



NATIONAL LAND AGENCY

Strategic Business Plan 2017-2020



One Agency...One Goal

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Elizabeth Stair
Chief Executive Officer
National Land Agency

Over the 2017-2020 period, the National Land Agency will pursue strategies and initiatives that are in keeping with the Growth Agenda of the Ministry of Economic Growth and Job Creation. Among the deliverables that will facilitate this agenda is the move to survey and title land settlement lots under the Land Settlement Programme. We will also ensure that the divestment programmes for Crown lands are consistent with comprehensive land use planning and utilization which is very important to drive economic growth and national development.

As a commitment to the Government's Economic Growth policies, the Agency intends to reduce the time to register transfers and mortgages on an existing Certificate of Title, a key indicator to improving the cost and ease of doing business in Jamaica. We are also committed to strengthening the processing and turnaround times to register property. The implementation of electronic titling and online forms with bar codes are two of the initiatives that are being pursued by the Agency to achieve these goals.

Technology is the main driver of the Agency's processes and as such we remain committed to upgrading our IT infrastructure and capacity in order to accommodate the various initiatives needed to move the Agency forward in achieving its objectives. This includes technological improvements and training in the pre-checking of survey plans. We will continue to work towards improving our data under the Land Information Programme initiative and conduct business process reviews to further reduce our turnaround times and enhance our customers' experience.

The Agency values the objectives of the Climate Change Policy Framework and Action Plan and will pursue alternative energy sources as part of our efforts to incorporate climate change considerations into our operations and practices.

VISION

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

MISSION

It is the Mission of the National Land Agency (NLA) 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; and
- A basic infrastructure on which to build a modern spatial information system designed to support sustainable development.

VALUE STATEMENT

The National Land Agency adopts the following core values which are aimed at shaping the culture of the organization:

Honesty – We will deliver the highest ethical practices in our service delivery and interpersonal relationships;

Respect – We respect the value of each individual, talent, time and the resources we manage and use;

Teamwork – We recognize that teamwork is an essential ingredient of our service delivery to ensure a supportive work environment;

Dependability – We depend on each other's efforts and performance as we provide seamlessness in our service delivery;

Caring – We care for our clients and colleagues alike;

Excellence – Excellence for ensuring that we aim to consistently meet our performance standards and client expectations;

Learning – We recognize that individual and organizational learning are effective ways to remain relevant and responsive to customer needs;

Accountability – We remain accountable to all stakeholders – customers, general public, partners and employees as we manage public resources on behalf of the citizens;

Fairness – We believe that everyone is to be treated fairly and rewarded and/or encouraged to perform to high standards;

Commitment – We are committed to giving our best on every occasion.

LEGISLATIVE MANDATE

The Agency's mandate is provided for under the following legislation and regulations:

- Crown Property (Vesting) Act
- Land Acquisition Act
- Land Surveyors Act
- Land Valuation Act
- Land Taxation Relief Act
- Revenue Administration Act
- Registration of Titles Act
- Registration (Strata Titles) Act
- The Registration of Titles, Cadastral Mapping and Tenure Clarification (Special Provisions) Act
- Executive Agencies Act
- Financial Administration and Audit Act and Regulations
- Financial Instructions for Executive Agencies
- Contractor General's Act
- Procurement Act and Regulations

CONTEXT

This Strategic Business Plan has been developed within the Framework for the Government's Performance Monitoring and Evaluation System (PMES) which has been established to transform public service delivery to ensure that policy and productive capacities are sustained to meet national goals.

The Business Plan describes the strategies, objectives and performance targets of the National Land Agency over the next three fiscal years (2017/2018 to 2019/2020) declaring the Agency's vision over the medium term and what strategies it will employ to get there. The Plan is aligned to the Agency's three-year budget for 2017/2018 to 2019/2020 fiscal years to determine the level of resources required to meet the intended performance and targets.

STRATEGIC OBJECTIVES

The National Land Agency, in pursuit of the Ministry's Economic Growth Agenda, is committed to achieving the following strategic objectives:

1. To improve the quality and timely delivery of services
2. To establish an efficient, coherent and transparent system for the management of Crown Lands
3. To build stronger relations with stakeholders through on-going consultation
4. To build a strong organization with a highly qualified and motivated staff
5. To improve the quality of Finance and Financial Management
6. To improve land tenure

INTENDED STRATEGIES AND OUTCOMES

The strategies to be pursued by the NLA are:

- Improving access and storage of records
- Continued technological improvements in the key business processes
- Increased Public Awareness
- Improving staff capacity through training and succession planning
- Continued business process re-engineering to improve operations
- Development of new and innovative products and services

These strategies and related initiatives should result in the following desired outcomes:

1. Improved turnaround times and processes in land registration
2. Proper land utilization of Crown lands
3. Increased accuracy and currency of the land information database to optimize property taxation revenues and to inform business decisions
4. Increase in revenue streams

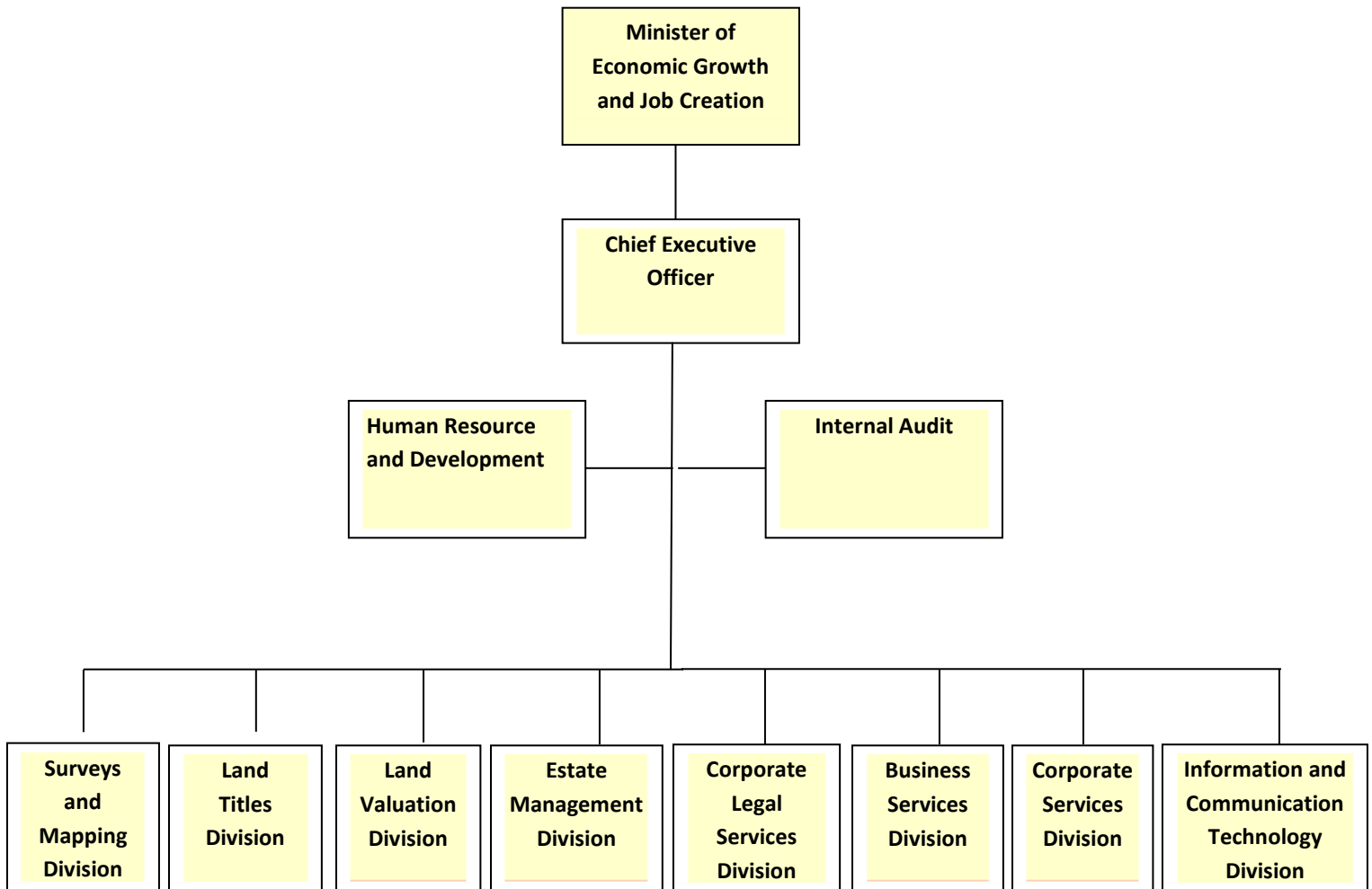
EXECUTIVE SUMMARY

- * The National Land Agency is an Executive Agency of the Government of Jamaica and commenced its operations on April 1, 2001. It reports to the Ministry of Economic Growth and Job Creation and is headed by a Chief Executive Officer who is also the Commissioner of Lands.
- * The Agency integrates four (4) core land information functions of Government responsible for land administration: Land Titles; Surveys and Mapping; Land Valuation and Estate Management. The merger has enabled the Government to develop a modern national land information system to support sustainable development.
- * The integration has been served by corporate support divisions that direct the general administration, legal services, marketing and public awareness, information and communication technology, corporate planning, facilities management, procurement and human resource management.
- * The Agency will pursue several marketing strategies to engage stakeholders to raise awareness about its products and services, such as increasing online and social media marketing, inbound marketing and relationship marketing.
- * Information on the Agency's 2016/2017 performance of its Key Performance Indicators (KPIs) is highlighted and the targets for 2017/2018 have been stated. As at October 2016/2017, the Agency achieved 18 of its 20 KPIs. This performance serves as a benchmark for what the Agency can achieve as it continues to prioritize the use of its resources.
- * The planned high-level programmes and projects are set out in order of priority for the Agency to achieve its strategic outcomes. Continuing from 2016/2017, the Agency will employ the Land Information Programme initiative to ensure the reliability of its land information database.
- * The Land Settlement Divestment Programme (LSDP) will continue. It involves the sale of lots and the titling of land settlement lots to facilitate the widening of the

fiscal base of the nation and ultimately support economic growth. There will be increased focus on surveying to facilitate titling and financial support will be sought to drive this initiative to achieve greater results.

- * Inspection and audit of leased Crown properties are expected to improve the management and proper utilisation of leased Crown lands.
- * To improve the land registration process, the strategies of technological changes, business process reviews and training will be pursued. These include the implementation of electronic titling, technological improvements and training in the plan checking and plan annexation processes, which should result in the reduction in the turnaround times in the registration of land by plan and the acceleration of the development of the national Cadastral Map.
- * The Agency intends to deliver on the targets set out as Performance Indicators, given the budgeted level of resources outlined in the Medium Term Expenditure and Income summaries. The estimates of expenditure and income for the 2017/2018 year and budgetary projections for the next three years are outlined.

ORGANIZATIONAL CHART



ROLES AND RESPONSIBILITIES

The National Land Agency has four core responsibilities as an executive agency that will facilitate the Government in advancing its Economic Growth Agenda:

Land Titles

Administering the Registration of Titles Act, the Registration (Strata Titles) Act and the Regulations made thereunder in order to provide a state-guaranteed Title and ensure the legal and formal validity of all transactions registered by the Land Titles Division.

Surveys and Mapping

Building and maintaining the national geodetic control; surveying government lands; pre-checking of survey plans submitted by Commissioned Land Surveyors in accordance with the Land Surveyors Act and providing cadastral, topographic, hydrographic and other mapping services.

Land Valuation

Maintaining the Valuation Roll to support property taxation and providing Government entities with valuations and related services.

Estate Management

Providing custodial and strategic management services for Crown Lands, including the acquisition and divestment of lands.

Spatial Data Infrastructure

The NLA will also establish and maintain the foundation for a modern national spatial information system by providing:

- Geodetic control points for the referencing of surveys to the National Grid, property data and Geo-referenced base data such as cadastral maps, topographic maps and hydrographic charts
- A technological infrastructure, including internet and mobile technologies, to distribute the foundation databases

STRATEGIC ANALYSIS OF CURRENT SITUATION

The Agency has undertaken a SWOT (strengths, weaknesses, opportunities and threats) analysis of its operations to set the strategic direction of the Business Plan. The result of this analysis is outlined below:

	Strengths	Action to Build and Use Strengths
1.	Centralized Government entity for the issuance of Certificates of Title for all registered parcels of land in Jamaica	<ul style="list-style-type: none"> • Improve business processes to reduce turnaround time to issue titles • Enhance revenue through premium charges for superior services • Improve records management by pursuing more effective data storage initiatives
2.	A qualified and experienced professional and technical staff, with strong leadership	<ul style="list-style-type: none"> • Use this strength to improve on business systems and to develop new products • Will benefit from this strength by adapting techniques to match modern technologies • Encourage organizational learning and approaches
3.	Comprehensive land information database in Jamaica	<ul style="list-style-type: none"> • Keep the land database current by continuing to pursue initiatives that would clean and update as soon as changes are made or errors identified
4.	Monopoly on base parcel data, Topographic, Planimetric and Cadastral Maps	<ul style="list-style-type: none"> • Improve public awareness of new products and services • Develop marketing and sales competence • Expose staff via training to internal and best practices and new technologies to facilitate implementation of new products and services
5.	Potential to establish full service Regional Offices as one-stop-shops and the ability to sustain this approach	<ul style="list-style-type: none"> • Cross train staff to respond to cross Divisional issues • Expansion of regional and parish offices

	Weaknesses	Action to Reduce Weaknesses
1	Losing technical and highly skilled staff to retirement and resignation	<ul style="list-style-type: none"> • Greater focus on succession planning • Increase training of staff in specialized areas • Awarding of scholarships to facilitate institutional strengthening
2	Aspects of the NLA's legislative framework are out-dated, and require amendments	<ul style="list-style-type: none"> • Propose legislative changes • Engage stakeholders to assist in fast tracking amendments
3	Inadequate revenue inflows on a consistent basis undermine the Agency's modernisation initiatives	<ul style="list-style-type: none"> • Increase funding from sources other than the Government of Jamaica such as World Bank and private partnerships • Develop new products and services beneficial to stakeholders • Reduction in expenditure and greater efforts in cost savings
4	Poor physical infrastructure at some locations	<ul style="list-style-type: none"> • Renovation of areas • Examine other accommodation alternatives • Rationalization of space to facilitate better space utilisation
5	Information and Communication Technology infrastructure needs upgrading	<ul style="list-style-type: none"> • Upgrade ICT infrastructure • Build capacity/Institutional strengthening
6	<p>Poor storage conditions of files, documents and titles cause deterioration</p> <p>Insufficient storage space for active vital records which can affect the Agency's turnaround time for delivery of some services which have a heavy dependency on records</p>	<ul style="list-style-type: none"> • Improve storage conditions through shelving, installation of shelves, air conditioning units and replacement of old files and certificates of title • Actively rationalize space and implement scanning and digitization of records and retention schedule for some records.
7	Manual systems affecting turnaround times for some processes	<ul style="list-style-type: none"> • Business process re-engineering/ automation of business processes will be pursued • Training of staff in the use of new systems

	Opportunities	Action to Take Advantage of Opportunities
1.	Technology has matured to provide service delivery of data products and services over the Internet and Mobile devices	<ul style="list-style-type: none"> • Review and acquire technology to enable online services • Develop mobile applications for key services • Partner with software developers to provide enhanced services
2.	Continued emphasis of Government to broaden and formalize land ownership so as to provide landowners with security of tenure Government's emphasis on proper utilization of leased properties	<ul style="list-style-type: none"> • Increase public education of the process to land ownership and the advantages of having a registered title. • Ensure best use of leased lands through audit and inspection
3.	Increased awareness and acceptance of Open Source Software	<ul style="list-style-type: none"> • Continue to keep abreast with technological changes coupled with the available open source options
4.	Complementary legislative framework to support tactical and strategic partnerships with local authorities and other entities	<ul style="list-style-type: none"> • We will continue to encourage agencies in Government, academia and the private sector to partner with the Agency.
5.	Possibility of co-benefit arrangements in the thrust and attention to climate change management and mitigation	<ul style="list-style-type: none"> • Compliance with participatory requirements for management and mitigation projects

	Threats	Action to Reduce Threats
1.	The implementation of Public Sector Data Collection and Information Sharing Policy mandating that provision of parcel data be free of charge to public entities	<ul style="list-style-type: none"> • Increase marketing and sales of data to the private sector to compensate for loss in revenue
2.	Unauthorised use, sale and distribution of the Agency's data	<ul style="list-style-type: none"> • Monitoring and enforcement of copyright

	Threats	Action to Reduce Threats
3.	Global advancements and availability of technologies such as GIS systems may limit the demand for products and services from our basic spatial information infrastructure	<ul style="list-style-type: none"> • Focus on the competitive advantages provided by the Agency's monopoly for some of the services it provides • Provide value added services to complement main revenue stream
4.	Limited fiscal space that may affect the Agency's ability to fund its programmes and the uptake of its services by state and para-statal agencies	<ul style="list-style-type: none"> • Improve internal efficiencies • Use cost benefit analysis including sectoral impact analysis in funding requests • More public-private sector partnership
5.	Increased cyber threats, such as hacking and viruses on the Agency's network.	<ul style="list-style-type: none"> • Adopt international security standards and best practices • Continual staff sensitization on cyber security and awareness interventions • Training of Technical staff in the area of cyber security • Implementation of more aggressive network monitoring tools and strengthening of IT infrastructure

Stakeholder Analysis

EXTERNAL STAKEHOLDERS					
Stakeholder	Interests (High or Low)	Influence (High or Low)	Needs	Wants	Expectations
Ministry/Cabinet	High Direct Customers	High Creates Policies; Accountability to the Public	Enforcement of Government's mandate and policies	Efficient and timely responses to requests	Execution of Government's mandate and policies

EXTERNAL STAKEHOLDERS (cont'd)

Stakeholder	Interests (High or Low)	Influence (High or Low)	Needs	Wants	Expectations
Attorneys-at-Law	High Direct Customers	High Act as liaison between the Agency and other stakeholders by providing legal services.	State Guaranteed Certificate of Title and elimination of fraud from other services	Faster Turnaround time in processing transactions	Efficient and timely processing of documents
Developers	High Indirect Customers	High Depend on our services to meet obligations to their customers	Splinter titles for housing development	Faster Turnaround time in processing transactions	Efficient and timely processing of documents
Financial Institutions	High Both direct and indirect customers	Low Depend on our services to meet obligations to their customers	Accurate and timely response to requests for title searches	Accurate and timely response to requests for title searches	Accurate and timely response to requests
Land Surveyors	High Direct Customers	High Act as liaison between the Agency and other stakeholders by preparing and lodging survey documents for approval	Approval of plans efficiently	Reduction in turnaround time to pre-check and approve plans	Efficient and timely approval of plans
Valuation Surveyors	High Direct Customers	Low Depend on our services to meet obligations to their customers	Provision of sales data	Current data	Accurate data
General Public	Low and high Both direct and indirect customers of the Agency's products and services	Low Many are direct customers of Attorneys- at-Law, Surveyors Developers and Financial Institutions	State Guaranteed Certificate of Title and elimination of fraud from other services. Accurate Valuation Roll	Faster Turnaround time in processing transactions	Efficient and timely processing of documents

INTERNAL STAKEHOLDERS

Stakeholder	Interests (High or Low)	Influence (High or Low)	Needs	Wants	Expectations
Contractors	High Direct Customers Potential earnings for them	High Providers of goods and services	Payment for goods and services	Immediate payment of invoices	Timely payment of Invoices
Trade Unions	Low Protects the interests and rights of the staff	Low Protects the interests and rights of the staff	Protection of staff interests and rights	Amicable resolution of disputes	Protection of staff interests and rights
Staff and Management team	High Dependent on Agency for source of employment	High Responsibility for the success of the Agency; Provides technical and support services; Executes policies and guidelines	Adequate resources; Payment of salaries and benefits Safe and clean working environment	Adequate resources; Timely payment of salaries; Safe and clean working environment	Transparency and proper working conditions Effective and timely communications

A risk assessment was conducted exploring the above external and internal factors that could impact the Agency and the implementation of this Strategic Business Plan. The following key risk indicators were identified and will be closely monitored:

- Loss of old records and Certificates of Title due to poor storage conditions: Implementation of the Land Information Programme and electronic titling.
- Failure of critical applications and systems due to virus attacks on Agency's computer network and outdated technology infrastructure: Enhancement and strengthening of technological infrastructure and introduction of new technologies.
- Reputational Damage due to gaps in the land information database: Implementation of the Land Information Programme
- Staffing challenges in key areas such as Plan Checking, Land Valuation and Land Surveying: Greater focus on succession planning through cross training and mentorship programmes and continuation of training policies aimed at strengthening resources in these areas.

PRODUCTS AND SERVICES

As an agency of the Government of Jamaica, the NLA offers a variety of unique services in the area of its core functions of land titling, surveys and mapping, valuations and estate management that impact economic growth and national development. Key service delivery programmes are:

1. Issuing of New Certificates of Title
2. Registering Transfers and Mortgages on existing titles
3. Valuing properties for property taxation
4. Maintaining the Valuation Roll to support property taxation
5. Conducting Valuations of properties on behalf of other Government entities
6. Preparing certificates for application for subdivision approval
7. Pre-checking of Survey Plans submitted by Commissioned Land Surveyors
8. Expanding and Maintaining the National Geodetic network through the establishment and checking of control marks
9. Acquisition of real property for public purposes, including road infrastructural development
10. Management and Divestment of Crown Lands
11. Management of Land Settlement Schemes

The Agency, in response to the demand to improve the turnaround times and customers' requests for new and improved services, provides services in addition to its statutory mandate, such as data and map sales, Legal Training, Property Watch and Jamprop Sales.

For the new financial year 2017/2018, two (2) new products/services are expected to be completed:

- 1) *eLandjamaica/iMapjamaica* merged service
- 2) Port Antonio Master Map

MARKETING STRATEGY

The NLA intends to employ the following marketing strategy to raise public awareness of key developments within the Agency and increase uptake of the products and services that are offered:

Relationship Marketing

The Agency is committed to building a stronger relationship with its customers and potential customers, through the maintenance of its customer contact database, mailing addresses and email addresses. Getting to know customers and developing and maintaining a relationship by identifying customers' needs and preferences will be done through focus group sessions and customized messages.

Direct/Email Marketing

NLA will continuously engage direct communication with current and potential customers via email, texts, flyers, newsletters and brochures. The Agency's email: asknla@nla.gov.jm and webchat service will also be critical tools for this marketing strategy.

Public Relations and Reverse Marketing

The Agency will continue to build and maintain a strong relationship with the media through press conferences for product launches and key developments within the NLA. It will continue to advertise its products and services through the traditional sources of television, radio, and print media. Through this strategy, customers will seek out the services of the NLA rather than the Agency actively pursuing customers. Participation in speaking engagements will also help to bolster the Agency's agenda and corporate image.

The hosting of events such as the NLA Road Show, which targets persons primarily in rural Jamaica will continue, as well as the NLA's participation in information fairs and events coordinated by stakeholders to increase awareness of our products and services.

Inbound Marketing

When customers call the NLA, the Agency informs them about its products and services (via Call Centre Service Officer/ Customer Service Officer or pre-recorded telephone advertising). The upgrade of the Internet Protocol Telephony infrastructure and the establishment of the Call Centre will therefore be critical in assisting this marketing strategy.

Online and Social Media Marketing

The use of social media has become increasingly popular; therefore, the Agency will capitalize on the audience that can be targeted through this medium. The continuous promotion of the Agency's activities and how to access its products and services will be done via our social media page: Facebook, YouTube, as well as our redesigned website. Online digital advertising is also an important tool to generate interest in the Agencies products and services. The use of GoogleAds and other online advertising platforms will be engaged.

HUMAN RESOURCE CAPACITY PLAN

Set out below is the current staffing complement of the National Land Agency and the staffing that will be required in order to carry out the major projects and programmes and tasks (permanent, temporary and officers on employment contracts).

Name of Units / Divisions or Projects	2015/2016 Staff Complement	2016/2017 Staff Complement	Planned 2017/2018	Planned 2018/2019	Planned 2019/2020
Office of the CEO	3	4	4	4	4
HRMD Unit	21	21	21	21	21
Internal Audit	10	10	10	10	10
Business Services Division	60	60	56	56	56
Corporate Legal Services Division	28	26	26	26	26
Corporate Services Division	111	111	111	111	111
Estate Management Division	145	129	99	95	95
Information & Communication Technology	29	29	29	29	29
Land Titles Division	109	109	109	109	109
Land Valuation Division	125	125	95	95	95
Surveys & Mapping Division	151	151	151	151	151
Total	792	775	711	707	707

Table 1. Human Resource Capacity Plan

CURRENT ORGANIZATIONAL PERFORMANCE

Key Performance Indicators (KPIs) Performance Report 2016/2017							
Priority/ Objective	Programme/ Project & Budget No.	Output	Key Performance Indicator	Annual Target 16/17	Actual Performance for 16/17 ¹	Annual Target 17/18	Expected Result 17/18
To improve quality and ensure timely delivery of services	Land Titling (Budget No. 20/0155)	Issue New Certificates of Title (Under Section 79, First Registration, Lost Title Applications and Part of Land Transfers)	Turnaround time to issue titles with plan	72% completed in 28 days	99.08% completed in 28 days	73% completed in 28 days	73% completed in 28 days
			Turnaround time to issue titles without plan	88% completed in 15 days	99.92% completed in 15 days	89% completed in 15 days	89% completed in 15 days
		Issue New Certificates of Title under Section 77	Turnaround time to issue titles with Plan	72% completed in 28 days	99.49% completed in 28 days	73% completed in 28 days	73% completed in 28 days
			Turnaround time to issue titles without Plan	88% completed in 15 days	100% completed in 15 days	89% completed in 15 days	89.% completed in 15 days
		Registering Transfers, Mortgages, Leases, Transmission Applications, Easements, Court Orders etc.	Turnaround time	93% completed in 5 days	98.41% completed in 5 days	95% completed in 5 days	95% completed in 5 days

Table 2. Current Organizational Performance

¹ Actual performance for 2016/2017 is based on figures up to March 31, 2017

Key Performance Indicators (KPIs)

Performance Report 2016/2017

Priority/ Objective	Programme/ Project & Budget No.	Output	Key Performance Indicator	Annual Target 16/17	Actual Performance for 16/17¹	Annual Target 17/18	Expected Result 17/18
To improve quality and ensure timely delivery of services	Land Valuation (Budget No. 20/0169)	Valuations	Turnaround Time for Completion of Valuations	70% completed in 30 days	82.56% completed in 30 days	50% completed in 30 days	50% completed in 30 days
		Certificate for application for subdivision approval	Turnaround Time	90% completed in 3 days	98.89% completed in 3 days	90% completed in 3 days	90% completed in 3 days
		Amendments to the Valuation Roll	Number of Amendments	50,000	54,114	40,000	40,000
To improve quality and ensure timely delivery of services	Survey and Mapping (Budget No. 20/0188)	Pre checking of Survey Plans	Turnaround time per plan	80% completed in 35 days	95.70% completed in 35 days	80% completed in 35 days	80% completed in 35 days
Delivery of Spatial Information and Infrastructure		Expand and Maintain National Geodetic Network	Number of Horizontal control points established per year	500	566	500	500
			Number of Control Marks established in National Grid Geodetic Database	400	674	400	400
			Number of Control Marks checked per year	200	209	200	200

Key Performance Indicators (KPIs)

Performance Report 2016/2017

Priority/ Objective	Programme/ Project & Budget No.	Output	Key Performance Indicator	Annual Target 16/17	Actual Performance for 16/17 ¹	Annual Target 17/18	Expected Result 17/18
To establish an efficient, coherent and transparent service for the management of Crown Lands	Estate Management (Budget No. 20/0518)	Acquisition of Real Property	Turnaround time to prepare notices for Ministerial Approval under the Land Acquisition Act	90% completed in 10 days	100% completed in 10 days	90% completed in 10 days	90% completed in 10 days
		Management of Land Settlement Schemes	Number of duplicate Certificates of Title prepared in the name of the Commissioner of Lands	400	444	400	400
			Number of parcels surveyed	600	600	600	600
		Divestment of Crown Lands	Turnaround time for preparation of Notices of Allotment after Ministerial Approval	90% completed in 7 days	100% completed in 7 days	90% completed in 7 days	90% completed in 7 days
			Turnaround time to prepare sales/lease agreement for execution by the parties after Ministerial approval	90% completed in 10 days	100% completed in 10 days	90% completed in 8 days	90% completed in 8 days

Key Performance Indicators (KPIs)

Performance Report 2016/2017

Priority/ Objective	Programme/ Project & Budget No.	Output	Key Performance Indicator	Annual Target 16/17	Actual Performance for 16/17 ¹	Annual Target 17/18	Expected Result 17/18
To become a client-focused organization, through on-going consultation with stakeholders	General Administration (Budget No. 20/0005)	Diversification of Business Services	Number of New Services/Products provided	2	2	2	2
To build a strong organization with a highly qualified and motivated staff	General Administration (Budget No. 20/0005)	Staff Development	Percentage of staff receiving minimum training hours	50% receiving 8 hours of training	53.86% receiving 8 hours of training	50% receiving 8 hours of training	50% receiving 8 hours of training
To improve the quality of Finance and Finance Management	General Administration (Budget No. 20/0005)	Implemented financial related systems that lead to improved financial performance and operational efficiency	Ratio of actual revenue to actual expenditure	0.75	0.91	0.75	0.75

STRATEGIC PLANS AND PRIORITY PROGRAMMES (2017-2020)

Set out below are the programmes and projects through which we will realise our strategic objectives over the medium term:

Programme/ Project & No.	Strategies	Key Output	Performance Indicators	Target & Cost 2017/2018 \$1,913,106,000	Target & Cost 2018/2019 \$2,050,143,564	Target & Cost 2019/2020 \$2,201,854,188
MAJOR PROGRAMMES AND PROJECTS						
	<i>Improvement in technology by introducing Electronic Tiling</i>	<i>Electronic Tiling System</i>	<i>Increase in the Turnaround time to produce titles</i> <i>Improvement in storage of title records</i> <i>Reduction in incidents of land fraud</i>	<i>Conduct Study Tour and Feasibility Study</i> <i>Legislative changes</i>	<i>Converting existing original Certificates of Title</i> <i>Public outreach and education programmes</i>	<i>Issuing of new original CTs in electronic format only</i> <i>Recalling duplicate Certificates of Title held by GOJ</i>
	<i>Improvement in Technology to improve Turnaround Time to Issue Certificates of Title with Plan</i>	<i>Improvement in Turnaround Time to issue Titles with Digitised Plan</i>	<i>Turnaround Time to issue Titles with plan within 25 days</i>	<i>Scan Survey Plan Annexed to Title</i>	—	—
	<i>Business Process Review to obtain seamless process to issue Titles under First Registration</i>	<i>Improvement in Turnaround Time to issue Titles under First Registration</i>	<i>Turnaround time to issue Titles under First Registration improved to 92% completed in 25 days</i>	<i>Review Business Process of the Application Department</i>	—	—
	<i>Improvement in Technology in the approval/ pre-checking of plans process to increase the rate of building the Cadastral Map.</i> <i>Training in use of new Technology</i>	<i>Increase in the percentage of the Cadastral Map developed</i> <i>Improvement in the turnaround time to Pre-check Plans</i>	<i>Increase in the rate of building the Cadastral Map to 34%</i> <i>Improved Turnaround time to Pre-check Plan within 30 days</i>	<i>30 additional MicroSurvey software Licences installed</i> <i>New Work Flow</i>	-	-

Table 3. Strategic Plans and Priority Programmes

Programme/ Project & No.	Strategies	Key Output	Performance Indicators	Target & Cost 2017/2018	Target & Cost 2018/2019	Target & Cost 2019/2020
				\$1,913,106,000	\$2,050,143,564	\$2,201,854,188
<i>Land Revaluation Programme</i>	<i>Clear Objection cases</i>	<i>All Objection cases cleared</i>	<i>Number of Objection cases completed</i>	<i>Number of Objection cases completed</i>	<i>Number of Objection cases completed</i>	<i>-</i>
<i>Land Divestment Programme (Budget No. 20/0518)</i>	<i>Inspection and Audit of leased properties to monitor Land Use</i>	<i>Monitoring and Regularisation of Leased Properties</i>	<i>50% reduction in leased properties in breach of lease agreement in relation to purpose for land use</i>	<i>600 Leased Properties inspected and audited</i>	<i>600 Leased Properties inspected and audited</i>	<i>600 Leased Properties inspected and audited</i>
	<i>Utilisation of electronic Inventory of Crown Lands (Estate Management System) to manage land use</i>			<i>600 Properties identified and Land Use Data Monitored by EMS</i>	<i>600 Properties identified and Land Use Data Monitored by EMS</i>	<i>600 Properties identified and Land Use Data Monitored by EMS</i>
<i>Land Settlement Divestment Programme (Budget No. 20/0518)</i>	<i>Public/Private Sector Partnership with Geoland Ltd to survey and issue titles to secondary and tertiary land owners of Land Settlement lots.</i>	<i>Increase in the number of Land Settlement Lots sold, surveyed and titles issued</i>	<i>Sale of 1500 Land Settlement Lots</i>	<i>500 Land Settlement Lots sold</i>	<i>500 Land Settlement Lots sold</i>	<i>500 Land Settlement Lots sold</i>
			<i>Titling of 1500 Land Settlement Lots</i>	<i>500 Land Settlement Lots sold and titled</i>	<i>500 Land Settlement Lots sold and titled</i>	<i>500 Land Settlement Lots sold and titled</i>
			<i>Surveying of 1500 Parcels</i>	<i>500 Parcels Surveyed</i>	<i>500 Parcels Surveyed</i>	<i>500 Parcels Surveyed</i>
<i>Land Information Programme (Budget No. 20/0005)</i>	<i>Improvement in Technology to provide seamless access to land information</i>	<i>Seamless and Faster access to accurate land information from the merged eLandjamaica and iMapjamaica service</i>	<i>Faster access to accurate Land information</i>	<i>Contract Developer , install and test merged eLandjamaica and iMapjamaica Service</i>	<i>Full Implementation of service</i>	
	<i>Replace Old Certificates of Title in Bounded Volume with Security Paper</i>	<i>More durable New certificates of Title issued on Security Paper</i>	<i>Improved conditions of Titles records and easier retrieval</i>	<i>Number of New Certificates of Title in the name of Commissioner of Lands issued on Security Paper</i>	<i>Number of New Certificates of Title in the name of Government Ministries/Agenci es issued on Security Paper</i>	<i>Number of New Certificates of Title in the name of individuals and private entities issued on Security Paper</i>

Programme/ Project & No.	Strategies	Key Output	Performance Indicators	Target & Cost 2017/2018	Target & Cost 2018/2019	Target & Cost 2019/2020
				\$1,913,106,000	\$2,050,143,564	\$2,201,854,188
Land Information Programme (Budget No. 20/0005)	<i>Indexation of Title References on the Valuation Roll</i>	<i>3,000 parcels indexed with title references on the Valuation Roll</i>	<i>Increased accuracy in information regarding registered parcels of land on the Valuation Roll</i>	<i>1000 parcels indexed with title references on the Valuation Roll</i>	<i>1000 parcels indexed with title references on the Valuation Roll</i>	<i>1000 parcels indexed with title references on the Valuation Roll</i>
	<i>Improvement in technology through creation of online application forms</i>	<i>24 User-friendly online Application Forms for Land Titles Transactions</i>	<i>Reduction in the rejection rate of application for Land Title transactions</i>	<i>20 Online Forms</i>	<i>4 Online Forms</i>	–
	<i>Improvement in technology with the digitizing of Survey records</i>	<i>Digitised surveys and mapping records in the Documentation Centre for Surveys and Mapping documents and plans</i>	<i>Easy access and faster retrieval of Surveys and Mapping documents and plans</i>	<i>Renovate Documentation Centre Scanning and indexing documents into digital format</i>	<i>Scanning and indexing documents into digital format</i>	<i>Scanning and indexing documents into digital format, archiving the documents</i>
Customer Satisfaction Improvement (Budget No. 20/005)	<i>Improvement in Technology by upgrading the telephone system</i>	<i>New Telephone System and Call Centre</i>	<i>Reduction in complaints about Agency's telephone service</i>	<i>Install upgraded version of IP Telephony System and fully functional call centre</i>	–	–

DETAILS OF STRATEGIC PLANS AND PRIORITY PROGRAMMES

Set out below are details of the programmes and activities through which we will realise our strategic objectives over the medium term:

LAND TITLING PROGRAMME

Electronic Titling

Electronic titling, which is practiced by other jurisdictions such as New Zealand, is being pursued by the National Land Agency to significantly improve the Land Registration process. This involves the conversion of existing paper-based title records and issuing future title records in an electronic format. The current paper based title system will be replaced by a database of land information, which will be able to generate a status certificate showing the current information regarding registered land parcels and the history of a land parcel since the parcel was first brought under the operation of the Registration of Titles Act (RTA). Discussions on the required legislative changes are expected to be concluded in 2017/2018 with the Jamaican Bar Association and the necessary Cabinet approval obtained.

The benefits to be accrued from e-titling is the significant reduction in the turnaround time to transfer land; the reduction in the potential incidents for land fraud; reduction in the requirements for storage capacity for title records and the reduction in the cost of production to the Agency.

Automation of Plan Annexation

Plan Annexation is a critical part of the land registration process. Before registration by plan can be completed, the plan is copied in the Agency's Surveys and Mapping Division for annexation to the Certificate of Title. Over the years, the Agency has been experiencing challenges with the plan annexation component of the process and this has affected the Agency's overall performance in relation to the turnaround time to issue titles with plan. The Agency intends to undertake a business process review and a technological solution to facilitate the plan annexation process.

Cadastral Map

One of the Government's thrusts is to build a comprehensive Cadastral Map for the entire island of Jamaica to foster national development. The Map is being built from land surveys approved by the Director of Surveys and it is estimated that by the end of 2017/2018 25.67% of the map would have been compiled.

Digitising Plans Pre-Checking Process

The pre-checking of survey plans in accordance with the Land Surveyor's Act is a statutory requirement of the National Land Agency. Presently the Plan Examination and Checking Branch (PECB) of the Surveys and Mapping Division is at its optimum level of performance using an archaic manual system.

During the 2016/2017 year, the Agency had begun the process of implementing a digital solution for the Plan Checking process. Expected outcomes include shorter turnaround times for pre-checking plans and reduced duplication of checks for the Registrar of Titles.

REVALUATION PROGRAMME

Valuation Objections/ Appeals

With the completion of the Revaluation Exercise of all parcels of land in Jamaica in the 2013/2014 financial year and the release of the new Valuation Roll on April 1, 2017, the Agency expects to process Objection appeals to the new values for a period up to 18 months commencing 2017/2018. In the initial phase a high volume of requests from landowners is expected on the new values which would be a significant increase from the last revaluation done in 2002.

LAND SETTLEMENT DIVESTMENT PROGRAMME (LSDP)

The Land Settlement Divestment Programme commenced in the 2016/2017 Financial Year and is intended to facilitate the widening of the fiscal base of the nation and ultimately support economic growth. It comprises three components:

- Sale of lots in land settlement schemes
- Titling of lands
- Public/private partnership to title lands: NLA/Geoland Title Ltd.

a) Sale of Lots

The divestment and titling of these lots will empower mainly low income earners in rural Jamaica to own property, giving them security of tenure. The project will, *inter alia*, allow the owners to use the property as security for loans and obtain the requisite planning and building approvals for the further development of the property. This project is in keeping with the spirit of the principles enunciated in Vision 2030.

b) Titling of Lands

The lots in Land Settlement Schemes will be surveyed and the Special Provisions Act will be applied to expedite the issue of Certificates of Title. Private Commissioned Land Surveyors will be engaged to survey some of the lots.

The activities of the Commissioner of Lands to provide Certificates of Title will be complemented by the Probate Unit, which will assist the beneficiaries of Land Settlement Lots to administer the estates of deceased Allottees at a minimal cost.

c) Public/Private Partnership

NLA has partnered with GEOLAND Title Ltd., to survey and issue titles to secondary and tertiary landowners, that is, persons who purchased or inherited a Land Settlement Lot from the original Land Settlement Allottee. GEOLAND will seek funding for financing for fees to obtain land titles.

LAND DIVESTMENT PROGRAMME

Effective Management and Utilisation of Leased Lands

The Agency's Estate Management Division is responsible for managing all lands owned by the Commissioner of Lands (COL). These include Crown land leases, Project Land Leases (PLL), and land settlement properties. It also acts as an agent on behalf of Government institutions in the purchase and/or lease of other properties.

Part of the Agency's mandate is to ensure that there is proper land use and management of leases in an effort to drive economic growth. This is achieved through bi-annual inspections and audit of the properties. The Estate Management

System, which is the computerized land inventory of Crown Lands, will facilitate the tracking of changes in land use and recording of divestments. The system will allow linkages between the various Divisions of the NLA to provide immediate responses to the following frequently-asked- questions from customers:

- How much land is owned by the government in a particular area?
- What is the current use of a particular government property?
- Is the property registered or unregistered?

LAND INFORMATION PROGRAMME

The Agency will continue, over the medium term, to employ the Land Information Programme initiative, which commenced in 2016/2017, to improve the data in its Land information database. The following strategies will be pursued to achieve this objective:

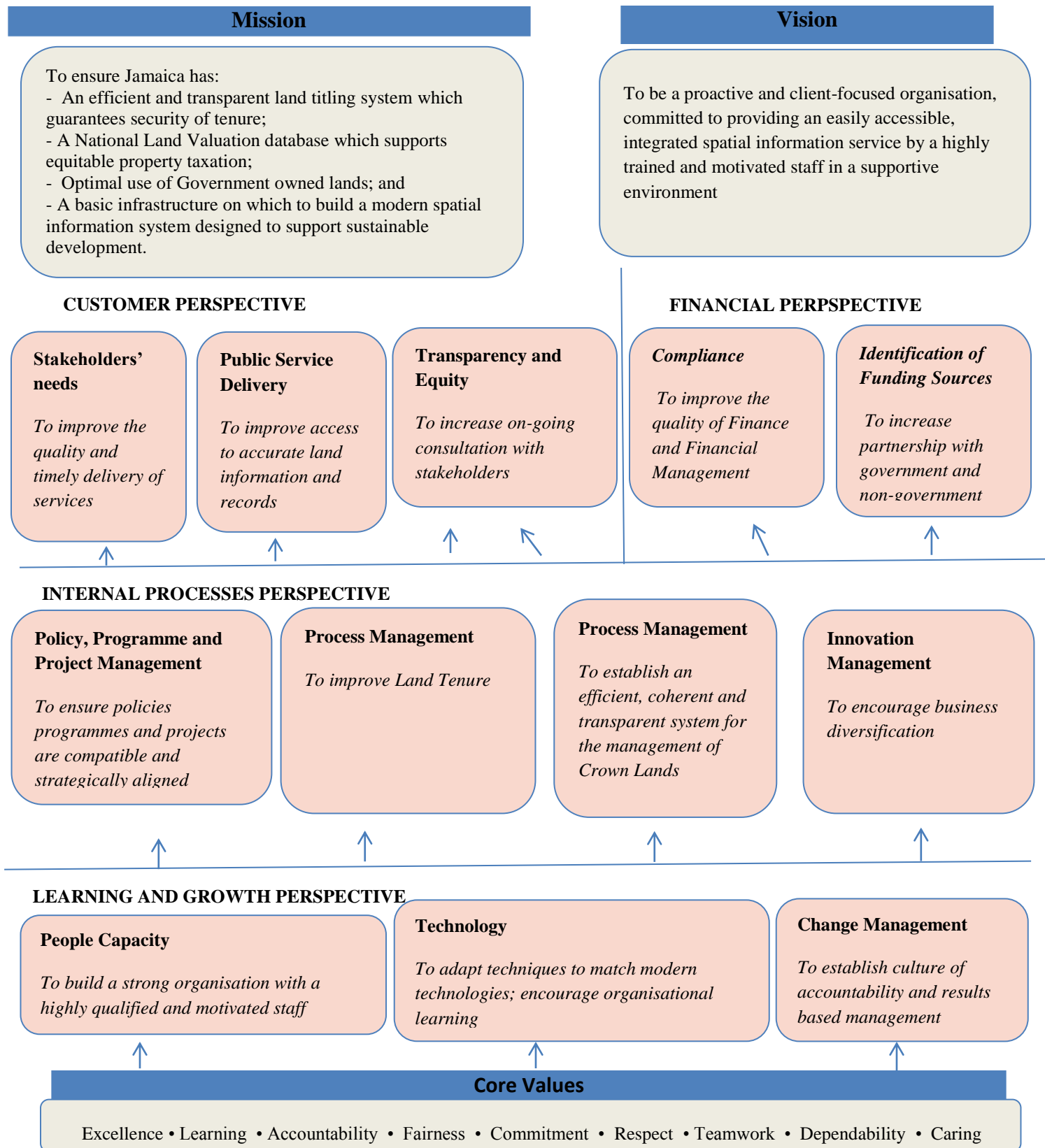
- Replace old Certificates of Title in Bound Volumes and Deposited Plans on Security Paper
- Create Online Forms for Land Titles matters
- Index Title References on the Valuation Roll
- Merge **eLandjamaica** and **iMapjamaica**

CUSTOMER SATISFACTION IMPROVEMENT

Upgrade of Telephone Infrastructure

The National Land Agency, during the 2016/2017 financial year, commenced the process to upgrade its telephone infrastructure to improve the flow of communication with its customers. The upgraded telephone system will facilitate the implementation of a centralized telephone-based customer service facility that will function as a single point of contact for customers requiring information on specified services. This will improve the service delivery level as customers would have easier access to information.

Strategy Map (Medium Term 2017-2020)



Balance Scorecard (Medium Term 2017-2020)

Objectives	Measures (Performance Indicators)	Targets By 2020	Initiatives	Medium-term Budget (\$) 6,165,103,752
STAKEHOLDER PERSPECTIVE				
To Improve Land Tenure	Improve Turnaround Time to issue New Certificates of Title with Plan	Percentage of Titles with Plan completed increased by 3% and number of days reduced by 3 days	Automation/digitising of Plan annexation to certificates of title	
	Improve Turnaround Time to issue New Certificates of Title issued under First Registration	Percentage of Titles completed under First Registration increased by 8% and number of days remained unchanged	Review business process of the Application Department of the Land Titles Division	
	Improvement in the Turnaround time to Pre-check plans	Number of days to Pre-check plans reduced by 5 days	Digitising the process for the Pre-checking of Plans	
	Acceleration of the time to develop the Cadastral Map of the island	The percentage of the Cadastral Map completed increased by 11%		
To establish an efficient, coherent and transparent system for the management of Crown Lands	Optimal Use of Crown Land leases	Inspect, Audit and Monitor utilisation of 1,800 leased properties	Land Divestment Programme	
	Increase in the number of Land Settlements with registered titles	Sell, Survey and Title 1,500 Land Settlements lots	Land Settlement Divestment Programme Use of Special Provisions Act	

Table 4. Balance Scorecard 2017-2020

Objectives	Measures (Performance Indicators)	Targets By 2020	Initiatives	Medium-term Budget (\$)6,165,103,752
<i>To improve the quality and timely delivery of services</i>	<i>Seamless and faster access to accurate land data on the newly merged online services eLandjamaica and iMapjamaica</i>	<i>Merged eLandjamaica and iMapjamaica services by 2017/2018</i>	<i>Land Information Programme</i>	
<i>To improve quality and timely delivery of service</i>	<i>Reduction in the rejection rate for Land Titles applications</i>	<i>24 online forms implemented by March 2019</i>	<i>Land Information Programme</i>	
	<i>Increased accuracy in information regarding registered parcels of land on the Valuation Roll</i>	<i>3000 parcels identified and indexed with Title References on the Valuation Roll</i>		
<i>To improve customer satisfaction levels</i>	<i>Reduction in customer complaints about Agency's telephone service</i>	<i>New Telephone System and Call Centre implemented by 2017/2018</i>	<i>Upgraded Telephone System /Establishment of Call Centre</i>	
FINANCIAL PERSPECTIVE				
<i>To improve the quality of Finance and Financial Management</i>	<i>Ratio of actual revenue to actual expenditure</i>	<i>75%</i>	<i>Continuous Training of Finance Staff</i> <i>Monitor and incorporate recommendations of Auditors</i>	
INTERNAL PROCESS PERSPECTIVE				
<i>To improve revenue and cost structure</i>	<i>Number of new products and services introduced</i>	<i>6 new products /services</i>	<ol style="list-style-type: none"> 1. Merger of eLandjamaica/ iMapjamaica Services 2. Jamaica Road Map 3. Port Antonio Master Map 4. Mobile Applications 5. Online Forms for Land Titles Transactions 6. Electronic Titling 	

Objectives	Measures (Performance Indicators)	Targets By 2020	Initiatives	Medium-term Budget (\$6,165,103,752)
<i>To increase strategic performance and alignment of Plans and Budget</i>	<i>Percentage of organisational Key Performance Indicators targets achieved annually</i>	<i>80% achieved</i>	<i>Execute monitoring and evaluation activities within the PMES</i>	
LEARNING AND GROWTH PERSPECTIVE				
<i>To build a strong organisation with a highly qualified and motivated staff</i>	<i>% of staff receiving minimum training hours</i>	<i>50% receiving 8 hours of training Each year</i>	<ol style="list-style-type: none"> <i>1. Training of Plan Checking staff in new software</i> <i>2. Cross Training of Technical Staff</i> <i>3. Continuing professional training for Legal Officers, Valuation Surveyors, Land Surveyors and Property Administrators.</i> 	
Total				\$6,165,103,752

Financial Model

Medium Term Expenditure and Income Summary

The Medium Term Expenditure Summary outlines the estimates of expenditure and income for the Fiscal year 2017/2018 and budgetary estimates for the next two years. Sources of funding over the medium term is expected from inflows from the delivery of services from various activities and the Government of Jamaica's support for the Agency. The increase in projections over the medium term took into account inflation consistent with the Ministry of Finance projected rate of 7.4 percent for the fiscal years 2018/2019 and 2019/2020.

Item	Actual 2016/2017 (Year to Date Feb 2017)	Estimates 2017/2018	Projections 2018/2019	Projections 2019/2020
	J\$	J\$	J\$	J\$
Recurrent	1,349,500,014	1,913,106,000	2,050,143,564	2,201,854,188
Capital A		—	—	—
Capital B		—	—	—
Appropriations in Aid	1,186,453,110	1,425,404,000	1,530,883,896	1,644,169,304
Government of Jamaica Funding	496,155,579	487,702,000	523,791,948	562,552,552
Total Funding Requirement	1,349,500,014	1,913,106,000	2,050,143,564	2,201,254,188

Table 5. Medium Term Expenditure and Income Summary 2017/2018 to 2019/2020

Annual Report

The accountability of the Agency is concluded through an Annual Report that is produced within the stipulated timeframe after the end of the fiscal year. The Report details the performance on the Agency's Key Performance Indicators; indicators of financial results and Audited Financial Statements. They provide stakeholders and various other interested parties with elements of the Agency's overall performance and finances.

Appendix A – Medium Term Financial Implications

Sub Programme/Activity	Actual Expenditure 2015/2016 \$	Actual Expenditure 2016/2017 as at Feb 2017 \$	Estimates 2017/2018 \$	Estimates 2018/2019 \$	Estimates 2019/2020 \$
RECURRENT					
Total Direction and Management	<u>523,383,202</u>	<u>472,031,702</u>	<u>851,642,000</u>	<u>910,131,165</u>	<u>977,480,871</u>
Land Administration	<u>881,060,447</u>	<u>819,411,002</u>	<u>976,564,056</u>	<u>1,048,829,796</u>	<u>1,126,443,201</u>
Land Titling	229,806,800	206,553,154	226,157,238	242,892,874	260,866,946
Land Valuation	194,088,919	188,712,564	227,411,918	244,240,400	262,314,190
Surveys and Mapping	261,297,040	240,666,298	325,273,638	349,343,887	375,195,335
Estate Management	195,867,688	183,478,986	197,721,261	212,352,634	228,066,729
Block 11	<u>44,761,889</u>	<u>38,057,310</u>	<u>84,900,004</u>	<u>91,182,604</u>	<u>97,930,117</u>
Recurrent Total	1,449,205,538	1,329,500,014	1,913,106,000	2,050,143,564	2,201,854,188
CAPITAL A	-	-	-	-	-
CAPITAL B	-	-	-	-	-
APPROPRIATIONS IN AID					
Land Registration Fees	972,300,279	1,136,747,417	1,368,410,000	1,469,684,154	1,578,440,781
Survey Fees	27,036,040	22,832,635	27,501,000	29,536,074	31,721,743
Valuation Fees	9,133,000	11,367,163	13,856,000	14,881,344	15,982,563
Estate Management Fees	12,671,000	15,505,895	15,406,000	16,546,044	17,770,451
Total Appropriations in Aid	1,021,140,319	1,186,453,110	1,425,404,000	1,530,647,616	1,643,915,540
Government Funding	454,580,000	496,155,579	487,702,000	523,791,948	562,552,552
Total Funding Required	1,475,720,319	969,556,469	1,913,106,000	2,054,675,844	2,206,721,856

Appendix B: Monitoring Plan

Priority Policies, Programmes and Projects	Output Performance Indicator (s)	Baseline Data (2016/2017)	Departmental-level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realization of the objective of the priority policy, programme or project)						Monitoring Method (s)
				Year (2017/2018)		Year (2018/2019)		Year (2019/2020)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Land Titling Programme	Improved Turnaround time to issue New Certificates of Title with Plan	-	Scan Plan to be Annexed to Title	Digitised Plan Annexation on Certificate of Title by 2 nd Quarter	Quarterly					
	Improved Turnaround time to issue New Certificates of Title under First Registration	-	Conduct Business Process Review of the Application Department of the Land Titles Division	Complete Business Process Review of the Application Department by 2nd Quarter	Quarterly					
	Improvement in Turnaround Time for Pre-checking Survey Plans	-	Procure and install Micro Survey software to facilitate digitizing of the checking of plans process	30 Micro Survey software installed at Surveys and Mapping Division	Quarterly					

Appendix B: Monitoring Plan

Priority Policies, Programmes and Projects	Output Performance Indicator (s)	Baseline Data (2016/2017)	Departmental-level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realization of the objective of the priority policy, programme or project)						Monitoring Method (s)
				Year (2017/2018)		Year (2018/2019)		Year (2019/2020)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Land Titling Programme	Electronic Titling by 2020	-	Improvement in Technology	Conduct Study Tour and Feasibility Study Legislative changes	Quarterly	Public outreach and education programmes Converting existing original Certificates of Title	Quarterly	Issuing of new original Certificates Title in electronic format only	Quarterly	
Land Divestment Programme	Optimal use and Management of Crown Land leases	-	Inspection and Audit of leased properties	600 Leased Properties inspected/ audit	Bi- Annually	600 Leased Properties inspected/audit	Bi-Annually	600 Leased Properties inspected/audit	Bi-Annually	
Land Settlement Divestment Programme		-	1. Sell and Title lots in land settlement schemes and issue titles 2. Survey lots in partnership with GEOLAND Title Ltd	500 Land Settlement Lots	Quarterly	500 Land Settlement Lots	Quarterly	500 Land Settlement Lots	Quarterly	

Appendix B: Monitoring Plan

Priority Policies, Programmes and Projects	Output Performance Indicator (s)	Baseline Data (2016/2017)	Departmental-level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realization of the objective of the priority policy, programme or project)						Monitoring Method (s)
				Year (2017/2018)		Year (2018/2019)		Year (2019/2020)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Land Information Programme	Seamless access to land data online on newly merged <i>eLandjamaica</i> and iMapjamaica service	-	Develop and build system Install, Test and implement Merged <i>eLandjamaica</i> and iMapjamaica service	Develop and build system Install and Test system	Quarterly	Implement Merged <i>eLandjamaica</i> and iMapjamaica	Quarterly			
	Total number of certificates of Title replaced on Security Paper Easy retrieval and greater security of New Certificates of Title	-	Replace Old Certificates of Title in Bounded Volume with Security Paper	Number of New Certificates of Title in the name of Commissioner of Lands issued on Security Paper	Quarterly	Number of New Certificates of Title in the name of Government Ministries/ Agencies issued on Security Paper	Quarterly	Number of New Certificates of Title in the name of individuals and private entities issued on Security Paper	Quarterly	
	Reliable information regarding 3000 registered parcels of land made available to stakeholders by 2019/2020	880	Indexation of Title References on the Valuation Roll	1,000 parcels indexed with title references on the Valuation Roll	Quarterly	1,000 parcels indexed with title references on the Valuation Roll	Quarterly	1,000 parcels indexed with title references on the Valuation Roll	Quarterly	

Priority Policies, Programmes and Projects	Output Performance Indicator (s)	Baseline Data (2016/2017)	Departmental-level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realization of the objective of the priority policy, programme or project)						Monitoring Method (s)
				Year (2017/2018)		Year (2018/2019)		Year (2019/2020)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Land Information Programme	24 User-friendly online Application Forms for Land Titles Transactions	3 Forms	Convert Applications Forms to an online platform	20 Online Forms completed	Quarterly	4 Online Forms Completed	Quarterly		Quarterly	
	Digitizing of Documentation Centre for Surveys and Mapping documents and plans by 2018/2019 for easy access and retrieval of survey documents		1.Renovate Documentation Centre 2. Scanning and indexing documents into digital format 3. Archiving documents	Renovate Documentation Centre	Quarterly	Scanning and indexing documents into digital format, Archiving documents	Quarterly			
Customer Satisfaction Improvement	New Telephone System and Call Centre by 4 th Quarter of 2017/2018	-	Install New IP Telephony System Set up Call Centre	Install New IP Telephony System and Set up Call Centre	Quarterly	-		-		

Appendix C: Evaluation Plan

Priority Policies, Programmes and Projects	Goal (s)	Expected Outcome (s)	Evaluation Type (Frequency)	Planned Evaluation Completion Date (Month/Year)	Evaluation Method (s)	Entity Responsible for Evaluation
Land Titling Programme	Improve turnaround time to 75% completed in 25 days to issue Titles with Plan	Improvement in Turnaround Time in Land Registration Process with Plan	Mid-term	March 2020	Monthly Reports	NLA
	Improve turnaround time to 93% completed in 25 days to issue Titles under First Registration	Improvement in Turnaround time in First Registration applications	Mid-term	March 2020	Monthly Reports	NLA
	To build 31.67% of Cadastral Map	Acceleration of Land Registration in Jamaica	Mid-term	March 2020	Monthly Report on the number of parcels Coordinated and Compiled into the National Grid	NLA
	Electronic Titling	Reduction in incidents of Fraud; reduction in turnaround time to transfer land, increase in storage capacity of title records	Quarterly	September 2018	Parcel visitation	NLA
Land Divestment Programme	Ensure that 1500 leased parcels utilized effectively by 2019/2020	Optimal use and management of Crown land leases	Mid-term	March 2020	Inspection and Audit	NLA
Land Settlement Divestment Programme	Survey, Sell and Title 1500 Land Settlement Lots	Provide security of tenure to low income earners in rural Jamaica	Quarterly	March 2018	Monthly Reports	NLA
Land Information Programme	Integrate two separate services eLandjamaica and iMapjamaica into one seamless application	Improvement in accessing land information online	Mid-term	December 2019	Customer Service Survey	NLA

Appendix C: Evaluation Plan

Priority Policies, Programmes and Projects	Goal (s)	Expected Outcome (s)	Evaluation Type (Frequency)	Planned Evaluation Completion Date (Month/Year)	Evaluation Method (s)	Entity Responsible for Evaluation
Land Information Programme	Replace old Certificates of Title in Bounded Volumes with Security Paper by 2020	Easy retrieval of land records and increased security of certificates of title	Quarterly	April 2020	Monthly Reports	NLA
	3000 Updates on Valuation Roll with Title Reference by March 2020	Stakeholders accessing reliable information on registered parcels of land	Annual	April 2020	Review Divisional Reports	NLA
	Convert 24 application Forms for Land Titles Transactions to online platform	User-friendly online Application Forms for Land Titles Transactions to facilitate faster turnaround of transactions	Annual	April 2020	Review Divisional Reports and View Forms on NLA's Website	NLA
	Digitise Surveys and Mapping documents and plans in the Document Centre	Easy access and retrieval of Surveys and Mapping documents leads to greater planning and development	Annual	April 2019	Inspection and Test the system	NLA

Priority Policies, Programmes and Projects	Goal (s)	Expected Outcome (s)	Evaluation Type (Frequency)	Planned Evaluation Completion Date (Month/Year)	Evaluation Method (s)	Entity Responsible for Evaluation
Customer Satisfaction Improvement	<p>New Telephone System and Call Centre implemented by 2017/2018.</p> <p><i>Call Centre:</i> Measure turnaround time to:</p> <ol style="list-style-type: none"> 1. Answer calls 2. Route calls 3. Time spent with customer 4. Time to resolve customer issues 	Improvement in the Communication System and customer service delivery	Mid-term	June 2019	Focus Group/ Customer Service Survey	NLA

Appendix D: Procurement Plan

Description	Unit of Measure	Quantity	Estimated Budget & Funding Source					Prequali- fication	Proc. Method [1]	Estimated dates			Status & Comments [2]	
			GOJ	External Funding			Total	Y / N			Publication	Award	Start	
				Loans	Grants	Self-Financed					-			
1. GOODS														
Computer Equipment (Computers, Laptops and Tablets)						35,208,700.00	35,208,700.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4		
Computer Hardware						63,133,650.00	63,133,650.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4		
Computer Software and Licences						45,299,790.00	45,299,790.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4		
Electrical Materials			2,250,000.00			3,340,000.00	5,590,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4		
Equipment & Appliances						6,882,590.00	6,882,590.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4		
Equipment & Instruments (Technical & Scientific)			19,500,000.00			53,967,849.00	73,467,849.00	N	LT	Q2-Q4	Q2-Q4	Q2-Q4		
Fixtures and Fittings						2,476,368.00	2,476,368.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4		

Appendix D: Procurement Plan

Description	Unit of Measure	Quantity	Estimated Budget & Funding Source					Prequali- fication	Proc. Method [1]	Estimated dates			Status & Comments [2]
			GOJ	External Funding			Total	Y / N			Award	Start	
				Loans	Grants	Self-Financed					-		
Fuel, Oil and Lubricants (Generators)			450,000.00			2,000,000.00	2,450,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
Household Items						984,286.00	984,286.00	N	LT	Q2-Q3	Q2-Q3	Q2-Q3	
Medical Supplies						137,868.00	137,868.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
Motor Vehicles						41,000,000.00	41,000,000.00	N	LT	Q1	Q2	Q2	
Motor Vehicle Fuel						8,717,976.00	8,717,976.00	N	OF	Q1-Q4	Q1-Q4	Q1-Q4	
Motor Vehicle Parts						828,000.00	828,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
Network Hardware						46,635,002.00	46,635,002.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
Office Furniture						7,091,776.00	7,091,776.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
Stationery and Office Supplies						12,187,531.00	12,187,531.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	

Appendix D: Procurement Plan

Description	Unit of Measure	Quantity	Estimated Budget & Funding Source					Prequali- fication	Proc. Method [1]	Estimated dates			Status & Comments[2]		
			GOJ	External Funding			Total	Y / N			Publication	Award		Start	
				Loans	Grants	Self-Financed					-				
Printers						10,720,570.00	10,720,570.00	N	LT	Q1	Q2	Q2			
Publications						200,000.00	200,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4			
Subscriptions						397,112.00	397,112.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4			
Toilet Articles						2,822,540.00	2,822,540.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4			
2. WORKS															
Maintenance (Other)			500,000.00				500,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4			
Plumbing			240,000.00				240,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4			
Refurbishing/Repairs to Buildings			1,200,000.00			41,315,000.00	42,515,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4			
Repairs to Air-conditioning Units			5,500,000.00			22,829,106.00	28,329,106.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4			

Appendix D: Procurement Plan

Description	Unit of Measure	Quantity	Estimated Budget & Funding Source					Prequali- fication	Proc. Method [1]	Estimated dates			Status & Comments [2]
			GOJ	External Funding		Total	Y / N	Publication		Award	Start		
				Loans	Grants		Self-Financed						
Repairs to Elevators			2,400,000.00				2,400,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
Repairs to Furniture and Fixtures						550,000.00	550,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
Repairs to Machinery & Equipment						520,000.00	520,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
3. NON-CONSULTING SERVICES													
Advertising/Promotions /Public Education						2,039,105.00	2,039,105.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
Armoured Escort Services						1,158,356.00	1,158,356.00	N	LT		Q1	Q1	
Closed User Group (CUG)						3,049,950.00	3,049,950.00						Two-year contract awarded and commenced in 1st Quarter 2016/2017

Appendix D: Procurement Plan

Description	Unit of Measure	Quantity	Estimated Budget & Funding Source					Prequali- fication	Proc. Method [1]	Estimated dates			Status & Comments [2]
			GOJ	External Funding			Total	Y / N		Publication	Award	Start	
				Loans	Grants			Self-Financed					
									-				
Computer Hardware Repairs/Services						5,005,000.00	5,005,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
Courier Services						1,136,150.00	1,136,150.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
Insurance			4,979,018.00			3,811,744.00	8,790,762.00						Triennium Broker's Contract was awarded in 4th Quarter 2015/2016. However, the holding Broker will return annually to the insurance market during 4th Quarter 2016/2017 and 4th Quarter 2017/2018.

Appendix D: Procurement Plan

Description	Unit of Measure	Quantity	Estimated Budget & Funding Source					Prequali- fication	Proc. Method [1]	Estimated dates			Status & Comments [2]
			GOJ	External Funding			Total	Y / N		Publication	Award	Start	
				Loans	Grants	Self-Financed							
Janitorial Services			4,200,000.00			15,198,909.00	19,398,909.00						Three-year contracts awarded and commenced in 2nd Quarter 2015/2016.
Locksmith Services						80,000.00	80,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
Maintenance of Telecom Equipment						1,700,000.00	1,700,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
Motor Vehicle Repairs/Service						3,988,444.00	3,988,444.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
Pest Control Services			2,000,000.00				2,000,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	

Appendix D: Procurement Plan

Description	Unit of Measure	Quantity	Estimated Budget & Funding Source					Prequali- fication	Proc. Method [1]	Estimated dates			Status & Comments [2]
			GOJ	External Funding			Total	Y / N		Publication	Award	Start	
				Loans	Grants	Self-Financed			-				
Printing and Photocopying Services						2,277,542.00	2,277,542.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
Rental of Sanitary Disposal Units			201,312.00			576,035.00	777,347.00						Two-year contract awarded in 4th Quarter 2015/2016.
Security Services			2,500,000.00			30,510,909.00	33,010,909.00	N	LCB			Q1&Q2	Two-year contracts expire in 1st and 2nd Quarters 2017/2018. New contracts scheduled to be awarded in 4th Quarter 2016/2017.
Software Maintenance & Renewal of Licences						21,392,700.00	21,392,700.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	

Appendix D: Procurement Plan

Description	Unit of Measure	Quantity	Estimated Budget & Funding Source					Prequali- -fication	Proc. Method [1]	Estimated dates			Status & Comments [2]	
			GOJ	External Funding			Total	Y / N		Publication	Award	Start		
				Loans	Grants	Self-Financed								
									-					
Waste Disposal			200,000.00			937,377.00	1,137,377.00	N	LT	Q1	Q2	Q2		
Website Hosting						434,967.00	434,967.00	N	LT		Q2	Q2		
4. CONSULTING SERVICES														
Local Consultancy						36,020,000.00	36,020,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4		

Appendix E: Performance Indicators
(Indicators in **Red** are Key Performance Indicators)

CORPORATE OBJECTIVES AND PERFORMANCE INDICATORS						
	Output	Performance Indicators	Base Line (March 2017)	Planned Performance		
			Current 16/17	Target 17/18	Target 18/19	Target 19/20
Objective 1: To improve quality and ensure timely delivery of services (Customer Service)						
<i>Delivery of Statutory Services</i>						
1	First Registration Applications	Turnaround time for initial processing:	99.92% completed in 25 days	90% completed in 25 days	90% completed in 25 days	90% completed in 25 days
		Turnaround time with Plan				
		Turnaround time without Plan	100% completed in 15 days	92% completed in 15 days	92% completed in 15 days	92% completed in 15 days
		LAMP – Turnaround time to process Applications received with plan	99.92% completed in 25 days	90% completed in 25 days	90% completed in 25 days	90% completed in 25 days
		LAMP – Turnaround time to process Applications received without plan	100% completed in 15 days	92% completed in 15 days	92% completed in 15 days	92% completed in 15 days
		LAMP I - Number of Applications Lodged	1,240	—	—	—
		LAMP II – Number of Applications Lodged	114	—	—	—

CORPORATE OBJECTIVES AND PERFORMANCE INDICATORS

	Output	Performance Indicators	Base Line (March 2017)	Planned Performance		
			Current 16/17	Target 17/18	Target 18/19	Target 19/20
2	Deposited Plan	Turnaround time for processing of Deposited Plan Applications	96% completed in 20 days	92% completed in 18 days	92% completed in 18 days	92% completed in 18 days
3	Cadastral Map	Turnaround time for processing of Cadastral Maps	100% completed in 20 days	92% completed in 18 days	92% completed in 18 days	92% completed in 18 days
4	Issue New Certificates of Title (Under Section 79, First Registration, Lost Title Applications and Part of Land Transfers)	Turnaround time to issue titles with plan	99.08% completed in 28 days	73% completed in 28 days	74% completed in 28 days	75% completed in 28 days
		Turnaround time to issue titles without plan	99.92% completed in 15 days	89% completed in 15 days	90% completed in 15 days	91% completed in 15 days
		LAMP – Turnaround time to issue Titles with plan	99.08 % completed in 28 days	73% completed in 28 days	74% completed in 28 days	75% completed in 28 days
		LAMP I – Number of Titles Issued	996	—	—	—
		LAMP II – Number of Titles Issued	125	—	—	—

CORPORATE OBJECTIVES AND PERFORMANCE INDICATORS

	Output	Performance Indicators	Base Line (March 2017)	Planned Performance		
			Current 16/17	Target 17/18	Target 18/19	Target 19/20
5	Issue New Certificates of Title under Section 77	Turnaround time to issue titles with Plan	99.49% completed in 28 days	73% completed in 28 days	74% completed in 28 days	75% completed in 28 days
		Turnaround time to issue titles without Plan	100% completed in 15 days	89% completed in 15 days	90% completed in 15 days	91% completed in 15 days
6	Lost Title Application, Vesting Orders and Foreclosure Applications	Turnaround time for initial processing of lost title applications	99.58% completed in 7 days	95% completed in 7 days	95% completed in 7 days	95% completed in 7 days
		Turnaround time for initial processing (<i>Vesting and Foreclosure</i>)	100% completed in 7 days	95% completed in 7 days	95% completed in 7 days	95% completed in 7 days
7	Registering Discharge of Mortgages/Notations of Death and Marriage/Single Transfer or Mortgage (Express Desk)	Turnaround time	100% completed in 2 days	95% completed in 2 days	95% completed in 2 days	95% completed in 2 days

CORPORATE OBJECTIVES AND PERFORMANCE INDICATORS

	Output	Performance Indicators	Base Line (March 2017)	Planned Performance		
			Current 16/17	Target 17/18	Target 18/19	Target 19/20
8	Registering Transfers, Mortgages, Leases, Transmission Applications, Easements, Court Orders etc.	Turnaround time	98.41% completed in 5 days	95% completed in 5 days	95% completed in 5 days	95% completed in 5 days
		Number of Transactions Registered on Existing Titles	69,403	70,000	70,000	70,000
		Turnaround Time to Deposit Power of Attorney	99% completed in 3 days	95% completed in 5 days	95% completed in 5 days	95% completed in 5 days
9	Notation of Caveats	Turnaround time	99.41% completed in 3 days	95% completed in 3 days	95% completed in 3 days	95% completed in 3 days
10	Deliver Searches on Title Records	Turnaround time for General Searches	100% completed in 30 minutes	95% completed in 30 minutes	95% completed in 30 minutes	95% completed in 30 minutes
		Turnaround time for Specific Searches	96.25% completed in 15 minutes	90% completed in 15 minutes	90% completed in 15 minutes	90% completed in 15 minutes
11	Valuations	Turnaround Time	82.56% completed in 30 days	50% completed in 30 days	50% completed in 30 days	70% completed in 30 days

CORPORATE OBJECTIVES AND PERFORMANCE INDICATORS

	Output	Performance Indicators	Base Line (March 2017)	Planned Performance		
			Current 16/17	Target 17/18	Target 18/19	Target 19/20
12	Response to General Enquiry on Valuation Information	Turnaround time for processing requests for general information	100% completed in 15 days	90% completed in 15 days	90% completed in 15 days	90% completed in 15 days
13	Certificate for application for subdivision approval	Turnaround Time	98.89% completed in 3 days	90% completed in 3 days	90% completed in 3 days	90% completed in 3 days
14	Amendments to the Valuation Roll	Number of days after receipt of request for amendment to existing parcel	85.20% completed in 30 days	80% completed in 30 days	80% completed in 30 days	85% completed in 30 days
		Number of days for new parcel to be recorded on the Valuation Roll	80.01% completed in 60 days	60% completed in 60 days	60% completed in 60 days	60% completed in 60 days
		Number of outstanding cases completed	138	214	0	
		Number of amendments completed	54,114	40,000	40,000	40,000

CORPORATE OBJECTIVES AND PERFORMANCE INDICATORS

	Output	Performance Indicators	Base Line (March 2017)	Planned Performance		
			Current	Target	Target	Target
			16/17	17/18	18/19	19/20
		LAMP – Turnaround time to make amendments to the Valuation Rolls (existing parcels)	85.20% completed in 30 days	90% completed in 30 days	90% completed in 30 days	90% completed in 30 days
		LAMP – Turnaround time for new parcels to be recorded on the Valuation Roll	80.01% completed in 60 days	60% completed in 60 days	60% completed in 60 days	60% completed in 60 days
		LAMP – Number of Amendments completed	1,229	—	—	—
		Percentage of Parcels of Land Registered (cumulative)	59.11%	59.5%	60.1%	61.1%

CORPORATE OBJECTIVES AND PERFORMANCE INDICATORS

	Output	Performance Indicators	Base Line (March 2017)	Planned Performance		
			Current 16/17	Target 17/18	Target 18/19	Target 19/20
15	Pre checking of Survey Plans	Turnaround time per plan	95.70% completed in 35 days	80% completed in 35 days	90% completed in 33 days	90% completed in 30 days
		LAMP – Turnaround time for processing Cadastral Maps	89% completed in 25 days	80% completed in 25 days	80% completed in 25 days	80% completed in 25 days
		LAMP I – Number of Cadastral Maps certified	13	—	—	—
		LAMP II – Number of Cadastral Maps certified	0	—	—	—

CORPORATE OBJECTIVES AND PERFORMANCE INDICATORS

	Output	Performance Indicators	Base Line (March 2017)	Planned Performance		
			Current 16/17	Target 17/18	Target 18/19	Target 19/20
<i>Delivery of Spatial Information and Infrastructure</i>						
16	Delivery of Maps and Digital Land Information	Turnaround Time for delivery of paper maps and standardize digital data	100% completed in 1 day	96% completed in 1 day	96% completed in 1 day	96% completed in 1 day
		Turnaround Time for Delivery of Customized Maps and Data	98.81% completed in 15 days	85% completed in 15 days	85% completed in 15 days	85% completed in 15 days
17	Availability of Mission Critical Applications	Availability of Land Registration System (LRS)	99.70%	98%	98%	98%
		Availability of eLandjamaica	97.22 %	95%	98%	98%
		Availability of Cashier System	99.83%	98%	98%	98%
		Availability of Biz Pay/Payroll Application	99.31%	98%	98%	98%
		Availability of Parcel Data Management System	99.22%	98%	98%	98%
		Availability of Document Scanning System	99.76%	98%	98%	98%

CORPORATE OBJECTIVES AND PERFORMANCE INDICATORS

	Output	Performance Indicators	Base Line (March 2017)	Planned Performance		
				Target 17/18	Target 18/19	Target 19/20
			Current 16/17			
	Availability of Mission Critical Applications	Availability of Estate Management System	99.67%	98%	98%	98%
		Availability of Electronic Mail System	99.27%	98%	98%	98%
		Availability of Accpac Accounting System	99.83%	98%	98%	98%
		Availability of Virtual Reference Station (VRS)	79.43%	85%	90%	95%
18	Deliver Hydrographic Surveys	Number of Surveys done	6	4	4	4
19	Expand and Maintain National Geodetic Network	Number of Horizontal control points established per year	566	500	500	500
		Number of Control Marks established in National Grid Geodetic Database	674	400	400	400
		Number of Control Marks checked per year	209	200	200	200

CORPORATE OBJECTIVES AND PERFORMANCE INDICATORS

	Output	Performance Indicators	Base Line (March 2017)	Planned Performance		
			Current 16/17	Target 17/18	Target 18/19	Target 19/20
20	Preparation of Digital Master Maps	Port Antonio Master Map	30%	70%	-	-
Objective 2: To establish an efficient, coherent and transparent service for the management of Crown lands (Crown Land Management)						
21	Acquisition of Real Property	Turnaround time to vet and or prepare Sale Agreement for execution by the Commissioner of Lands	100% completed in 10 days	90 % completed in 8 days	90 % completed in 8 days	90 % completed in 8 days
		Turnaround time to prepare Lease Agreements for execution by the Commissioner of Lands	92% completed in 20 days	85% completed in 20 days	85% completed in 20 days	85% completed in 20 days
		Turnaround time to prepare Sale Agreements for execution by the parties under the Land Acquisition Act	NIL	90% completed in 10 days	90% completed in 10 days	90% completed in 10 days
		Turnaround time to prepare Notices for Ministerial approval under the Land Acquisition Act	100% completed in 10 days	90 % completed in 10 days	90% completed in 10 days	90% completed in 10 days

CORPORATE OBJECTIVES AND PERFORMANCE INDICATORS

	Output	Performance Indicators	Base Line (March 2017)	Planned Performance		
			Current 16/17	Target 17/18	Target 18/19	Target 19/20
22	Management of Land Settlement Schemes	Number of duplicate Certificates of Title prepared in the name of the Commissioner of Lands	444	400	400	400
		Number of parcels surveyed	600	600	700	700
		Pre-checking of Survey Plans for Land Settlements	100% completed in 30 days	80% completed in 30 days	80% completed in 30 days	80% completed in 30 days
23	Divestment of Crown Lands	Turnaround time for research to establish availability of Crown Lands	99.06% completed in 6 weeks	85% completed in 6 weeks	85% completed in 6 weeks	90% completed in 6 weeks
		Turnaround time for applications to be submitted for Ministerial approval	100% completed in 16 weeks	85% completed in 16 weeks	85% completed in 16 weeks	85% completed in 16 weeks
	Divestment of Crown Lands	Turnaround time for preparation of Notices of Allotment after Ministerial approval	100% completed in 7 days	90% completed in 7 days	90% completed in 7 days	90% completed in 7 days

CORPORATE OBJECTIVES AND PERFORMANCE INDICATORS

	Output	Performance Indicators	Base Line (March 2017)	Planned Performance		
			Current 16/17	Target 17/18	Target 18/19	Target 19/20
		Turnaround time to prepare sale/lease agreement for execution by the parties after Ministerial approval	100% completed in 10 days	90% completed in 8 days	90% completed in 8 days	90% completed in 8 days
24	Inventory of Crown Lands	Number of Properties Inspected and Data Collected	0 parcels	2,000 parcels	-	-
Objective 3: To become a client-focused organisation, through ongoing consultation with stakeholders (Marketing and Public Education)						
25	Diversification of Business Services	Number of New Services/Products provided	2	2	2	2
Objective 4: To build a strong organisation with a highly qualified and motivated staff (Human Resource Management and Administration)						
26	Staff Development	Percentage of staff receiving minimum training hours	53.86% receiving 8 hours of training	50% receiving 8 hours of training	50% receiving 8 hours of training	50% receiving 8 hours of training

CORPORATE OBJECTIVES AND PERFORMANCE INDICATORS

	Output	Performance Indicators	Base Line (March 2017)	Planned Performance		
			Current 16/17	Target 17/18	Target 18/19	Target 19/20
Objective 5: To Improve Quality of Finance and Financial Management						
27	Implemented financial related systems that lead to improved financial performance and operational efficiency	Ratio of actual revenue to actual expenditure	0.91	0.75	0.75	0.75
		Compliance with procurement guidelines	-	100%	100%	100%
28	Revenue from specific services	Revenue earned from <i>eLandjamaica</i>	\$23,631,476	\$20,000,000	\$20,000,000	\$22,000,000
		Revenue earned from Map Products	\$6,523,689	\$3,000,000	\$3,000,000	\$3,000,000
Objective 6: To improve on Land Tenure						
29	Preparation of Digital Cadastral Maps	Number of Parcels in precise Digital Cadastral Mapping Database referred to the National Grid System (cumulative)	11,607	10,000	10,000	10,000
		Percentage of Cadastral Map Built (Compiled and Coordinated Parcels)	22.48%	25.67%	28.67%	31.67%