



INDIVIDUAL APPRAISAL REPORT

PERSONAL DETAILS			
Staff Number:	NLC20220667	Staff Name:	Joycelyn Kaaria Makena
ID Number:	14648002	Employee E-mail:	joycelyn.makena@landcommission.go.ke
Appraisal Type:	ANNUAL FINANCIAL YEAR	Appraisal Period:	2022-2023
Terms of Service:	Contract	Gender:	Female
Work Station	47-Nairobi City County	Job Grade:	NLC2
Dept/Directorate	LV&T	Appraisal Status	Approved/Closed/HR
Immediate Supervisor:	Tache Kabale Arero	Immediate Supervisor Designation:	Acting Chief Executive Officer
Second Supervisor:	Tache Kabale Arero	Supervisor Designation:	Acting Chief Executive Officer

DEPARTMENTAL OBJECTIVES

Avail land through compulsory land acquisition

Strengthen human resource capacity.

To assess land and property taxes.

AGREED PERFORMANCE TARGETS

Agreed Performance Target	Performance Indicator	Results Achieved	Agreed Actual Results Achieved	Appraisee's Rating	Agreed Rating
To oversee preparation of Directorate work plans and budget by 30 June 2023.	Directorate workplan and budget.	Target Achieved	Directorate workplan and budget in place	100	100
To present requests for initiation of 10 CLA projects to the Land Valuation and Taxation Committee from 1st July 2022 to 30 June 2023.	Commission Papers and published Gazette Notices	Target Exceeded	Target achieved	150	100
Prepare 12 No. Minutes of Land Valuation & Taxation Committee Meetings within the financial year.	No. of Minutes prepared.	Target achievement interrupted by Presidential pronouncement	Target achievement interrupted by Presidential pronouncement	80	80
To coordinate reconnaissance visits, public sensitization and Inquiry by Commissioners from 1 July 2022 to 30 June 2023.	Gazette notices, Memos, Briefs, and Reports.	Target Achieved	Target Achieved	100	100
To assign 10 No. compulsory land acquisition projects to project lead valuers for execution.	Task allocation memo.	Target Achieved	Target Achieved	100	100



INDIVIDUAL APPRAISAL REPORT

To lead the review of the Processes and Procedures Manual, and forward to CEO/Committee for consideration for adoption in the fourth quarter.	Finalized Processes and Procedures Manual.	Target achievement interrupted by Presidential pronouncement	Target achievement interrupted by Presidential pronouncement	80	80
To lead review and standardization of statutory forms and administrative documents, and forward to CEO/Committee for consideration in the fourth quarter.	Standardized statutory forms and administrative documents.	Target Achieved	Target Achieved	100	100
To oversee publication of 10 No. gazette notices of Intention and Inquiry within the financial year.	Gazette Notices	Target achievement interrupted by Presidential pronouncement	Target achievement interrupted by Presidential pronouncement	80	80
To approve reviewed Valuation Report and Schedules prepared from 1 July 2022 to 30 June 2023.	10 No. duly signed valuation report and schedules.	Target Exceeded	Duly signed valuation report and schedules in place	150	100
To recommend valuation schedules to the Land Valuation and Taxation Committee for issuance of awards within the financial year.	10 No. valuation reports and schedules.	Target Achieved	valuation reports and schedules in place	100	100
To communicate commission resolutions to Valuers.	Emails and Memos.	Target Achieved	Target Achieved	100	100
To oversee development of a register of compulsorily acquired land in the fourth quarter	Draft register of compulsorily acquired land.	Target Achieved	Draft register of compulsorily acquired land in place	100	100
To approve reviewed Notices of Taking Possession within the financial year .	Signed notices of taking possession.	Target Achieved	Signed notices of taking possession in place	100	100
To lead review of Job Descriptions for Directorate staff and forward to CEO for consideration in second quarter.	Reviewed Job Descriptions and forwarding Memo.	Target Achieved	Reviewed Job Descriptions and forwarding Memo.	100	100
To supervise and mentor Directorate staff.	Memos, emails, minutes of meetings, and committee papers on staff matters.	Target Achieved	Target Achieved	100	100
To liaise with HR&A Directorate to initiate training programmes based on training needs assessment in third quarter.	Training needs assessment report/brief.	Target Achieved	Target Achieved	100	100
To liaise with HR&A Directorate to initiate training programmes based on training needs assessment in third quarter.	Training needs assessment report/brief.	Target Achieved	Target Achieved	100	100



INDIVIDUAL APPRAISAL REPORT

To oversee performance management in the Directorate.	Executed mid-year and end-year performance appraisal.	Target Achieved	Executed mid-year and end-year performance appraisal.	100	100
To hold engagements with Ministry of Lands, acquiring bodies and other stakeholders on compulsory land acquisition and taxation matters.	Minutes of meetings, workshop reports and briefs.	Stakeholder meeting held with KERRA & KENHA/WB/AFD B & MWS&I	Stakeholder meetings held with KERRA & KENHA/WB/AFD B & MWS&I	80	80
To approve 10 No. reviewed Valuation Reports and billing of professional fees.	Signed valuation reports and fee notes.	Target Achieved	Signed valuation reports and fee notes in place	100	100
To lead preparation of Committee Paper on assessment of tax and premiums on immovable property.	Committee paper.	Concept Paper prepared	Concept Paper prepared	50	50
To lead preparation of proposals on research consultancy on assessment of tax for funding.	Research concept paper.	Target Achieved	Research concept paper in place	100	100
To oversee assessment of stand premium and annual rent for lease renewal and extension of lease	Executed instructions for assessment of stand premium and annual rent.	Target Achieved	Executed instructions for assessment of stand premium and annual rent.	100	100
Total Appraisee Score on Performance Targets				2270.00	2170.00
Mean Appraisal Scores				98.70%	94.35%

APPRAISEE'S COMMENTS ON TARGET SETTING	IMMEDIATE SUPERVISOR'S ON TARGET SETTING
Adequate facilitation with office equipment and software, vehicles and fuel will be necessary to achieve these objectives within the financial year. The implementation of a valuation management system will enhance monitoring and record keeping.	Target set are agreeable.
APPRAISEE'S COMMENTS ON PERFORMANCE AT THE END OF THE YEAR INCLUDING ANY FACTORS THAT HINDERED PERFORMANCE	IMMEDIATE SUPERVISOR'S COMMENTS ON APPRAISEE'S PERFORMANCE AT THE END OF THE YEAR INCLUDING ANY FACTORS THAT HINDERED PERFORMANCE
The achievement of targets was interrupted by the Presidential pronouncement on 21st May 2023 regarding movement of NLC valuation functions for compulsory land acquisition to the Ministry of Lands.	Good performance



INDIVIDUAL APPRAISAL REPORT

MID YEAR REVIEW			
Agreed Performance Target	Performance Indicator	Target changed or Added	Remarks
To oversee preparation of Directorate work plans and budget by 30 June 2023.	Directorate workplan and budget.	Target not changed	On target.
To present requests for initiation of 10 CLA projects to the Land Valuation and Taxation Committee from 1st July 2022 to 30 June 2023.	Commission Papers and published Gazette Notices	Target not changed	Target subject to requests from Acquiring Authorities.
Prepare 12 No. Minutes of Land Valuation & Taxation Committee Meetings within the financial year.	No. of Minutes prepared.	Target not changed.	Target affected by quorum challenges for Land Valuation & Taxation Committee meetings
To coordinate reconnaissance visits, public sensitization and Inquiry by Commissioners from 1 July 2022 to 30 June 2023.	Gazette notices, Memos, Briefs, and Reports.	Target not changed.	On target.
To assign 10 No. compulsory land acquisition projects to project lead valuers for execution.	Task allocation memo.	Target not changed.	On target.
To lead the review of the Processes and Procedures Manual, and forward to CEO/Committee for consideration for adoption in the fourth quarter.	Finalized Processes and Procedures Manual.	Target not changed.	On target.
To lead review and standardization of statutory forms and administrative documents, and forward to CEO/Committee for consideration in the fourth quarter.	Standardized statutory forms and administrative documents.	Target not changed.	On target.
To oversee publication of 10 No. gazette notices of Intention and Inquiry within the financial year.	Gazette Notices	Target not changed.	On target.
To approve reviewed Valuation Report and Schedules prepared from 1 July 2022 to 30 June 2023.	10 No. duly signed valuation report and schedules.	Target not changed.	On target.



INDIVIDUAL APPRAISAL REPORT

To recommend valuation schedules to the Land Valuation and Taxation Committee for issuance of awards within the financial year.	10 No. valuation reports and schedules.	Target not changed.	On target.
To communicate commission resolutions to Valuers.	Emails and Memos.	Target not changed.	On target.
To oversee development of a register of compulsorily acquired land in the fourth quarter	Draft register of compulsorily acquired land.	Target not changed.	Ongoing.
To approve reviewed Notices of Taking Possession within the financial year .	Signed notices of taking possession.	Target not changed.	Ongoing.
To lead review of Job Descriptions for Directorate staff and forward to CEO for consideration in second quarter.	Reviewed Job Descriptions and forwarding Memo.	Target not changed.	On target.
To supervise and mentor Directorate staff.	Memos, emails, minutes of meetings, and committee papers on staff matters.	Target not changed.	Ongoing.
To liaise with HR&A Directorate to initiate training programmes based on training needs assessment in third quarter.	Training needs assessment report/brief.	Target not changed.	Ongoing subject to availability of funds.
To liaise with HR&A Directorate to initiate training programmes based on training needs assessment in third quarter.	Training needs assessment report/brief.	Target not changed.	On-going.
To oversee performance management in the Directorate.	Executed mid-year and end-year performance appraisal.	Target not changed.	On target.
To hold engagements with Ministry of Lands, acquiring bodies and other stakeholders on compulsory land acquisition and taxation matters.	Minutes of meetings, workshop reports and briefs.	Target not changed.	Ongoing. KeRRA meeting held on 30 January 2023.
To approve 10 No. reviewed Valuation Reports and billing of professional fees.	Signed valuation reports and fee notes.	Target not changed.	Target depends on requests for Advisory Valuations.
To lead preparation of Committee Paper on assessment of tax and premiums on immovable property.	Committee paper.	Target not changed.	Concept Paper prepared.



INDIVIDUAL APPRAISAL REPORT

To lead preparation of proposals on research consultancy on assessment of tax for funding.	Research concept paper.	Target not changed.	On target.
To oversee assessment of stand premium and annual rent for lease renewal and extension of lease	Executed instructions for assessment of stand premium and annual rent.	Target not changed.	On target.

MID YEAR APPRAISEES'S COMMENTS	MID YEAR IMMEDIATE SUPERVISORS COMMENTS
Targets did not change and they have been achieved.	On target

VALUES AND STAFF COMPETENCIES APPRAISAL		
Criteria Cluster	Appraisee's Values and Competencies	Immediate Supervisor Comments

APPRAISEE'S COMMENTS ON VALUES AND COMPETENCIES	IMMEDIATE SUPERVISOR COMMENTS ON APPRAISEE'S ATTRIBUTES/ATTITUDE
The role of Director-Valuation & Taxation meritocracy and fairness in handling staff.	

STAFF TRAINING AND DEVELOPMENT NEEDS		
Training & Development Needs	Duration	Type of Training
Emotional Intelligence Training	1 month	Leadership development
Relocation Action Plan Training	1 week	Professional development

APPRAISEE'S COMMENTS ON TRAINING & DEVELOPMENT NEEDS	IMMEDIATE SUPERVISOR COMMENTS ON TRAINING & DEVELOPMENT NEEDS
I request for facilitation in emotional intelligence training to better handle supervisees and Commission committee responsibilities in order to achieve the Directorate's targets. I also request for facilitation on RAP preparation and implementation	The training request will considered subject to availability of funds.

SECOND SUPERVISOR COMMENTS AND RECOMMENDATIONS	
Second Supervisor Comments	Second Supervisor Recommendations
Good performance	None