
	No. of Plans prepared for Other stakeholders	273	150
Plan Approvals	No. of Plans Approvals secured	65,471	63,061
Map sale	No. of Town Sheets/ Topo Sheets sold	1,066	1,066
Production of Maps	No. of maps produced	33	33
Traditional /Ordinary Searches	No. of Searches prepared	7,493	6,245
Verification Searches	No. of Verification Searches prepared	2,952	3,142

2.3 Strategic Goal 3: Tiered and Tailored Services Offerings

2.3.1 Decentralization: As part of efforts to decentralize Land Administration services to the districts, the LC pursued its agenda to establish offices in Ga South and Ga West Municipalities. At the end of 2020 discussions were on going to secure some spaces in these districts.

2.3.2 Preparation of Orthophoto Maps:

The SMD completed the drone mapping of the remaining 6,000 acres at the Afiency Industrial Enclave and Urban Renewal project. Orthophoto and line maps were generated for the following state acquired lands that had been encroached.

- Modern Dairy Farm Drone Mapping Project (Amrahia) – 1,380 acres
- Management and Productivity Development Institute (Baatsonaa) – 169 acres

In all these, the accuracy compared favorably with ground survey methods with a deviation of ± 1 foot. Digital Orthophotos were supplied to the Department of Urban Roads. The Chemistry Department of the University of Ghana and Ofek Aerial Photography in support of academic research along sections of the Greater Accra shoreline and the establishment of GCPs for GARID projects respectively.

The Division also expanded its equipment base with the acquisition of drones, 10 sets of dual frequency GPS equipment, computers and accessories as well as software.

2.3.3 Large Scale Land Transactions:

PVLMD facilitated a number of large-scale acquisitions of stool and vested lands. The approved processes for large scale acquisitions were duly followed for these acquisitions. This includes;

- **Greater Accra Region - Dawa Site for EG Investment Ltd.** This is a 120-acre land that is required for modern residential development. The development will be provided on a layout planned site.

- **Greater Accra Region - Dawhenya Site for SCOAN.** This is a 100-acre land that is required for modern mixed user development.

2.3.4 Special Projects:

Some special projects undertaken during the year under review were;

- **Greater Accra Region – National Cathedral Project.**
- Restructured of the Files Unit of the Division with the assistance of Public Records and Archival Administration Division (PRAAD) in the Northern Region.
- Efforts to establish four district offices in Assin Fosu, Winneba, Akim Oda and Atimpoku to aid decentralization of services of the Division had commenced.
- An inventory of Public lands that have been partially encroached upon.

In the year under review, LVD as a Division undertook a re-valuation exercise for 49 MMDAs using the Electronic Property Mass Appraisal (EPMA) system, over all over 900,000 properties were covered in the exercise.

2.4 Strategic Goal 4: Fully Digital and Good Working Environment

2.4.1 Digitisation of Land Registration Processes

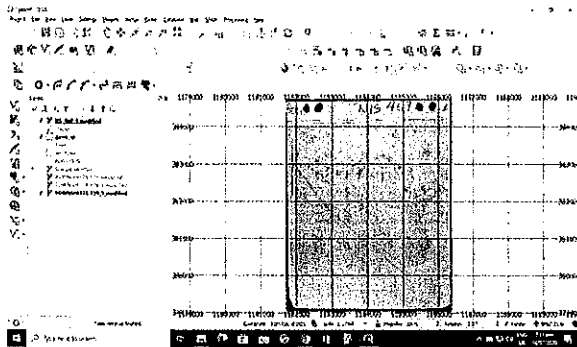
There was a transition from the Ghana Enterprise Land Information System (GELIS) to the Enterprise Land Information System (ELIS). The implementation of the ELIS suffered severe teething challenges which affected service delivery. The ELIS is expected to improve service delivery. Training programmes were organised for the staff in the Greater Accra Region on the use of the ELIS. It is expected that a full deployment of the system in 2021 would provide a platform for a comprehensive digitization agenda of the Commission. The New system involves sorting, scanning, geo-referencing, archiving and digitization. Below are some pictures of work done.



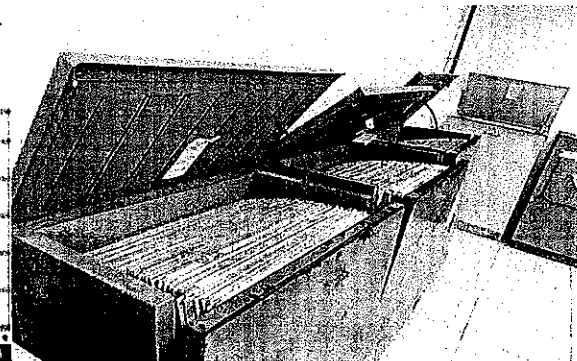
Files before sorting



Scanning



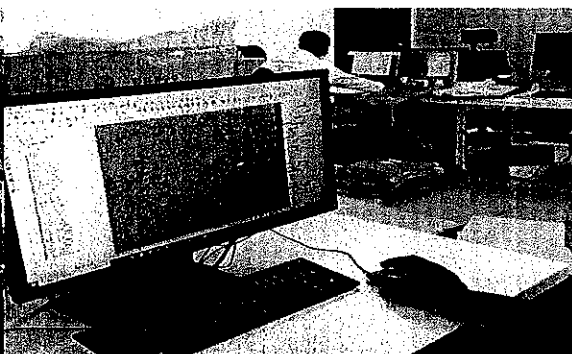
Geo-referencing



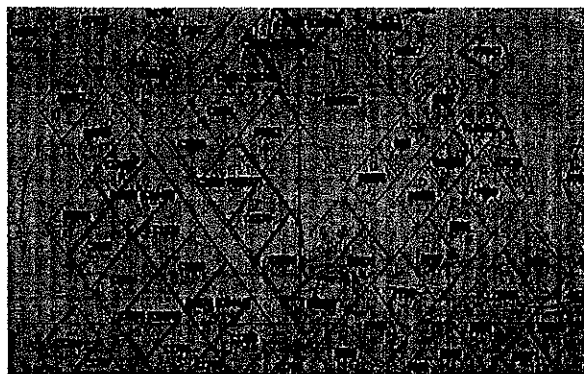
Archiving



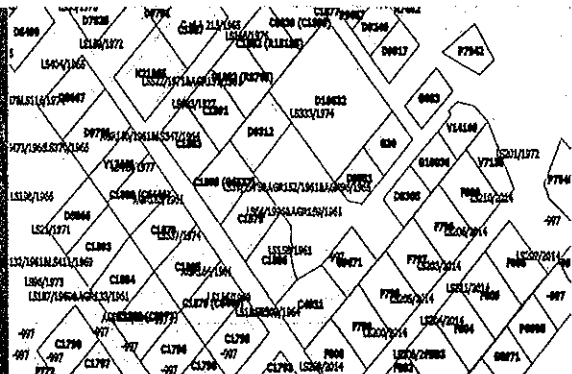
Geo-referenced map



Process of digitizing



Digitized map



Parcel digitized only

PVLMD continued computerization of its rent data. Twenty-three public land estates were completed and placed on the CSAU platform. The Cartographic section of SMD captured 80% of old files into digital format. New files submitted are stored digitally to make retrieval easy and reduce the turn-around time.

2.4.2 Logistics and Good Working Environment

LRD and SMD both received logistics like; air-conditioners, furniture, IBM machines, desktop computers, A4 printers, a Toyota Hilux among others to aid in their operations.

2.4.3 Infrastructural Development

- a) **Head Office:** the issue concerning the construction of the ultra-modern head office complex has been resolved and the terms for the Land Swap Contract has been streamlined. Construction is currently on-going and at 63.92% complete.
- b) **Greater Accra Regional Office:** Work on the Phase II of the Greater Accra Regional Office Complex commenced in earnest after the handing over of the site to the contractor in October 2020. The project is expected to be completed in 24 calendar months.

The Tema District Office received a face lift after relocating from the old office to its current location at Community 4. The office space has been upgraded to contain more staff including the CSAU front office to serve applicants from Tema and its environs.

- c) **Establishment of Offices in 6 New Regions:** The Constitution mandates the Commission to establish an office in every region. In the bid to achieve that, ultra-modern offices will be set up in the new regions as part of the Commission's decentralisation ambition. As a result, a reconnaissance survey was undertaken for a smooth take off. It is envisaged that these offices would start gradually by creating liaison offices before expansion to full-fledged offices. It

is anticipated that the establishment of these offices will be completed by the end of second quarter of 2021.

2.4.4 Vehicles procured

The following vehicles were procured for the Commission during the year under review.

Table 15: Vehicles Procured

TYPE OF VEHICLE	No. PROCURED
Toyota Hilux Pick-Up	15
Toyota Fortuner	11
Toyota Land Cruiser	1

These vehicles have been distributed to the Executive Secretary, Directors, Regional Lands Officers and other senior officers of the Commission.

2.5 Strategic Goal 5: Enhanced Positive Image and Dispute Management

In a bid to enhance the image of the Commission, steps were taken to reduce the turn-around time for service delivery. This led to the development and deployment of a new system known as Enterprise Land Information System (ELIS). Engagement with the general public was undertaken during the transition period to inform Clients of the progress made and to assure clients that their interest was paramount. The CSAUs continued to serve as the front office where complaints were lodged and addressed. Alternative Dispute Resolution (ADR) was adopted for the settlement of disputes. PVLMD engaged some Traditional Councils including Duayaw Nkwanta, Awua Dumosi, Yeji, Acherensua, Kenyasi No.I, Odumase No.I and Berekum.

2.6 Strategic Goal 6: Well Equipped, Motivated and Committed Staff

The staff strength of Lands Commission (LC) as at 31st December, 2020 is One Thousand Five Hundred and Seventy-Five (1,575).

The table below shows the summary of the LC staff strength at the Corporate office and Divisional levels.

Table 16: Staff Strength by Division

DIVISION	STAFF STRENGTH
Corporate	105
PVLMD	450
LVD	374
SMD	514
LRD	132
TOTAL	1,575

Table 17: Gender Distribution

DIVISION	MALE	FEMALE
Corporate	68	36
PVLMD	295	158
LVD	266	107
SMD	418	95
LRD	67	65

In 2020, staff attrition was a total of 64 officers. Breakdown as follows;

Table 18: Staff Attrition

Staff Attrition	Total
Compulsory Retirement	57
Resignation	4
Death	-
Interdiction	-
Dismissed	3

Staff Training

Management saw the need to improve staff capacity building and also enlighten them on the new land transformational reforms which encompassed the introduction of the ELIS System as well as the digitization drive of the Commission.

As a result, the following training and workshops were organized during the year under review;

1. General Staff durbar to inform officers on the introduction of the transformational land reforms in the Greater Accra Region.
2. Middle Management Training on the theme "Aligning Policy Description with Operational Implementation of Land Administration Reform Measures in the Lands Commission from 28th September to 2nd October 2020 in the Eastern Region (Koforidua).
3. Legal Conference in the Eastern Region (Koforidua).
4. Anti-Corruption workshop on the theme "NACAB – Ghana United Against Corruption" in Accra.
5. In-house training for Front and Back Office Staff on the use of the new ELIS System at the Accra Digital Centre.
6. Training on Cabinet Memo Writing from 14th to 16th September 2020 in Accra. Members of the Ghana Institution of Surveyors (GhIS) participated in a number of the Institution's Continuing Professional Development programmes.

Staff Conversion and or Upgrading

In the year under review, 68 staff of all the Divisions were converted or upgraded to their respective grades after obtaining qualifications relevant to the operations of the Lands Commission.

Key Policies Approved

The Commission approved four (4) key policies for implementation.

- **Health and Safety Policy**

This policy places obligations on the Commission to comply with all statutory rules and accepted codes and practices relating to health and safety. It also places obligations on employees to take care of their own health and the health and safety of others who may be affected by their acts or omissions at the workplace. It also provides for the involvement of employees in dealing with health and safety issues through the establishment of health and safety committees. And encourages and supports staff involvement through such mechanisms.

- **Transport Policy**

The purpose of this policy is to create a functional transport service system that meets the objectives and related challenges of the Commission. It is to ensure the safety of all authorized employees who drive the Commission's vehicles and to provide guidance on the proper use and maintenance of vehicles. The policy is to provide a general framework for transport management in the Commission.

- **Training Policy**

The training policy acts as a communication tool for all employees and captures some parts of the Training Strategy in addition to the Training Plan and Training Infrastructure. The objective of the Training Policy is to equip employees with the skills, knowledge and core competencies required for effective performance of current jobs and for career development aimed at achieving the business goals and strategic objectives of the Lands Commission.

- **Staff Exit Strategy**

It is the process to be used within the Commission to ensure the exit of employees in a professional manner. Its objective is to consistently manage the exit process of employees from the Commission.

3.0 Challenges

3.1 Staffing:

- i. Challenges with transfer of staff
- ii. Inadequate staff training;
- iii. Delays in obtaining approval for conversion/upgrading of staff after further studies.
- iv. Delay in staff promotion.

3.2 Logistics:

- i. Inadequate survey instruments
- ii. Unstable IT infrastructure
- iii. Inadequate office equipment and modern technology;

3.3 Estate:

- i. Increasing encroachments on public and vested lands
- ii. Inadequate accommodation and office space for staff

3.4 Service Delivery:

- i. ELIS challenges
- ii. General indiscipline on the part of some staff
- iii. Forgery and tampering of plans and documents
- iv. Multiple Failed Allocations
- v. Overlapping judgements
- vi. Court Suits

4.0 2021 Outlook and beyond

The Commission looks forward to achieving the following in the year 2021 and beyond.

- i. Implement a Training Plan to develop the capacity of staff;
- ii. Promotion of staff across all Divisions.
- iii. Recruitment of additional staff for new regions.
- iv. Formulation of a new Strategic Business Plan (2021-2025)
- v. Supervise the Demarcation and Survey of Allodial boundaries throughout the country to reduce stool/skin boundary disputes.
- vi. Ensure the use of the Standard Operating Procedures nationwide.
- vii. Completion of the digitization of records for the various divisions;
- viii. Establishment of Lands Commission Regional Offices for the six (6) new regions.
- ix. Complete the construction of the Head Office complex and the phase II of the Greater Accra Regional Office.
- x. Continue a sustainable agenda to migrate from the manual working environment onto a digital platform in land service delivery within the Commission;
- xi. Develop and institute reward and sanction regime; and
- xii. Decentralize LRD operations to Ga West and Ga South
- xiii. Registration of Vesting Assents, Judgments and other documents
- xiv. Develop the legislative instruments for the Land Act, 2020 (Act I036).
- xv. Disseminate the Land Act to all stakeholders