



# **ANNUAL REPORT 2001-2002**



**NATIONAL LAND AGENCY**

*“One Agency One Goal”*

# MISSION STATEMENT

**The National Land Agency has the mission to ensure that Jamaica has:**

- ◆ **An efficient and transparent land titling system which guarantees security of tenure**
- ◆ **A National Land Valuation database which supports equitable property taxation**
- ◆ **Optimal use of Government owned lands**
- ◆ **A basic infrastructure on which to build a modern spatial information system designed to support sustainable development.**

# VISION STATEMENT

**The National Land Agency (NLA) will be a pro-active and client-focused organisation, committed to providing an easily accessible, integrated spatial information service by a highly trained and motivated staff in a supportive environment.**

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# Letter to the Minister

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October 6, 2002

Honourable Dean Peart  
Minister of Land and Environment  
16A Half-Way-Tree Road  
Kingston 5

Dear Minister,

In accordance with the requirements contained in Section 15(3) of the Executive Agencies Act and Section 13.1 of the Financial Instructions to Executive Agencies, I hereby present the Annual Report of the National Land Agency for the Financial Year 2001/02.

The Report contains an audited copy of the Agency's Financial Statements for the year.

Yours sincerely,

Elizabeth Stair  
Chief Executive Officer

# Minister's Message



**Hon. Dean Peart, M.P.  
Minister of Land and  
Environment**

The establishment of the National Land Agency (NLA) as an Executive Agency, underscores Government's commitment to streamline the administration and management of land. Land is one of this country's most valuable resources and because of its finite nature, must be managed in such a way as to ensure its sustainability.

The NLA represents the merger of the former Office of Titles, Survey Department, Land Valuation Department and the Lands Department. Working as one entity, it will spearhead the implementation of several of the objectives of the 1996 National Land Policy.

The merger enables Government to provide more efficient services such as:

- An increase in the number of new certificates to titles issued, reduction in the time taken to process title transactions and pre-checking of survey plans.
- Computerization of paper records such as information on titles and paper maps, which has allowed our clients direct electronic access of titles data within our offices.
- The establishment of regional offices that provide access to some of the Agency's information previously only available centrally in Corporate Area offices and will eventually allow for additional services to be provided in these offices.

The creation of the NLA forms part of Government's broader mandate of public sector reform for greater levels of efficiency, effectiveness, economy and value for money. An integral part of the process has been that of greater focus on customer service and satisfaction, and the accomplishment of more with less resources.

In line with these objectives, the reduction of posts in the new Agency has become a necessary part of the transition as well as training and the upgrading of skills of staff in order to ensure higher levels of service to the public.

Operating under the theme "One Agency, One Goal", the National Land Agency has embarked on a viable path to fulfill its mandate. The development of the institutional framework and systems, and the utilization of relevant technology will provide the means to successfully carry out its goals and objectives.

A handwritten signature in black ink, appearing to be 'D. Peart', written over a light blue background.

Hon. Dean Peart, M.P.

Minister of Land and Environment

# *The Chief Executive Officer's Report*



**Mrs. Elizabeth Stair — Chief Executive Officer/Commissioner of Lands**

**T**his was a very active and challenging year for the Agency, which became operational on April 1, 2001.

The Agency was formed from a merger of four former Government Departments involved in Land Administration – Office of Titles, Survey Department, Land Valuation Department and Lands Department, and the merger created a period of transition during which all officers in the former departments were assessed and interviewed for jobs in the Agency. This led to uncertainty for staff during the recruitment period and some experienced staff were lost during the transition, which led to a reduction in our turnaround times and consequently, reduced our ability to properly service our clients.

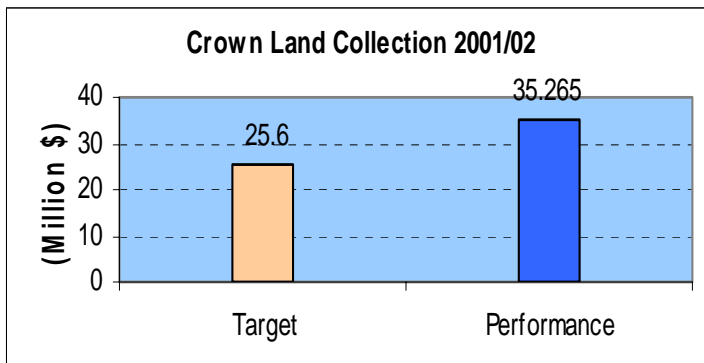
Despite these challenges however, a new organizational structure was put in place with a total of 591 posts - 6.6% less than the total number of posts which existed in all four departments and I am pleased to announce many important achievements and initiatives this year, detailed in later sections of this report.

The Agency worked closely with the Public Sector Modernisation Project (PSMP), which was charged with the responsibility of assisting in the modernization process, and through the PSMP, the Agency was able to secure World Bank/GOJ funding for training of staff in Customer Service, Motivation and Team Building, Information Technology and other technical areas as well as the procurement of computer hardware and software. Plans were also put in place for the provision of networking products and services to link the offices, a land titling document management system and a project to create and manage a cadastral index map.

There have been significant improvements in customer service and this has been noted by one of our major stakeholders, the Land Surveyors Association of Jamaica. Ninety percent of our staff has received Customer Service training in keeping with the Government's thrust under the

modernization programme. A client survey was conducted and several focus group sessions were held to hear the views of our customers, in order to serve them better. We also refurbished some offices and created a new customer service area at 93 Hanover Street, Kingston

In the push towards efficiency, one of the mandates of the Executive Agency has forced the Agency to look at the way it does business, consequently, several Business Process Improvement Teams were set up to review operations. One



such team looked at a particular function in the new Surveys and Mapping Division, and as a result, turnaround time for the pre-checking of survey plans for Commissioned Land Surveyors was reduced from 26 weeks to 10 weeks. During the year, a Land Titles Task Force was also established to review the operations of the Land Titles Division and make recommendations for its improvement in order to preserve the integrity of the Titling process. Several of their recommendations have been instituted and it is anticipated that more will be put in place in the next financial year.

The new organizational structure created a brand new division, Information Technology, as it was felt that a lot of the initiatives to be put in place needed strong information technology support. One of the initiatives spearheaded by this Division was the Scanning of Certificates of Title and Caveats, which allowed electronic access to these records in the public search area. At the end of the year 107,000 Titles were available electronically, out of a total of 325,000 Titles. Work also started on the digitizing of parcels to create the cadastral index map and the development of an

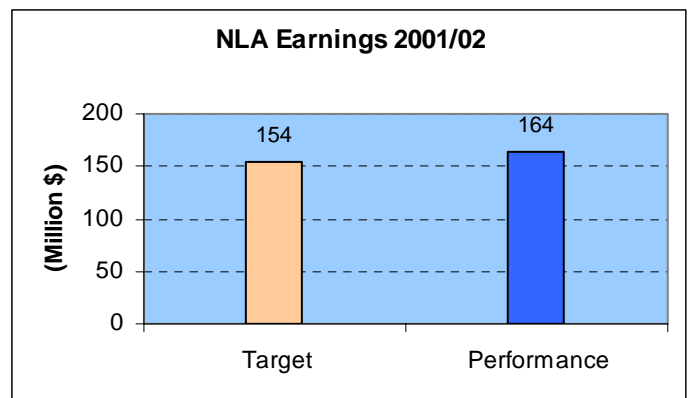
E-Government Programme – *eLandjamaica* – to deliver the Agency’s data over the internet.

Under the Government’s Land Settlement Programme, a total of 1748 Titles were prepared for lots in Land Settlement Schemes, which was 44% of the target set, but which represented a marked improvement over previous years.

The NLA earned approximately \$164 Million in 2001/2, which exceeded the target set of \$154 Million, by 6.5 %. \$82 Million was paid over to the Consolidated Fund, as required by the Financial Instructions for a type “B” Agency. Management of Crown Lands – sales and leases – resulted in an additional amount of \$35.265 Million, which exceeded the target of \$25.6 million.

The commitment and dedication of the staff during our first year of operation amidst the modernization changes, must be commended, and I am proud of the achievements we have made in the past year.

The NLA has to remain flexible to respond to changes in the market and to achieve the goals set out in our Corporate Plan. The reality of technology, business changes and the expectations of our clients are forcing us to push for more and more improvements which do come at a cost. To ensure that we can



continue to play a meaningful role in the Land Administration field, we will continue to review our Business Processes and look at expanding our services. The NLA is fully focused on meeting the challenges of the years ahead.



Graduates of Customer Service Facilitator's Course along with Course Director, Miss Nsombi Jaja (2nd Left) and CEO of the National Land Agency, Mrs. Elizabeth Stair (3rd Right).

## *First Class Service from First Class People*

**T**raining formed a very important part of the change management process, and training sessions were held to acquaint new staff with the procedures of the NLA and to explain to those coming from central government the new ethos of Executive Agencies.

Internal courses in Customer Service, Cashiering, Introduction to Windows and Revenue Collection were conducted with 40 officers participating.

External training included 37 modules in general and specialised training, covering areas such as customer service, records management, supervisory management, accounts and auditing. A broad cross-section of staff were exposed to the external courses as the Agency sought to ensure that it is client-focussed.

Specialised training courses geared at improving capabili-

ties across the core divisions were conducted. In an effort to enhance the NLA's capacity to provide information on spatial infrastructure and improve its ability to use technology to respond to customer demand, employees participated in courses in hydrographic surveys, nautical delineations and information systems.

The Agency and the Public Sector Modernisation Project (PSMP) funded training courses, in which 328 staff members participated. Thus, 75.75 percent of permanent and temporary staff were trained in the year. By the end of the first quarter of 2002/2003, over 90 per cent of staff were trained in customer service.

Some staff members attended international conferences and the CEO and the Directors were involved in a one-week study tour of land-related agencies in Ontario, new Brunswick and Nova Scotia, Canada.



# *Our Stakeholders Speak*

“The move to executive agency was preceded by a transition period which brought with it uncertainty. Many issues were unsettled, some sparked controversy. Yet good sense and compromise have allowed workers and management to focus on what is most important, the service we provide to our Nation.

Many issues concerning staff welfare remain unresolved, however these can only be resolved through dialogue aimed at consensus. We are committed to the resolution of these issues for the benefit of our colleagues, the Agency and the Nation we serve.”



**Angel a Burrell I**  
Staff representative



**Raymond Dixon**  
Staff Representative



**Horace Manderson**  
President of Land Surveyors Association  
of Jamaica

“The Land Surveyors Association of Jamaica (LSAJ) and the National Land Agency are inextricably linked by our common goal of providing an efficient service to the public. We are heartened by the improvements witnessed, particularly in the areas of pre-checking of plans and retrieval of titles.

Improvements in customer service at the NLA coupled with improved efficiencies in delivery of plans and titles have redounded to the benefit of the public which benefits from our services.”

## ***MANDATE***

**The mandate of the Agency is provided under the following Acts:**

**Crown Property (Vesting) Act**

**Land Acquisition Act**

**Land Surveyors Act**

**Land Valuation Act**

**Registration of Titles Act**

**Registration (Strata Titles) Act**

**Executive Agencies Act**

## *eLandjamaica ....*

# *The beginning of a new era of Customer Service Delivery*

The Agency, in conjunction with the USAID funded New Economy Project, has embarked on an E-Government Programme to provide internet access to scanned titles, survey information, land valuation data and electronic maps.

The service which is currently being developed will make the Agency's land information available over the Internet, and will be on a subscription basis.

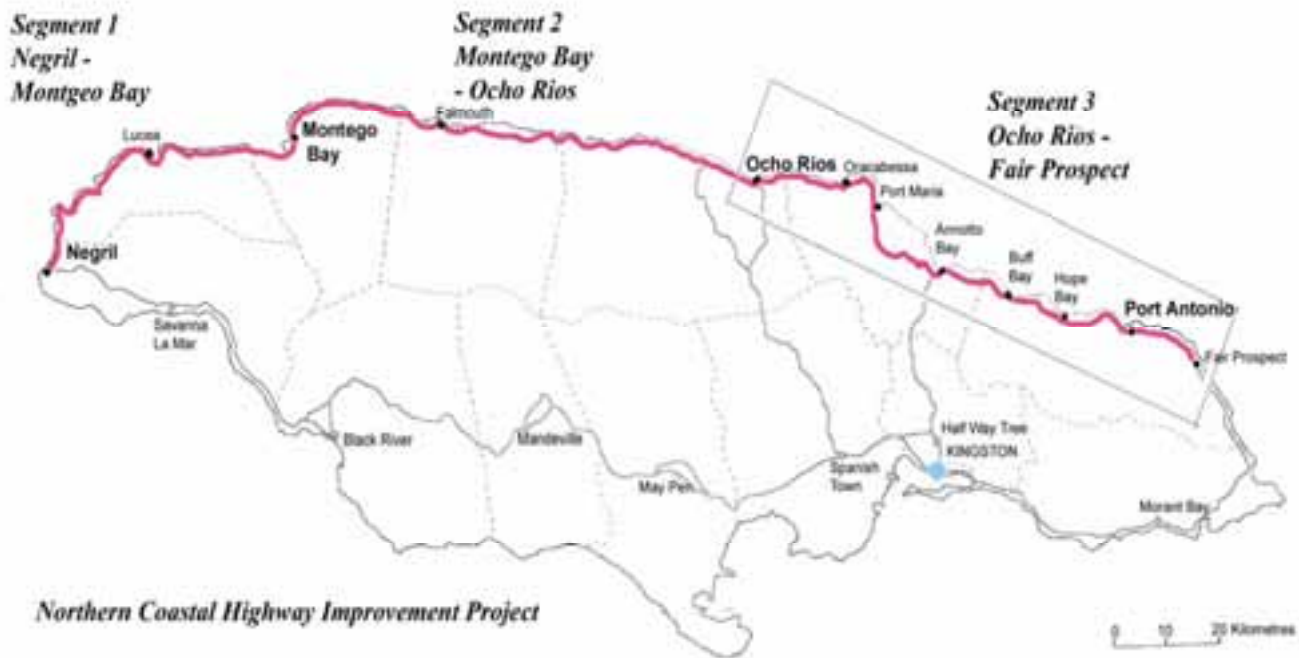
The target client groups will be Real Estate Professionals, Lawyers, Land Surveyors, Financial Institutions, Developers, Government Agencies and the general public, who will be able to access the Agency's data from their offices 24 hours per day, seven (7) days per week.

The project team is chaired by Mr. Garfield Knight, Director of Information Technology.



**Members of Steering Committee for the *eLandjamaica* project: Back Row left to right - Garfield Knight, Director, Information Technology (Chairman), Donovan Hayden, Director, Estate Management Division, Sherlock Glenister, Manager, Technology Support (Project Manager) Front row: Lois Edwards-Bourne, Director, Corporate Legal Services and Jennifer McDonald, Director, Corporate Services Division.**

# Contributing to National Development Northern Coastal Highway Improvement Project



The Agency has a unit dedicated to acquiring properties which are in the path of the highway. The unit reports to the Commissioner of Lands, who is responsible for acquisition of properties on behalf of the Government. It is headed by an Attorney-at-Law who is assisted by three officers.

The unit works closely with the National Works Agency which advises on the parcels that are affected and on the

amount of land to be acquired. Internally, the unit liaises with the Surveys and Mapping, Land Titles and Estate Management Divisions in order to amend the Titles of landowners to reflect their new areas.

- The total acquisitions since the inception of the project were 373 or 85% of the 438 parcels for Segment One and 241 or 50.8% of 474 parcels for Segment Two.

# The Revaluation Exercise

The Land Valuation Division undertook a revaluation exercise to update property values for the purpose of assessing property taxes. The last revaluation exercise was in 1992 and ten years later, it became the responsibility of the newly formed NLA, through the Land Valuation Division. Funding support for the project came from the Ministry of Local Government and Community Development under the Parish Infrastructure Development Programme.

All land in Jamaica is valued for the assessment of the Property Tax on the unimproved value principle, that is the market value of the land alone, disregarding buildings, crops, etc.

It was recognised from the outset that the original deadline of December 2001 for the completion of the revaluation exercise was unrealistic, and the deadline was subsequently shifted to mid-March 2002. The staff complement was supplemented by putting in place a number of measures:

- a. The extension of working hours for members of staff
- b. The temporary employment of both technical and non-technical staff
- c. The employment of consultants at the professional level.

The project got off to a slow start but picked up momentum by the second quarter of the year when work commenced in earnest. The level of commitment from the staff was high and everyone was focused on completing the exercise within the deadline. The consultants made an important contribution to the exercise by way of the transfer of knowledge to existing staff.

With approximately 685,000 parcels of land recorded on the Valuation Roll, it was not possible to inspect each and every parcel given the constraints of time, manpower and other resources. The system adopted to address this difficulty is the Mass Appraisal System. At its simplest, it allows valuers to apply a “standard” to a particular area or enclosure where there are similarities in characteristics. The “valuation standard” is then applied to individual lots to come up with a value for a particular lot.

All information relating to the preparation of valuation standards and their application to the valuation of individual parcels was documented and electronically stored.

A Notice of Valuation was issued to every landowner who has the right to object to the Commissioner of Land Valuations, if he is dissatisfied with his valuation.

## Strategic Objectives

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The NLA is committed to meeting the following strategic objectives:

1. To improve quality and ensure timely delivery of services.
2. To become a client-focused organisation, through on-going consultation with stakeholders .
3. To improve public access to its products and services through regionalisation, 'one-stop-shops', and computerisation, including Internet access.
4. To establish an efficient, coherent and transparent programme for the management of Crown lands.
5. To build a strong organisation with a highly qualified and motivated staff in a supportive work environment.
6. To establish basic spatial data infrastructure for development and public safety.

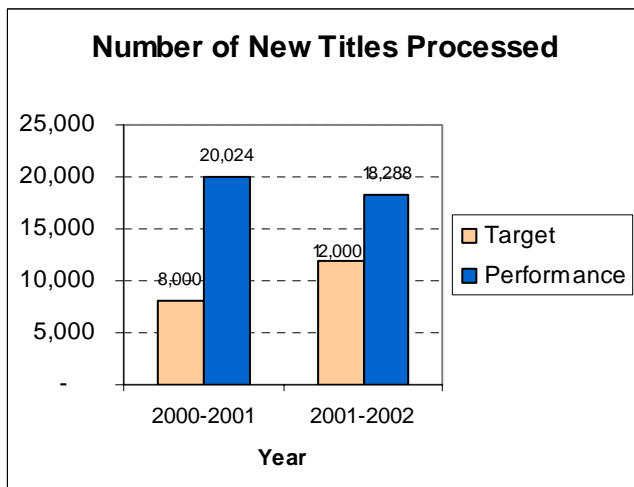
Each strategic objective contains Key Performance Indicators (KPIs) which are stated on the succeeding pages.

## Achievements in Key Performance Indicators (KPI)

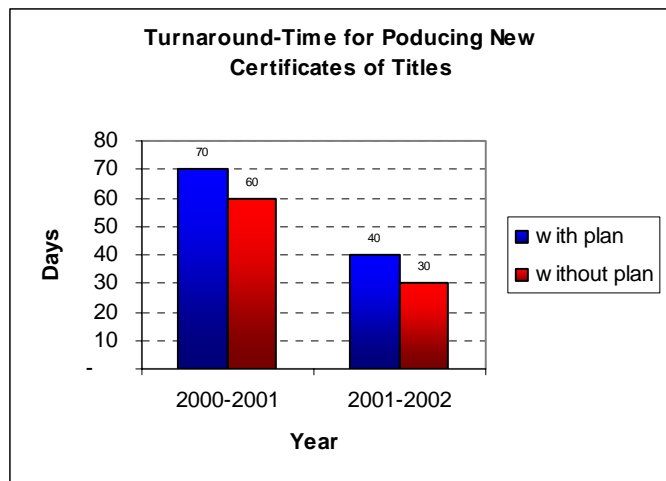
**Objective 1:- To improve quality and ensure timely delivery of services**

### KPI 1. Turnaround Time for Producing New Certificates of Titles

Turnaround time for applications for Certificates of Title with plans (excluding first registration) was improved from 70 days to an average of 40 days and for those without plans, improved from 60 days to an average of 30 days. The Agency produced 18,288 Certificates of Title, which was above the targeted amount of 12,000, but 9% below the number issued for the previous year.



Graph 3: Number of Titles produced



Graph 4: Turnaround time for producing new titles comparing with and without plan

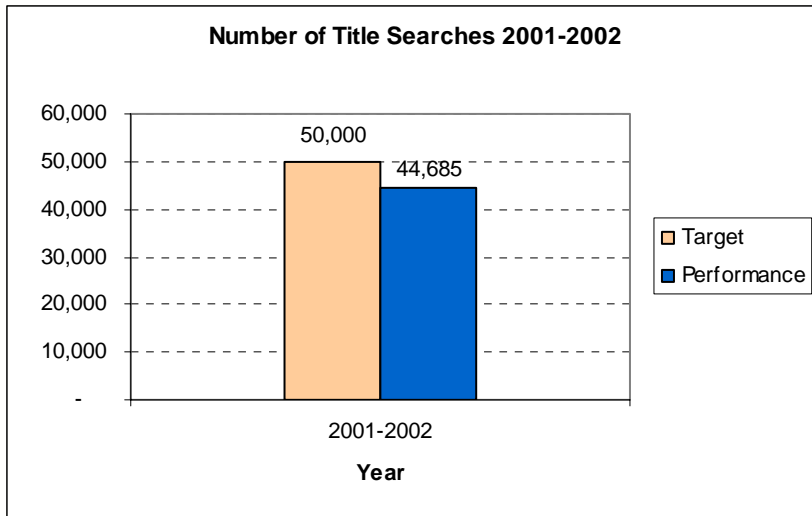
### KPI 2. Turnaround Time to Process Endorsements

Turnaround time for completing endorsements on Certificates of Title (dealings in existing titles such as mortgages, transfers, etc) was reduced to 15 days from an average of 25 days.

## Achievements in Key Performance Indicators (KPI)

### KPI 3. Number of Title Searches Completed

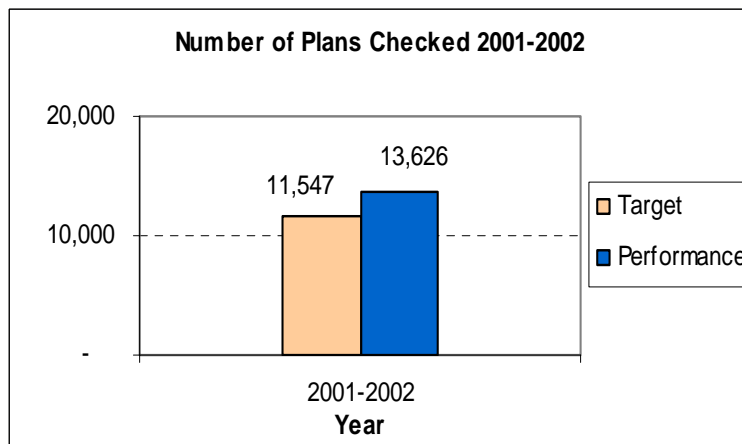
Title searches for the year was 44,865 in comparison to the target of 50,000.



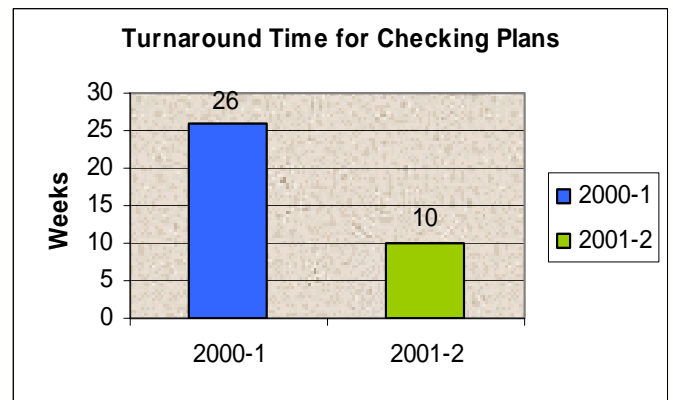
Graph 5: Number of Title Searches

### KPI 4. Plans Checked for Commissioned Land Surveyors

Turnaround time for checking survey plans was reduced from 26 weeks to 10 weeks. The number of plans completed was 13,626, exceeding the target by 18 percent.



Graph 6: Number of Plans Checked



Graph 7: Turnaround Time for Checking Plans



## Achievements in Key Performance Indicators (KPI)

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**Objective 2:- To become a client-focused organisation, through on-going consultation with stakeholders**

**KPI 1. Improvement in Customer Service Index**

A customer satisfaction survey conducted in November of 2001, gave the new Agency a rating of 2.9. The Agency is expecting to improve this ratio to 6.0 by April 1, 2005.



**Objective 3:- To improve public access to its products and services through regionalisation, ‘one-stop-shops’ and computerisation, including Internet access**

**KPI 1. Completion of Customer Service Delivery Area**

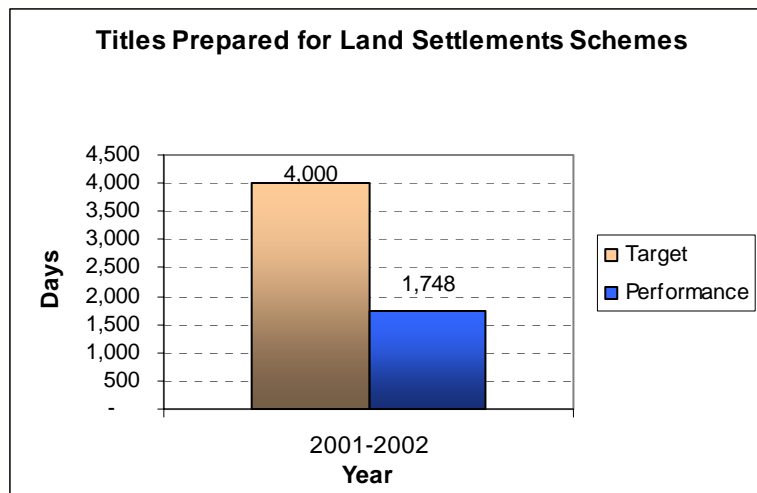
A customer service area was created on the first floor of 93 Hanover Street where the Land Titles Division is situated and computers were installed in the public search area, which allowed customers to carry out electronic searches for titles. A total of 107,000 titles are available electronically.

## Achievements in Key Performance Indicators (KPI)

**Objective 4:- To establish an efficient, coherent and transparent programme for the management of Crown Lands**

### KPI 1. Reduction in Backlog of Certificates of Title Prepared

The number Certificates of Title prepared for land settlement schemes was 1,748 or 44 percent below target as the Agency initiated the formulation of a more comprehensive programme aimed at ensuring security of tenure for these schemes.



Graph 8: Titles Prepared for Land Settlement Schemes

**Objective 5:- To build a strong organisation with a highly qualified and motivated staff in a supportive work environment**

### KPI 1. Minimum Number of Training Hours per Employee

The emphasis on customer service training that included at least 90 percent of the staff enabled the achievement of a minimum of eight hours per employee. A total of 349 officers completed a total of 3683 hours of training. See **Tables 2 and 3**. Officers were also trained in hydrography, surveys, nautical delineations and the use of computers.

## External Training Completed during April 2001—March 2002

Table 2

NAME OF COURSE	TRAINING PROVIDER	DURATION (HOURS)	TOTAL PARTICIPANTS
<b>TECHNICAL LEVEL</b>			
Human Resource Strategic Planning and the Role of Training and Development	Jamaica Employers Association and International Labour Organisation	36	3
Public Sector Procurement Training	Ministry of Finance and Planning	32	4
URISA 2001 – Caribbean GIS Conference	URISA	576	18
ESRI Conference	ESRI	200	5
Data Automation	Ministry of Land & Environment (LICJ)	90	3
“Realizing Jamaica’s Intellectual Potential – IT Development for Globalization”	Jamaica Computer Society	96	4
Delimitation of the Outer Limits of the Continental Shelf Beyond 200 Nautical Miles	Inter-Ministerial Commission for the Resources of the Sea (CIRM), under the United Nations Convention on the Law of the Sea – Rio de Janeiro	30	1
Symposium – Improving Audit Committee Effectiveness	Institute of Internal Auditors	8	1
Audit Techniques – Level 1	MIND	120	2
Government Accounting – Level 2 Module 3	MIND	36	1
Audit Techniques – Level 2	MIND	60	2
Computer Applications for the Modern Office	MIND	18	1
Visual Basic Programming Course	IMP	72	3
Visual Basic Programming Course	National Development Foundation of Jamaica (NDFJ)	48	1
Customer Service Standards Training	Quality Management Consultancy Company Ltd.	492	82
Introduction to Customer Service	Quality Management Consultancy Company Ltd.	84	14
Customer Service Standards Training	Quality Management Consultancy Company Ltd.	828	138

(Continued on page 20)

## External Training Completed in April 2001– March 2002

Table 2 (continued from page 19)

Name of COURSE	TRAINING PROVIDER	DURATION (HOURS)	TOTAL PARTICIPANTS
<b>MANAGERIAL LEVEL</b>			
Protocol and Business Etiquette Seminar	Jamaica Conference Centre	24	1
Environmental Management Systems for Senior and Middle Management	MIND/ENACT	96	4
Public Sector Executive Training Programme	MIND	18	1
Environmental Stewardship for Directors	MIND	30	1
Environmental and Sustainable Development	MIND	60	2
Worldwide Lessons in Leadership	JMMB	64	8
Hydrographic Surveys Course	Computer Aided Resource Information Systems (CARIS) USA	60	2
<b>CLERICAL LEVEL</b>			
Records Management Training	MIND	126	7
<b>Total</b>		<b>3304 hrs.</b>	<b>309 officers</b>

## In-House Training Completed in April 2001– March 2002

Table 3

NAME OF COURSE	TRAINING PROVIDER	DURATION (HOURS)	TOTAL PARTICIPANTS
<b>TECHNICAL LEVEL</b>			
Training for NLA Cashiers	Human Resource Branch	25	05
NLA Customer Service Products and Services Seminar	Business Development Division	88	11
Revenue training and collection for Land Titles Division	Human Resource Branch	56	14
Computer Training	Information Technology Division	147	07
Computer Training	Information Technology Division	63	03
<b>Total</b>		<b>379 hrs.</b>	<b>40 officers</b>

## Achievements in Key Performance Indicators

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### **KPI 2. Level of Computer Penetration**

At the end of the year the level of computer penetration was 50 percent to support the initiative towards computerization of the Agency in support of its Business Process Improvements. The Agency is in the process of transforming systems that existed in the separate Departments to a more modern and technologically capable Agency.

### **KPI 3. Recruitment of Staff**

The staff complement was reduced from 458 permanent employees pre-NLA to 391 at the end of the year. The number of posts on the establishment was reduced from 663 to 591. Of the 458 permanent staff pre-NLA, 96 officers opted for re-deployment to Central Government and 20 officers asked to be retired. **Tables 4** and **5** provide details. The rigorous recruitment process involved written assessments and interviews for all staff. Approximately 3000 applications were scrutinized and 1200 persons assessed.

External consultants were used to conduct sessions with staff during the transition in preparation for the change to executive agency status.

DIVISION	No. of Established Posts	No. Recruited (Permanent)	No. of Resignations (Permanent)	Staffing Levels (Permanent)	No. of Temporary Officers
General Administration	9	9	1	100%	Nil
Land Titles	81	65	6	80%	16
Land Valuation	78	50	2	64%	Nil
Surveys and Mapping	147	79	1	53%	3
Estate Management	92	51	1	55%	2
Business Development	29	19	2	65%	Nil
Information Technology	32	21	4	65%	21
Corporate Services	123	97	1	78%	Nil
<b>TOTAL</b>	<b>591</b>	<b>391</b>	<b>18</b>	<b>66%</b>	<b>42</b>

Table 4: Employment Status for period April 1, 2001-March 31, 2002

DEPARTMENT	No. of Posts (Pre-NLA)	Staff Complement (Pre-NLA)	Referred for Redeployment	Retired
Surveys and Mapping	183	132	18	2
Land Titles	86	86	30	1
Land Valuation and Estate Management	364	240	48	17
<b>TOTAL</b>	<b>633</b>	<b>458</b>	<b>96</b>	<b>20</b>

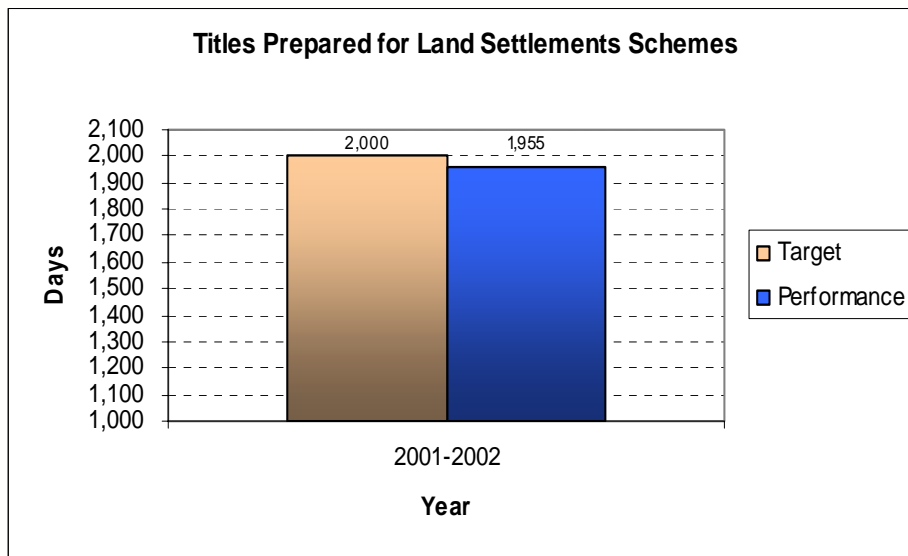
Table 5: Status of Separation of Officers– April 1, 2001-March 31, 2002

## Achievements in Key Performance Indicators

**Objective 6:- To establish basic spatial data infrastructure for development and public safety.**

**KPI 1. Number of Parcels of Land in Digital Cadastral Mapping database referred to the National Grid System**

The target was met 98% as 1,955 parcels were compiled from a target of 2,000.



**Graph 6: Number of Parcels of Land in Digital Cadastral Mapping Database**

# Partnering to give Jamaicans

## *Titles* — LAND ADMINISTRATION AND MANAGEMENT PROGRAMME (LAMP)

The Ministry of Land and Environment (MLE) is the entity responsible for implementing LAMP. The project consists of the following components:

- a. Land Registration
- b. Public Land Management
- c. Land Information Management
- d. Land Use Planning and Development

The role of the National Land Agency is in the areas of land registration, public land management and land information management, and the work of these components involves all the divisions of the Agency

### *Land Registration Component*

The Project Management Unit (PMU) in the MLE manages the project. Lack of security of land tenure is a big problem in Jamaica and is of great concern to the government. At the national level approximately 50 percent of all land holdings are without registered titles.

Under the Land Registration Component of the LAMP Programme, seven areas in St. Catherine have been targeted for tenure regularisation. Approximately 67 percent of the land holdings that fall within these areas are without registered titles. The objectives of this component are to undertake a land tenure regularisation programme to reduce tenure problems and to modernise the title registration and cadastral systems.

#### **Scope of Work**

- The Surveys and Mapping Division is required to map 5,000 parcels in Block 5 as well as the Land Settlements in all Blocks.

#### **Status of Work**

- A field office has been established at Five Miles, Mount Moreland, in Block 5. The field office accommodates three survey field parties, each of which is headed by a surveyor under the supervision of the

Block	Block Identification	Number of Parcels (approximately)	Parcels in Block to be done by
1	Ewarton	2,510	Private Contractor
2	Riversdale —Retirement	4,603	Private Contractor
3	Mount Olive—Prospect	5,209	Private Contactor
4	Point Hill—Lluidasvale	6,651	Private Contactor
5	Eltham—Sligoville	7,004	NLA
6	Twickenham— Sligoville	6,554	Private Contractor
7	Old Harbour	1,834	Private Contractor
<b>Total Parcels</b>		<b>34,365</b>	

**Table 3: Project Areas for Land Registration Component of LAMP Project**



Manager of the Cadastral Mapping Branch. The Map Compilation Unit of the Cadastral Mapping Branch supports the field team.

- The compilation and coordination of 3,556 parcels have been done in Block 5. The parcels are coordinated in the national grid system;
- Approximately 100 parcels in Block 5 have been surveyed;
- Eight cadastral field sheets comprising 1,777 parcels for tenure clarification have been prepared. Tenure clarification involves checking the status of registered titles and updating them where required.
- Fourteen control points in Block 5 and 67 control points in Block 7 have been established.

systems

- b. Urban Base Mapping
- c. The enhancement of the National Geodetic network

The NLA's role is confined to the Urban Base Mapping and enhancement of the National Geodetic Network.

### Urban Base Mapping

#### Scope of Work

Large scale 1:2,000 ortho-imagery mapping of the urban centres of Kingston and St. Andrew, Portmore and Port Maria will be done to provide up-to-date and accurate geographic data. The imagery will form part of the national land information system.

#### Status of Work:

- The Surveys and Mapping Division has post-marked and coordinated 27 horizontal and vertical points in Kingston and St. Andrew and Portmore, and six points in Port Maria.

### Enhancement of the National Geodetic network

#### Scope of Work

A modern nation-wide geodetic network that is directly compatible with GPS (global positioning systems) will be implemented. The geodetic infrastructure will include eight fixed base stations distributed across the island. The network will use a virtual reference station concept.

#### Status of Work:

- The local geodetic system currently in place is not aligned to WGS 84 (World Geodetic System). The Agency will be changing to the new system, JAD2001 (Jamaica Datum).

## Public Land Management

The objective of this component is to develop modern, computerized property systems to facilitate the effective use and management of government owned lands. The specific objectives

are to create:

- a) A Government Property Management Information System to provide easily accessible, timely, comprehensive and accurate data for the overall efficiency of land Administration and Management, and
- b) A divestment manual, which provides a comprehensive set of rules, policies and guidelines to govern for the divestment of government land.



## Land Information Management

This component consists of three primary activities:

- a. The establishment of a network of land information

# Special Task Force on Land Titles Division



Mrs. Lois Edwards Bourne, Head of the Special Task Force on the Land Titles Division

A special task force was set up towards the end of the fiscal year to review the operations of the Division in customer service delivery, rejection rate for documents, turnaround times for transactions, record keeping, collections, work flow processes (checking, drafting and signing) and to rationalise the Division's fee structure.

A number of the measures put forward by the task force have already been implemented, including:

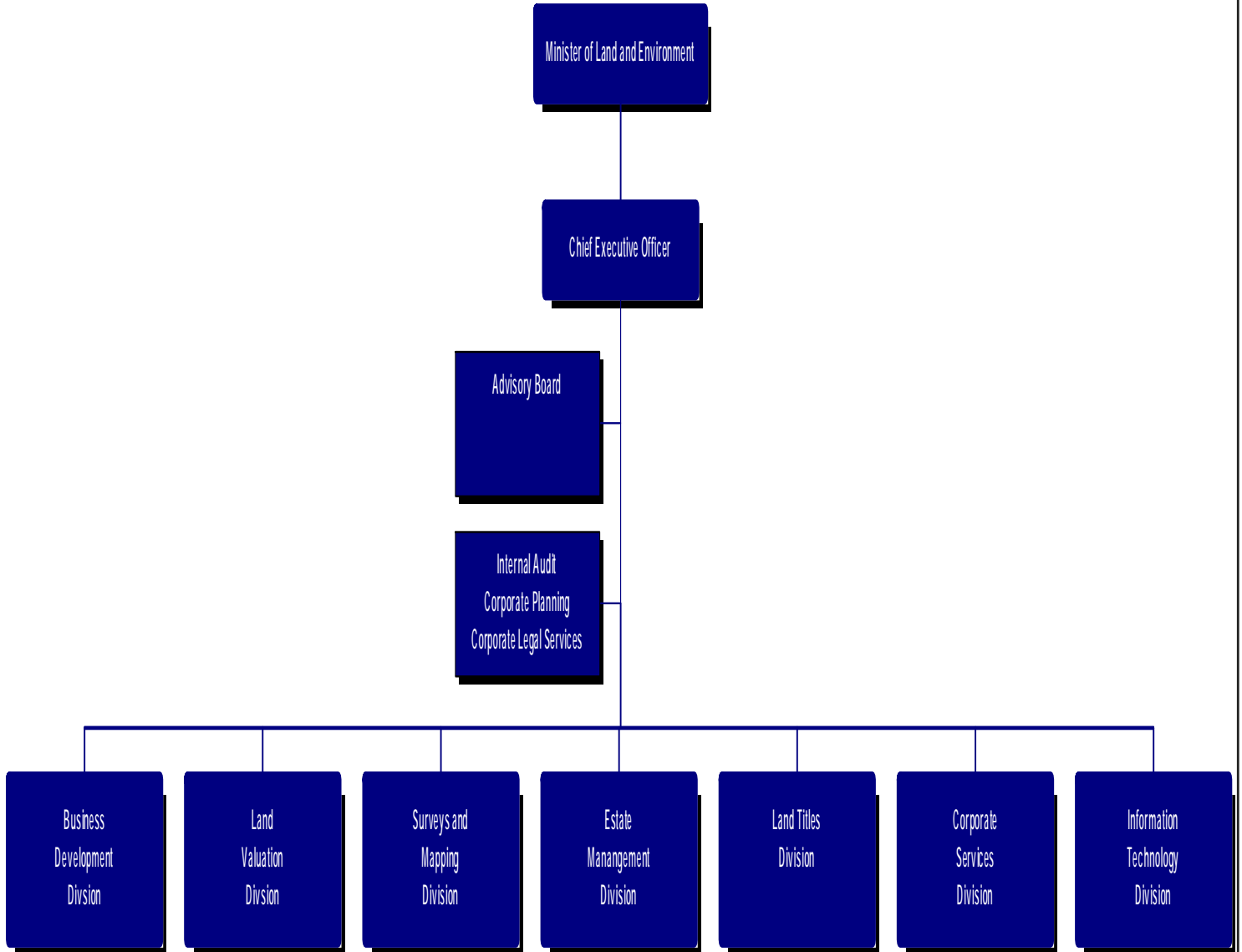
- Documents for large volume customers are now being dispatched in the Customer Service area, reducing congestion and delays at the dispatch window.
- An additional Assessor
- Customer Service Representatives are now posted at the search desk to deal with customers.

- Use of forms for lodgement of documents and to request title searches

The members of the force included private practitioners and Agency staff:

- Lois Edwards-Bourne - Director, Corporate Legal Services, NLA
- Garfield Knight - Director, Information Technology, NLA
- Donovan Hayden - Director, Estate Management, NLA
- Gene Vendryes - Managing Director, Millenium Properties
- Glendon Newsome - President, Land Surveyors Association of Jamaica
- Enid Chin - Attorney-at-Law, DunnCox
- Delrose Campbell - Attorney-at-Law
- Stacey Mitchell - Attorney-at-Law - Foga, Daley & Co.

# ORGANISATION STRUCTURE



## Salary Levels as at March 31st 2002 1 Million and Over

Salary Band (\$)	No. of Employees
1 million — 1.25 million	17
1.25 million — 1.5 million	2
1.5 million — 1.75 million	14
1.75 million — 2 million	3
2 million — 2.25 million	7
2.25 million — 2.5 million	1
3 million	1
<b>TOTAL</b>	<b>45</b>

### Reporting of Salary of Executives

The Revised Financial Instructions to Executive Agencies states on paragraph 13.3:

“A note to the income and expenditure account must be included which identifies the number of staff who have received total emoluments in excess of J\$1 million during the financial year (this should be included even if the number of such employees is nil). The number of such employees should be analysed in bands of J\$259,000: the first band will be J\$1 million to J\$1.25 million; the second band will be J\$1.25 million to J\$1.50 million and so on as far as is necessary.”



# NATIONAL LAND AGENCY

*Financial Statements for the year ended March 31, 2002*

**AUDIT CERTIFICATE**  
**NATIONAL LAND AGENCY**  
**FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED MARCH 31, 2002**

**AUDITOR GENERAL'S REPORT  
ON THE FINANCIAL STATEMENTS OF  
NATIONAL LAND AGENCY**

I have audited the balance sheet of the National Land Agency, an Executive Agency, as of March 31, 2002 and the related statements of income, and cash flows for the year then ended. These financial statements are the responsibility of the Agency's Management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with the Auditing Standards issued by the International Organization of Supreme Audit Institutions (INTOSAI). Those Standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. I believe my audit provides a reasonable basis for my opinion.

In my opinion, the financial statements give a true and fair view of the financial position of the National Land Agency as at March 31, 2002 and of the results of its operations and its cash flows for the year then ended in accordance with Generally Accepted Accounting Standards and comply with the provisions of Section 14 of the Executive Agencies Act.



Auditor General

September 16, 2003

# Detailed Income & Expenditure Account

For the year ended March 31, 2002


DP211J April 5, 2003

NATIONAL LAND AGENCY

Page 1

National Land Agency  
Statement of Revenue and Expenditures  
For the Period Ended March 31, 2002  
Fiscal Year 2001/02

Account	ACTUAL	MONTH BUDGET	VARIANCE	%	ACTUAL	YEAR-TO-DATE BUDGET	VARIANCE	%
<b>REVENUE</b>								
REGISTRATION FEES	13,116,098.64	12,556,000.00	560,098.64	4	157,842,679.48	150,674,000.00	7,168,679.48	5
SURVEY FEES	86,073.00	137,500.00	(51,427.00)	(37)	3,082,327.06	1,650,000.00	1,432,327.06	87
VALUATION FEES	1,044,696.50	135,000.00	909,696.50	674	2,385,695.68	1,621,000.00	764,695.68	47
ESTATE MANAGEMENT FEES	84,662.91	0.00	84,662.91		164,925.90	0.00	164,925.90	
<b>TOTAL REVENUE</b>	<b>14,331,531.05</b>	<b>12,828,500.00</b>	<b>1,503,031.05</b>	<b>12</b>	<b>163,475,628.12</b>	<b>153,945,000.00</b>	<b>9,530,628.12</b>	<b>6</b>
<b>EXPENDITURES</b>								
STAFF COSTS	27,313,417.19	29,466,297.00	(2,152,879.81)	(7)	229,220,946.79	263,571,000.00	(14,350,059.21)	(6)
TRAVEL AND TRANSPORTATION	2,562,653.95	2,804,671.00	(242,017.05)	(8)	30,985,928.26	33,590,000.00	(2,604,071.74)	(8)
RENTALS	52,800.00	93,500.00	(40,700.00)	(44)	421,800.00	1,120,000.00	(698,200.00)	(62)
PUBLIC UTILITIES	926,126.90	983,167.00	(57,040.10)	(6)	13,610,212.06	11,790,000.00	1,820,212.06	15
GOODS & SERVICES	5,898,794.25	2,121,624.00	3,777,160.25	178	37,408,670.61	28,078,000.00	9,330,670.61	33
DEPRECIATION	2,678,745.48	529,363.00	2,149,382.48	406	7,408,574.70	6,025,500.00	1,384,074.70	23
<b>TOTAL EXPENDITURES</b>	<b>39,452,527.77</b>	<b>35,908,622.00</b>	<b>3,543,905.77</b>	<b>10</b>	<b>319,055,906.42</b>	<b>324,170,500.00</b>	<b>(5,114,593.58)</b>	<b>(2)</b>
<b>OPERATING SURPLUS/(DEFICIT):</b>	<b>(25,120,996.72)</b>	<b>(23,170,122.00)</b>	<b>(1,950,874.72)</b>	<b>8</b>	<b>(155,580,298.30)</b>	<b>(170,225,500.00)</b>	<b>14,645,201.70</b>	<b>(9)</b>
<b>ADJUSTMENTS</b>								
50% REVENUE TO GOJ	(7,241,309.00)	(7,491,150.00)	249,841.00	(3)	(81,813,739.06)	(89,500,000.00)	7,686,260.94	(9)
<b>TOTAL ADJUSTMENTS</b>	<b>(7,241,309.00)</b>	<b>(7,491,150.00)</b>	<b>249,841.00</b>	<b>(3)</b>	<b>(81,813,739.06)</b>	<b>(89,500,000.00)</b>	<b>7,686,260.94</b>	<b>(9)</b>
<b>SURPLUS/(DEFICIT) PLUS ADJUSTMENTS:</b>	<b>(32,362,305.72)</b>	<b>(30,661,272.00)</b>	<b>(1,701,033.72)</b>	<b>6</b>	<b>(237,394,037.36)</b>	<b>(259,725,500.00)</b>	<b>22,331,462.64</b>	<b>(9)</b>
<b>GOJ FINANCING FROM CONSOLIDATED FUND FUNDING FROM GOJ</b>	<b>22,600,000.00</b>	<b>22,600,000.00</b>	<b>0.00</b>	<b>0</b>	<b>230,931,000.00</b>	<b>230,931,000.00</b>	<b>0.00</b>	<b>0</b>
<b>TOTAL GOJ FINANCING</b>	<b>22,600,000.00</b>	<b>22,600,000.00</b>	<b>0.00</b>	<b>0</b>	<b>230,931,000.00</b>	<b>230,931,000.00</b>	<b>0.00</b>	<b>0</b>
<b>RETAINED SURPLUS/(DEFICIT):</b>	<b>(9,762,305.72)</b>	<b>(8,061,272.00)</b>	<b>(1,701,033.72)</b>	<b>21</b>	<b>(4,463,037.36)</b>	<b>(28,794,500.00)</b>	<b>22,331,462.64</b>	<b>(78)</b>

  
 Chief Executive Officer  
 Date: APR 11, 2003

# Trial Balance

For the year ended March 31, 2002

National Land Agency  
Trial Balance  
For the Period Ended March 31, 2002  
Fiscal Year 2001/02

Code	Account	Opening Balance	Month Actuals	YTD Balance
1131	Land Settlement - Bank (Saving	16,903,610.16	-14,450,129.18	2,453,480.98
1132	Bank - Recurrent Account	2,738,157.61	-1,781,857.23	956,300.38
1133	Salaries Bank A/C	380,167.95	-602,917.39	-222,749.44
1135	Cash A/C	1,275,555.42	-1,394,810.00	-119,254.58
1136	Petty Cash	9,500.00	0.00	9,500.00
1137	Estate Mgmt. Deposits - Bank	24,128,719.49	-8,839,905.29	15,288,814.20
1139	BANK -APPROPRIATION IN AID	17,114,831.32	-4,518,008.90	12,596,822.42
113A	STAMP IMPREST	0.00	79,000.00	79,000.00
1142	Staff Salary Advances	1,210,966.25	-572,535.55	638,430.70
1143	Staff Travel Advance	186,090.00	-172,305.00	13,785.00
1144	Accounts Receivable - Rev. Retu	25,470.00	-21,150.00	4,320.00
1145	Prepaid Expenses & Advances	1,253,935.34	-510,043.70	743,891.64
1146	Automatic Salary/Travel Advanc	2,302.43	-2,056.00	246.43
1147	Credit Note Received	0.00	706.38	706.38
1201	Furniture & Fittings	5,640,303.02	1,436,676.76	7,076,979.78
1221	Motor Vehicles	10,392,800.00	3,468,000.00	13,860,800.00
1231	Plant & Machinery	4,838,066.25	1,261,982.96	6,100,049.21
1241	Computer Hardware	335,720.00	10,672,228.49	11,007,948.49
1261	Office Equipment	1,970,850.84	143,186.00	2,114,036.84
1271	TECHNICAL/SCIENTIFIC INSTRUMEN	3,667,066.20	4,635.20	3,671,701.40
1311	Dep. Prov. Furniture and Fitti	-684,866.25	-150,112.38	-834,978.63
1312	Dep. Prov - Motor Vehicles	-2,788,144.40	-995,822.21	-3,783,966.61
1313	Dep. Prov Plant & Machinery	-712,660.48	-77,578.52	-790,239.00
1314	Dep. Prov. - Computer Hardware	-134,539.04	-1,352,973.60	-1,487,512.64
1316	Dep.Prov. Office Equipment	-200,518.23	-103,399.55	-303,917.78
1317	Dep. Prov.Technical/Scientific	-195,644.15	-12,115.89	-207,760.04
1331	Liability - AG 50% Revenue	-20,803,094.70	13,659,556.20	-7,143,538.50
1350	Payroll Deduction - Other	-715,749.16	721,807.92	6,058.76
1352	NIS Payable	-536,533.77	271,599.87	-264,933.90
1353	NHT Payable	-426,987.35	424,630.45	-2,356.90
1354	PAYE Payable	-347,448.93	313,765.57	-33,683.36
1355	Gratuity Payable	0.00	-8,370,004.00	-8,370,004.00
1357	ED Tax Payable	-400,283.41	409,441.64	9,158.23
1358	Payroll Deduction/Payable - Pe	-152,449.31	89,916.09	-62,533.22
1359	Payroll Deduction/Payable Real	-149,005.50	146,321.60	-2,683.90
1362	Accounts Payable - Suppliers	-44,516.08	-183,322.57	-227,838.65
1363	Contractors - Retention	0.00	-153,207.98	-153,207.98
1372	Accrual Payroll Expenses	-0.30	0.00	-0.30
1373	Automatic Salary/Travel Accrua	-1,020.11	0.00	-1,020.11
1381	GOJ Warrants	-208,331,000.00	-22,600,000.00	-230,931,000.00
1384	GOJ Asset Capitalization	-26,064,590.22	-68,185.20	-26,132,775.42
1393	Donated Assets Reserve	0.00	-15,209,273.96	-15,209,273.96
1395	Estate Management Reserves	-34,893,951.46	3,129,237.08	-31,764,714.38
1910	Accumulated Revenue (50%) AG	74,572,430.06	7,241,309.00	81,813,739.06
1911	Revenue Reserve Expenditure	0.00	56,737,282.61	56,737,282.61
2101	Permanent Staff	108,232,267.20	9,150,152.30	117,382,419.50
2102	Temporary Staff & Casual Labou	69,893,413.68	10,138,126.95	80,031,540.63
2104	Utilities Allowance	-423.02	0.00	-423.02
2106	Duty Allowance	23,244.00	0.00	23,244.00
2107	Special Allowance	1,666.66	0.00	1,666.66
2108	Uniform Allowance	4,290,303.77	100,064.99	4,390,368.76
2110	Meal Allowance	107,760.00	24,600.00	132,360.00
2111	Overtime/Honorarium	1,194,459.36	0.38	1,194,459.74
2112	Landry Allowances	2,678,246.90	61,437.54	2,739,684.44
2113	National Insurance Contributio	2,546,161.34	236,315.21	2,782,476.55
2117	Redundancy Payments	4,811,626.75	0.00	4,811,626.75
2120	ACTING ALLOWANCE	2,532,079.97	154,109.03	2,686,189.00
2121	Gratuity Expenditure	0.00	8,370,004.00	8,370,004.00
2122	LAUNDRY ALLOWANCE(Attorneys)	187,166.00	0.00	187,166.00
2199	Other Allowances	5,409,550.99	-921,393.21	4,488,157.78
2201	MOTOR VEHICLE ALLOWANCE (INTER	21,072,749.97	2,066,072.91	23,138,822.88
2202	MILEAGE ALLOWANCE	2,921,300.98	275,337.59	3,196,638.57
2203	SUBSISTENCE ALLOWANCE	2,431,858.19	160,543.85	2,592,402.04
2204	AIR,SEA,BUS,TAXI FARES (INTERN	479,815.60	5,879.60	485,695.20
2205	TRANS. OF PERSONAL HOUSEHOLD E	31,850.00	0.00	31,850.00
2206	OTHER INTERNAL	223,694.32	23,600.00	247,294.32



# Trial Balance

For the year ended March 31, 2002

National Land Agency  
Trial Balance  
For the Period Ended March 31, 2002

Fiscal Year 2001/02

Code	Account	Opening Balance	Month Actuals	YTD Balance
2207	FOREIGN FARES	597,082.00	50,620.00	647,702.00
2208	FOREIGN SUBSISTENCE	322,460.75	0.00	322,460.75
2209	OTHER, REIGN	322,462.50	600.00	323,062.50
2302	Rental of Building	150,000.00	4,000.00	156,000.00
2303	Rental of Mach/Equip.	127,500.00	34,800.00	162,300.00
2309	Rental Other	91,500.00	12,000.00	103,500.00
2401	Electricity	9,126,132.68	478,588.61	9,604,721.29
2402	Telephone	1,893,244.71	278,805.88	2,172,050.59
2403	Water	1,476,221.83	101,903.96	1,578,125.79
2404	Internet Charges	188,485.94	66,828.45	255,314.39
2501	Drugs and Medical	39,671.90	0.00	39,671.90
2502	Food & Drink	191,247.20	133,533.84	324,781.04
2503	Bedding Clothing (Incl. Unifor	32,983.00	0.00	32,983.00
2504	Text/Reference Books	9,360.79	100.00	9,460.79
2505	Official Publication	12,502.00	1,020.00	13,522.00
2506	Subscriptions	94,774.00	0.00	94,774.00
2507	Stationery	2,106,909.21	243,410.92	2,350,320.13
2508	Petrol, Oil	1,090,064.81	253,837.46	1,343,902.27
2509	Motor Vehicle Parts	856,608.91	157,424.53	1,014,033.44
2510	Electrical Material and Fittin	410,473.01	47,484.00	457,957.01
2512	Transportation	2,000.00	1,500.00	3,500.00
2514	Local Consultancy	3,356,395.08	1,479,756.72	4,836,151.80
2515	Advertising	509,600.00	0.00	509,600.00
2516	Insurance	32,937.50	0.00	32,937.50
2517	Postage	784,108.70	44,290.00	828,398.70
2518	Printing	479,111.10	72,938.60	552,049.70
2519	Official Entertainment	38,851.50	0.00	38,851.50
2520	Repairs/M'ntnce to Facility	5,295,161.65	615,217.98	5,910,379.63
2521	Repairs/M'ntnce Furniture,Machi	3,114,665.84	213,983.30	3,328,649.14
2522	Repairs & Serv. to Vehicle	626,624.31	149,648.94	776,273.25
2523	Courier Services	31,062.76	11,024.08	42,086.84
2524	Warehouse Storage	1,366.31	0.00	1,366.31
2525	Mtce. of Computer H/ware	5,450.00	10,500.00	15,950.00
2527	Computer Supplies	749,658.41	87,631.10	837,289.51
2528	Toilet Articles	8,050.00	0.00	8,050.00
2530	Training	211,330.00	71,400.00	282,730.00
2533	Pest Control & Office Cleaning	1,896,189.45	4,522.00	1,900,711.45
2534	Bank Charges	41,974.40	93,952.00	135,926.40
2535	Security Services	5,950,239.21	1,411,018.00	7,361,257.21
2536	Waste Disposal	591,500.74	482,190.98	1,073,691.72
2599	Purchase of Other of Goods & S	2,939,214.57	312,399.80	3,251,614.37
2902	Dep. Furniture & Fittings	684,866.25	150,112.38	834,978.63
2903	Dep. Motor Vehicles	2,788,144.40	995,822.21	3,783,966.61
2904	Dep. Plant & Machinery	712,485.49	77,578.52	790,064.01
2905	Dep. Computer Hardware	134,539.04	1,339,910.26	1,474,449.30
2906	Dep. Computer Software	13,160.01	334.16	13,494.17
2907	Dep. Office Equipment	200,789.88	102,872.06	303,661.94
2908	Dep. TECHNICAL & SCIENTIFIC IN	195,644.15	12,115.89	207,760.04
6143	MISC.REGISTRATION FEES	-4,530.46	-75.83	-4,606.29
6144	Photocopy Services	-1,766,551.99	-240,325.00	-2,006,876.99
6145	Applications, Registered Title	-142,945,458.39	-12,875,197.81	-155,820,656.20
6150	ASSURANCE FUND	-10,040.00	-500.00	-10,540.00
6201	SURVEY	-1,513,808.25	-173,783.00	-1,687,591.25
6202	SALE OF MONUMENTS	-26,220.00	0.00	-26,220.00
6203	SALE OF MAPS	-698,991.35	-109,988.00	-808,979.35
6204	HYDROGRAPHIC SURVEYS	-1,700.00	0.00	-1,700.00
6205	PHOTOCOPY SERVICES	-42,603.00	-4,080.00	-46,683.00
6206	MAPPING SERVICES	-661,811.00	223,100.00	-438,711.00
6207	OTHER SURVEY FEES	-51,120.46	-21,322.00	-72,442.46
6301	SUBDIVISION CERTIFICATE	-171,500.00	-9,000.00	-180,500.00
6303	VALUATIONS	-261,027.70	-8,600.00	-269,627.70
6304	SEARCH FEE	-128,600.00	-23,430.00	-152,030.00
6305	OTHER VALUATION FEES	-829,871.48	-1,005,646.50	-1,835,517.98
6501	Crown Property Sales (Deposit)	0.00	-3,934,614.75	-3,934,614.75
6502	Land Settlement Deposit	0.00	-107,790.26	-107,790.26
6503	Crown Property Sales Installme	0.00	-2,374,500.00	-2,374,500.00

# Trial Balance

For the year ended March 31, 2002

National Land Agency  
Trial Balance  
For the Period Ended March 31, 2002

Fiscal Year 2001/02

Code	Account	Opening Balance	Month Actuals	YTD Balance
6504	Attorney Cost	-76,542.99	-81,087.91	-157,630.90
6505	Accommodation - Residential	0.00	-5,721,865.50	-5,721,865.50
6506	Accommodation - Commercial	0.00	-1,300,940.60	-1,300,940.60
6508	Crown Land Lease	0.00	-15,580,192.49	-15,580,192.49
6509	Land Settlement Lease	-3,364.13	-7,335,487.80	-7,338,851.93
6510	Interest Income	0.00	-846,132.00	-846,132.00
6511	Other Revenue Reserve	0.00	-80,580.76	-80,580.76
6512	Deposit Funds	0.00	-2,000,000.00	-2,000,000.00
6513	Rental & Maintenance Fund	0.00	-3,427,939.22	-3,427,939.22
6599	Miscellaneous Land Revenue	-3,720.00	-3,575.00	-7,295.00
	Report Total:	0.00	0.00	0.00

# Balance Sheet

For the year ended March 31, 2002

	Notes	\$	\$
<b><u>FIXED ASSETS</u></b>			
Furniture & Fittings		7,076,980	
Office Equipment		2,114,037	
Plant & Machinery		6,100,049	
Motor Vehicles		13,860,800	
Computer		11,007,948	
Technical/Scientific Instrument		3,671,701	
Total Fixed Assets		43,831,516	
Depreciation Provision	-4	(7,408,376)	
<b>Net Fixed Assets</b>			<b>36,423,141</b>
Investment in EAIF			-
<b><u>CURRENT ASSETS</u></b>			
Cash & Bank	-5	30,953,414	
Debtors	-6	1,489,881	
		<b>32,443,295</b>	
<b><u>CURRENT LIABILITIES</u></b>			
	-7	<b>16,246,584</b>	
<b><u>NET CURRENT ASSETS</u></b>			<b>16,196,711</b>
<b><u>PROVISIONS</u></b>			
<b><u>NET ASSETS</u></b>			<b><u>52,619,851</u></b>
<b><u>FINANCED BY</u></b>			
Equity - GOJ Assets	-4		26,132,775
Donated Asset Reserve	-4		15,209,274
Revenue Reserve	-4		17,740,839
General Reserve End of Period			(6,463,037)
Total Financing			<b><u>52,619,851</u></b>

# Statement of Cash Flows

For the year ended March 31, 2002

	\$	\$
Operating Profit/(loss)		(237,394,037)
Adjust to Operating Profit to arrive at net cash provided by/(used) in operating activities:		
Depreciation	7,408,376	
Provision for 50% Revenue - GOJ	81,813,739	
Interest	-	
(Increase)/Decrease in current assets	(1,489,880)	
Increase/(Decrease) in current liabilities	9,103,045	
Estate Management Reserves	<u>17,740,839</u>	
		<u>114,576,119</u>
<b>Net Cash Inflow/(Outflow) from operating activities</b>		<b>(122,817,918)</b>
<b>Cash flow from GOJ</b>		
Payment of revenue to GOJ	(74,670,201)	
Recurrent financing from consolidated fund	<u>230,931,000</u>	
<b>Net cash inflow/(outflow) from GOJ</b>		<b>156,260,799</b>
<b>Cash flow from investing activities</b>		
Capital Expenditure	(2,489,466)	
	<u>(2,489,466)</u>	
<b>Net cash inflow/(outflow) from investing Activities</b>		<b>(2,489,466)</b>
<b>Increase/(Decrease) in cash &amp; cash equivalents</b>		<b>30,953,414</b>
Opening cash balance		<u>-</u>
<b>CLOSING CASH BALANCE</b>		<b><u>30,953,414</u></b>
<b>Represented by:</b>		
Cash & balances with Commercial Banks		<u>30,953,414</u>

# Notes to the Financial Statements

For the year ended March 31, 2002

## Status and Principal Activity

1. The National Land Agency was established as an Executive Agency on April 1, 2001, and has as its principal activities the provision of: an efficient and transparent land titling system which guarantees security of tenure; a National Land valuation database which supports equitable property taxation; optimal use of Government owned lands; a basic infrastructure on which to build a modern spatial information system designed to support sustainable development

## 2. Significant Accounting Policies

### a) Accounting Convention

These financial statements have been prepared under the historical cost convention and are presented in Jamaican dollars

### b) Financial Instrument

Financial instrument carried on the balance sheet include cash and deposits, accounts receivable, accounts payable and other liabilities. These balances reflect their approximate fair values because of the short term nature of these instruments

### c) Cash and cash equivalent

For the purpose of the cash flow statements, cash and cash equivalents comprise cash at bank and cash in hand

### d) Revenue Reserve Fund

Certain fees collected by the Agency are kept in Revenue Reserve for processing. Reconciled amounts are released from the reserve as payables and are subsequently paid over to the respective agencies (See Note 9)

### e) Depreciation

The Agency provides depreciation on all fixed assets at rates calculated to write off the cost of each asset evenly over its economic life. A full month depreciation is charged in the month of acquisition, but none in the month of retirement or disposal.

Fixed assets acquired as at April 1, 2001 and after are depreciated using the following rates:

	%
Furniture & Fitting	10
Office Equipment	10
Computers	20
Plant & Machinery	10
Technical & Scientific Instruments	5
Motor Vehicle	20

## 3. Income

Income represents net amount collected for services delivered to customers.

# Notes to the Financial Statements

For the year ended March 31, 2002

#### 4. Fixed Assets

	Furniture & Fittings	Motor Vehicles	Plant & Machinery	Computer Hardware	Office Equip.	Technical & Scientific Instr.	Total
Net Book Value (1/4/2001)	6,315,763	10,407,000	3,199,898	333,534	1,068,220	3,646,683	24,971,098
Additions	493,517	-	1,223,288	389,566	365,732	20,383	2,489,466
Donated assets	1,338,011	3,468,000		10,304,262	101,000		15,209,273
Adjustment Re - Valuation	(1,065,312)	(14,200)	1,676,883	(19,414)	579,085	4,635	1,161,877
	7,076,979	13,860,800	6,100,049	11,007,948	2,114,037	3,671,701	43,631,515
Depreciation	634,979	3,763,967	790,239	1,487,513	303,918	207,760	7,408,376
Net Book Value 31/03/2002	6,242,000	10,076,833	5,309,810	9,520,435	1,810,119	3,463,941	36,423,139

#### 5. Cash and Bank

Cash	\$ (119,255)
Appropriation in Aid Bank A/C	12,596,822
Expenditure Bank	956,300
Salaries Bank	(222,748)
Land Settlement Bank A/C	2,453,481
Estate Management Deposit Bank A/C	15,288,814
<b>Total</b>	<b>30,953,414</b>

# Notes to the Financial Statements

For the year ended March 31, 2002

## SCHEDULE OF DONATED ASSET

	Furniture & Fitting	Motor vehicle	Plant & Machinery	Computer Hardware	Office Equipment	Total
<b>DONATED BY:</b>						
PSMP	542,000			10,304,262		10,846,262
WORLD BANK	794,012	3,468,000				4,262,012
Land Valuation Dept					101,000	101,000
<b>TOTAL</b>	<b>1,336,012</b>	<b>3,468,000</b>	<b>-</b>	<b>10,304,262</b>	<b>101,000</b>	<b>15,209,274</b>

# Notes to the Financial Statements

For the year ended March 31, 2002

**6. Debtors**

	\$
<b>Accounts Receivable</b>	
Accounts Receivable (Returned cheque Re-Revenue)	4,320
<b>Prepaid Expenses and Advances</b>	
Prepaid Expenses and Advances	743,892
Salary Advance	636,431
Travel Advance	13,785
	1,394,108
Stamp Imprest	70,000
Petty cash Imprest advance	9,500
<b>Other Current Assets</b>	
Credit Notes Received	706
Other Advance (Overpayment of Salaries)	346
	952
<b>Total</b>	1,489,860

**7. Current Liabilities**

	\$
<b>Payable - Trade</b>	
Accounts Payable Suppliers	227,839
Contractor's Retention	153,208
	381,047
<b>Accounts Payable - A.G.</b>	
50 % Gross Revenue Payable - A.G.	7,143,539
<b>Accrued Expenses</b>	
Shortpayment Salary/Travel	1,020
<b>Other Current Liabilities</b>	
Salaries Payables - Statutory	354,349
Salaries Payables - Other	-3374.86
Gratuity Payables	8,370,004
Other Payables	-
	8,720,878
<b>Total</b>	16,246,584



# Notes to the Financial Statements

For the year ended March 31, 2002

## Statement of Changes in Equity

Description	Revenue Reserve Fund	Accumulated Deficit	Equity-GOJ Assets	Donated Assets	Total
Balance as at April 1, 2001	31,764,714		24,971,098		56,735,812
Additions	42,713,408			15,209,274	57,922,682
Adjustments			1,161,677		1,161,677
	74,478,122	-	26,132,775	15,209,274	115,820,171
Releases from Reserves	(56,737,283)				(56,737,283)
Deficit for the Year		(6,463,037)			(6,463,037)
Balance at March 31, 2002	17,740,839	(6,463,037)	26,132,775	15,209,274	52,619,851

# Notes to the Financial Statements

For the year ended March 31, 2002

Revenue Reserve Fund											
The following is a schedule of Revenue Reserve as at March 2002 as verified by the Estate Management Bank Balances											
Revenue Description	Fund balance at beginning of year	Fee Income for the year	Subtotal	Amount paid to Accountant General	Amount paid to Min Of Water and Housing	Rental & Maintenance Paid	Registration Fees Paid	Refunds From Deposit Funds	Other Payments	Bank Charges	Fund Balances
Estate Management Reserve	31,764,714		31,764,714								31,764,714
Crown Property Sales (Deposit)		3,934,815	3,934,815								3,934,815
Land Settlement Deposit		107,790	107,790								107,790
Crown Property Sales (Installment)		2,374,500	2,374,500								2,374,500
Accommodation Residential		4,951,379	4,951,379								4,951,379
Accommodation Residential		770,487	770,487								770,487
Accommodation Residential		1,300,941	1,300,941								1,300,941
Crown Lands Lease		15,580,192	15,580,192								15,580,192
Land Settlement Lease		7,339,852	7,339,852								7,339,852
Rental Received Commercial		3,427,939	3,427,939								3,427,939
Other Deposit Funds		2,000,000	2,000,000								2,000,000
Interest Earned		848,132	848,132								848,132
Other Bank Adjustment Income		60,581	60,581								60,581
Outflows	31,764,714	42,713,408	74,478,122								74,478,122
				(35,265,250)	(13,469,833)	(3,735,918)	(478,918)	(3,748,568)	(705,249)	(8,128)	(56,798,664)
<b>Total</b>	<b>31,764,714</b>	<b>42,713,408</b>	<b>74,478,122</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,891,457</b>
Bank Balances At March 31, 2002											17,742,295
Payables - National Land Agency Appropriation In Aid											99,836

Amounts held on reserves were collected through Estate Management Division. A decision as to the nature of treatment of these amounts on our books were not taken at the time when these transactions were introduced. These amounts will remain on reserves and subsequently adjusted.

# Notes to the Financial Statements

For the year ended March 31, 2002

## SUMMARY OF NON TAX REVENUE COLLECTED

Revenue Type	TOTAL
<b>Registration Fees</b>	
Applications, Registered Titles	155,820,858.20
Photocopy Services	2,006,876.99
Misc- Registration Fees	4,606.29
Assurance Fund	10,540.00
	<b>157,842,679.48</b>
<b>Survey Fees</b>	
Surveys	1,687,591.25
Sale of Maps	808,979.35
Sale of Monuments	26,220.00
Hydrographic Surveys	1,700.00
Photocopy Services	46,683.00
Mapping Services	438,711.00
Other Survey Fees	72,442.46
	<b>3,082,327.06</b>
<b>Valuation Fees</b>	
Subdivision Certificate	130,500.00
Valuations	267,627.70
Search Fee	152,050.00
Other Valuation Fees	1,835,517.98
	<b>2,385,695.68</b>
<b>Estate Management Fees</b>	
Attorney Cost	157,630.90
Miscellaneous Land Revenue	7,295.00
	<b>164,925.90</b>
<b>Grand Total</b>	<b>163,475,628.12</b>

# Notes to the Financial Statements

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For the year ended March 31, 2002

<b>STATEMENT OF CAPITAL EXPENDITURE</b>	
<b><u>Description</u></b>	<b><u>Amount</u></b>
Furniture & Fitting	490,517
Technical & Scientific Instr.	20,383
Plant & Machinery	1,223,268
Office Equipment	365,732
Computer Hardware	389,566
<b>Total</b>	<b><u>2,489,466</u></b>

# Corporate Information

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## Corporate Office

8 Ardenne Road  
Kingston 10  
Tel: (876) 978-2181-7  
Fax (876) 978-0021

Website: [www.nla.gov.jm](http://www.nla.gov.jm)  
Email: [asknla@nla.gov.jm](mailto:asknla@nla.gov.jm)  
Hotline: 1-888-991-LAND (5263)

## Business Offices:

Land Valuation Division  
8 Ardenne Road  
Kingston 10  
Tel: (876) 978-2181-7  
Fax (876) 978-0021

Land Titles Division  
93 Hanover Street  
Kingston  
Tel: (876) 922-8535-7 / 8361 / 7565  
Fax: (876) 922-3858

Surveys and Mapping Division  
23 ½ Charles Street  
Kingston  
Tel: 876 922-6630-5  
Fax: (876) 967-1010

Estate Management Division  
20 North Street  
Kingston  
Tel: (876) 967-3879 / 3880  
Fax: (876) 967-5083

Central Regional Office  
Shop G1-G6  
Golf View Shopping Centre  
5 ½ Caledonia Road  
Mandeville, Manchester  
Tel: (876) 962-4261 / 625-6208

Western Regional Office  
3 Federal Avenue  
Montego Bay, St. James  
Tel: (876) 952-5318 / 979-2663  
Fax: (876) 952-1549

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RADA  
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St. Thomas  
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Fax: (876) 982-1443

RADA  
Frontier  
Port Maria, St. Mary  
Tel: (876) 994-2636 / 2632

RADA  
Haughton Court  
Lucea, Hanover  
Tel: (876) 956-2252

RADA  
Folly Road  
Port Antonio, Portland  
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RADA  
Claremont  
St. Ann  
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Ministry of Agriculture  
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Spanish Town, St. Catherine  
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St. Catherine  
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