



# Strategic Business Plan

2022-2026

*One Agency, One Goal*

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## CEO'S MESSAGE

To help Jamaica reach its economic and social goals within the timeframe of Vision 2030, the National Land Agency will continue to play a vital role in the process of nation building. Our objectives and those of the Growth Agenda of the Ministry of Economic Growth and Job Creation are in one accord. Land ownership continues to be one of the cornerstones of development.

The 2021/2022 Financial Year just ended was Year One for the production of the 20,000 titles over three years under the Land Titling Programme. Given the impact of COVID on its operations, the Agency was able to complete 6,007 titles in 2021/2022. In Year Two of the project the Agency is targeting to produce an additional ten thousand (10,000) titles by March 2023. Systematic land registration will continue to run simultaneously with the adhoc land registration system under the Special Provisions Act.

The pre-implementation phase of the Electronic Titling project will continue in the 2022/2023 financial year with the completion of the procurement process for the selection of the vendor for the e-titling software and the digitization of the land titling records. The Second Draft Bill of the key legislation, the Registration of Titles Act to facilitate electronic titling, is also expected to be finalised over the period.

In keeping with its function to acquire properties under the *Land Acquisition Act* for a public purpose as declared by the Minister, the Agency will be carrying out several land acquisition projects to facilitate the development of our nation's roads as outlined by the most Honourable Prime Minister.

As one goes through the Strategic Business Plan, one will notice other key strategic initiatives that will assist the NLA to achieve its mandate to maintain a reliable land information infrastructure and contribute to the Ministry's growth agenda.

Cheriese J. Walcott  
Chief Executive Officer/ Commissioner of Lands

## **CONTEXT**

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This Strategic Business Plan has been developed within the Framework for the Government's Performance Monitoring and Evaluation System (PMES) and the Medium-Term Results-Based Budgeting (MTRBB) initiative. The PMES 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 four fiscal years 2022/2023 to 2025/2026 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 four-year budget for the 2022/2023 to 2025/2026 fiscal years to determine the level of resources required to meet the intended performance and targets.

## EXECUTIVE SUMMARY

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The National Land Agency (NLA) is an Executive Agency of the Government of Jamaica and commenced its operations on April 1, 2001. The NLA falls under 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 six (6) core land information functions of Government responsible for land administration: Land Titling; Surveys and Mapping; Land Valuation; Estate Management; Land Administration and Adjudication Services.

Information on the Agency's performance of its Key Performance Indicators (KPIs) for 2021/2022 is highlighted. As at March 31, 2022, the Agency met 23 of its 25 Key Performance Indicators (KPI's) with a weighted performance of 92 percent above the target of 80 percent.

The critical success areas or priority projects are laid out in this Strategic Business Plan. The first priority project is the production of 20,000 titles over three fiscal year years under the Land Titling Programme, with 10,000 to be produced in 2022/2023. Secondly, the completion of the preparatory work for the introduction of Electronic Titling also remains a priority with procurement of the electronic titling software in the current fiscal year. Another critical success area is the development of 50 percent of the National Digital Cadastral Map over three years. The National Digital Cadastral Map is expected to assist with the increase in production of land titles and the reduction of dual registration. To also assist with the reduction of dual registration, the Agency will continue, over the medium term, to improve the data quality in its land information database through the identification and indexation of parcels on the Valuation Roll with missing title references. These projects will be monitored and evaluated in the Monitoring and Evaluation Plans that are included as Appendices.

The Plan also highlights the Agency's Marketing Strategy, which will continue to focus on promoting the Systematic Land Registration Programme and commence stakeholder engagement for electronic titling.

The Agency intends to deliver on the targets set out as Key Performance Indicators, given the budgeted level of resources outlined in the Medium Term Expenditure and Income

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Summaries. The estimate of expenditure and income for the 2022/2023 financial year is \$3.627 Billion.

## **VISION**

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To be an organization committed to providing customers with excellent service in land titling and land information.

## **MISSION**

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To maintain a reliable land information infrastructure that facilitates land administration and sustainable development.

## **VALUE STATEMENT**

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

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

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

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

**Transparency** – We will deliver our services and engage our stakeholders with openness and honesty.

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

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

**Customer-focused** – We care for our clients and colleagues alike and we aim to consistently meet our performance standards and client expectations.

## **MANDATE**

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The National Land Agency's mandate is to maintain a land information infrastructure that:

- Facilitates security of tenure through regularization and clarification of interests in land;
- Supports sustainable development through efficient land management; and
- Supports the valuation of properties.

## **ACCOUNTABILITY FRAMEWORK**

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### **LEGISLATIVE MANDATE**

The Agency's mandate is provided for under the following legislations 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 to Executive Agencies
- National Integrity Commission Act
- The Public Procurement Act, 2015 and Regulations

## **STRATEGIC GOALS**

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1. To improve the quality and timely delivery of services
2. To facilitate optimal use of government owned lands
3. To build stronger relations with stakeholders through ongoing consultation
4. To build a stronger organization with a highly competent and motivated staff
5. To improve the quality of Finance and Financial Management
6. To improve land tenure

## **STRATEGIC PRIORITIES/INITIATIVES**

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The National Land Agency, in pursuit of the Ministry's Economic Growth Agenda, is committed to achieving the following strategic priorities during the period 2022 to 2026

1. Produce 20,000 new Certificates of Title under Systematic Titling by March 2024
2. Implement Electronic Titling by 2025
3. Achieve 90% on the Customer Quality Index by 2024
4. Develop 50% of the Digital Cadastral Map by 2024
5. Implement a Land Bank in collaboration with the Planning Institute of Jamaica (PIOJ) by 2024

## **INTENDED STRATEGIES AND OUTCOMES**

The strategies to be pursued by the NLA are:

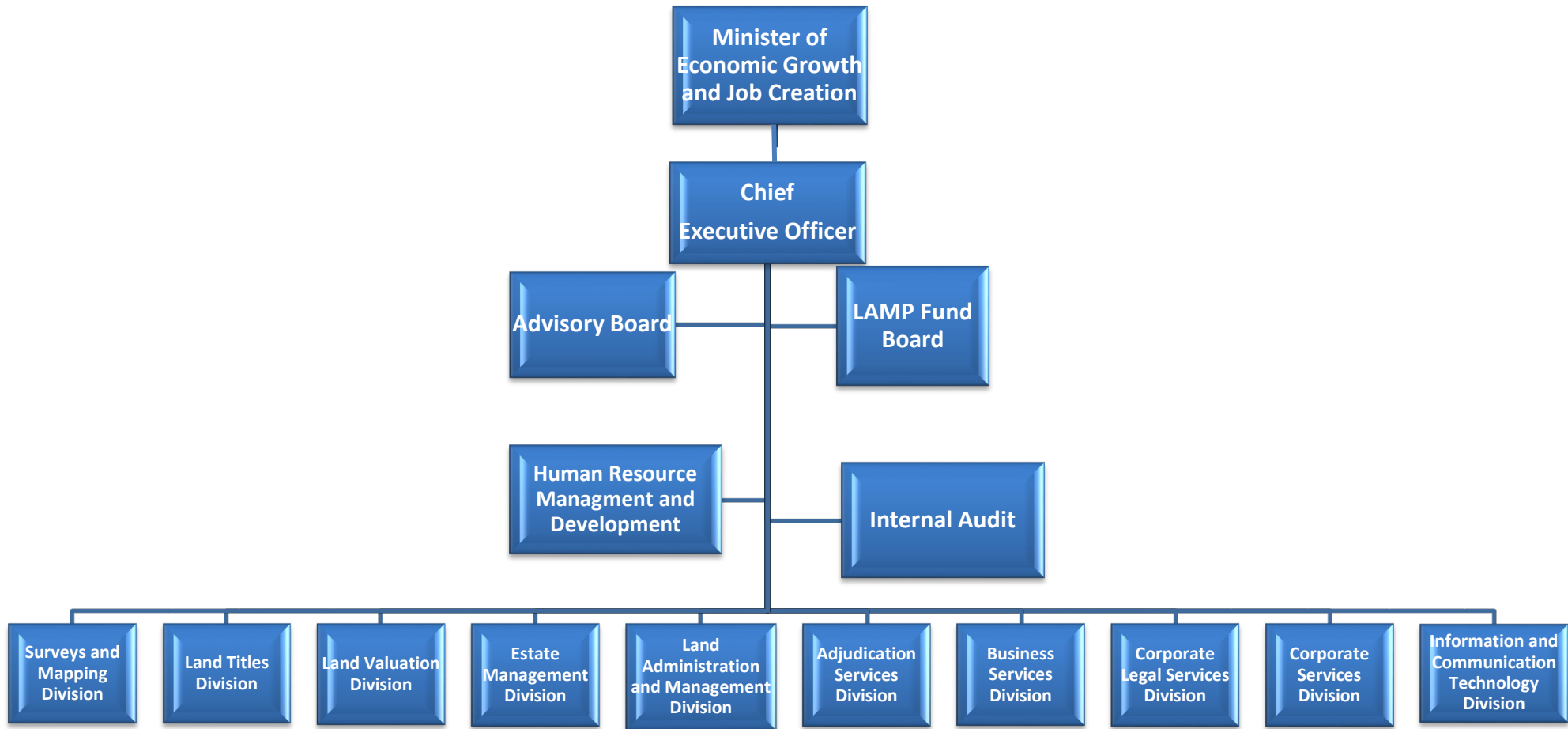
- Continuing business process re-engineering and technological changes to improve operations in land registration, estate management, and surveys and mapping
  - Increasing public awareness
  - Improving staff capacity through the filling, of vacant posts, training, and succession planning
  - Improving data quality
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These strategies and related initiatives should result in the following desired outcomes:

1. Increase in land ownership
2. Improvement in Customer Service
3. Increased accuracy and currency of the land information database to optimize property taxation revenues and to inform business decisions
4. Crown Property is managed for sustainable development

# ORGANIZATIONAL STRUCTURE



## **ROLES AND RESPONSIBILITIES**

The National Land Agency has the following 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 land-related transactions registered by the Agency.

### **Surveys and Mapping**

Establishing and maintaining the foundation for a modern national spatial information system by 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.

### **Adjudication Services**

Assisting land owners who have been in open, undisturbed and undisputed possession of their land for twelve (12) years or more, to claim ownership using an Adjudication Process.

### **Land Administration**

Assisting landowners with land tenure regularization and clarification, which is the preparation and management of applications for a Certificate of Title as well as the updating of information on existing titles.

## 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 for the Strategic Business Plan. The results of this analysis are outlined below:

	Strengths	Action to Build and Use Strengths
1.	Sole provider of Land Registration Processing; Monopoly on base parcel data, Topographic, Planimetric and Cadastral Maps; Comprehensive land information database in Jamaica	<ul style="list-style-type: none"> <li>• Improve business processes to reduce turnaround time to issue titles</li> <li>• Enhance revenue through premium charges for superior services</li> <li>• Ability to forge public/private partnerships for the acceleration of land tenure</li> </ul>
2.	Certified and competent staff with strong, technical knowledge of our existing products and services	<ul style="list-style-type: none"> <li>• Ability to improve business systems and conduct product development.</li> <li>• Ability to adapt techniques to utilise modern technologies, such as Drones and GNSS Receivers, to build the land information database</li> <li>• Expose staff via training to international standards and best practices and new technologies to facilitate implementation of new products and services</li> </ul>
3.	Office locations islandwide	<ul style="list-style-type: none"> <li>• Potential to establish full service Regional Offices as one-stop-shops and the ability to sustain this approach.</li> </ul>

	<b>Weaknesses</b>	<b>Action to Reduce Weaknesses</b>
1	Aspects of the NLA's legislative framework are outdated, and require amendments	<ul style="list-style-type: none"> <li>Propose legislative changes</li> <li>Engage stakeholders to assist in fast tracking amendments</li> </ul>
2	Revenue inflows is dependent on the stability of the real estate market / construction industry. This impacts the Agency's modernisation initiatives, as ninety percent of earnings are directly related to land registration transactions.	<ul style="list-style-type: none"> <li>Increase funding from sources other than the Government of Jamaica, such as the World Bank.</li> <li>Spearheading private partnership initiatives</li> <li>Fast track the development of income generating products and services beneficial to stakeholders</li> <li>Practice expenditure containment and greater efforts in cost savings</li> </ul>
3	Limited space within physical infrastructure	<ul style="list-style-type: none"> <li>Renovation of office space</li> <li>Examine other accommodation alternatives</li> <li>Rationalization and renovation of space to facilitate better space utilization</li> </ul>
4	Gaps in the land information database	<ul style="list-style-type: none"> <li>Identify and index parcels with missing data on the Valuation Roll</li> <li>Frequent scanning and updating of records</li> <li>Implement quality and data assurance checks in the business process, with a feedback system to point out inaccuracies</li> <li>Conduct field work/surveys to improve parcel data</li> <li>Building the National Digital Cadastral Map which can assist in improving the accuracy of boundaries and the location of all parcels</li> </ul>
5	<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 that have a heavy dependency on records</p>	<ul style="list-style-type: none"> <li>Implement the Government's Records and Information Management (RIM) Policy, which involves data classification of electronic and physical records to determine retention schedules for some records.</li> <li>Pursue off-site storage for inactive records</li> <li>Business process re-engineering/ automation of business processes will be pursued</li> </ul>

	<b>Weaknesses</b>	<b>Action to Reduce Weaknesses</b>
6	Manual systems affecting turnaround times for some processes or inadequate software systems.	<ul style="list-style-type: none"> <li>Acquire new software systems and conduct the relevant training</li> <li>Phase out or replace outdated software</li> </ul>

	<b>Opportunities</b>	<b>Action to Take Advantage of Opportunities</b>
1.	Government's thrust to broaden and formalise landownership to provide landowners with security of tenure	<ul style="list-style-type: none"> <li>Introduce new measures to increase land ownership e.g. systematic land titling and qualified titles</li> </ul>
2.	Government's support of the Climate Change Agenda	<ul style="list-style-type: none"> <li>Pursue environmentally friendly initiatives to conserve water and energy</li> <li>Enforce proper use of leased lands through audit and regular inspection</li> </ul>
3.	Launch of the Government's Records and Information Management (RIM) Policy	<ul style="list-style-type: none"> <li>Develop and implement a Records and Information Management (RIM) Plan to assist with effective data storage</li> </ul>
4.	Government's support for International Organization for Standardisation (ISO) Certification	<ul style="list-style-type: none"> <li>Pursue ISO certification of critical business processes</li> </ul>
5.	Establishment of the Government's Human Capital Management Enterprise System (MyHRPlus)	<ul style="list-style-type: none"> <li>Adopt the MyHRPlus system at the NLA</li> <li>Phasing out of PMAS and implement EPM (Employees Performance Management) System</li> </ul>

	<b>Threats</b>	<b>Action to Reduce Threats</b>
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. This impacts the Agency's revenue from customized data products	<ul style="list-style-type: none"> <li>Increase marketing and sales of data to the private sector to compensate for loss in revenue</li> <li>Provide value added services to complement main revenue stream</li> <li>Obtain approval for introducing a minimal fee for public entities with strong financial base to reduce potential loss</li> </ul>
2.	Unauthorized use, sale and distribution of the Agency's data	<ul style="list-style-type: none"> <li>Monitoring and enforcement of copyright and Licence agreement</li> </ul>

	Threats	Action to Reduce Threats
3.	Cultural norms of land ownership (family land). Lack of proper documentation and the reluctance to have land registered threatens NLA's goal for land regularization.	<ul style="list-style-type: none"> <li>• Actively pursue systematic land registration</li> <li>• Establish Adjudication Hearings</li> <li>• Aggressive Public Education campaign about the importance and benefits of having a registered title</li> </ul>
4.	High costs associated with land titling are a deterrent to persons pursuing land ownership.	<ul style="list-style-type: none"> <li>• Introduce a flat registration fee for properties of certain value</li> <li>• Implement electronic titling to reduce title production cost</li> <li>• Pursue options for financial assistance to clients under the Special Provisions Act</li> <li>• Engage in Public/Private Partnerships (PPPs)</li> </ul>
5.	Increased cyber threats, such as hacking and viruses on the Agency's network.	<ul style="list-style-type: none"> <li>• Adopt international security standards and best practices</li> <li>• Continual staff sensitization on cyber security and awareness interventions</li> <li>• Implementation of more aggressive network monitoring tools and strengthening of IT infrastructure</li> </ul>
6.	Losing technical and highly skilled staff to Resignation, migration, entrepreneurship and retirement	<ul style="list-style-type: none"> <li>• Restructure/reclassify relevant posts with a view to to improving remuneration package of staff</li> <li>• Greater focus on succession planning which would include cross-training and mentorship programmes</li> <li>• Increase specialized training for staff</li> <li>• Award scholarships to facilitate institutional strengthening</li> </ul>
7.	Threat of Pandemics such as COVID-19 on staff productivity	<ul style="list-style-type: none"> <li>• Rationalise and renovate office space to facilitate social distancing</li> <li>• Encourage vaccination of staff, hand sanitization and the wearing of masks</li> </ul>

## Stakeholder Analysis

### EXTERNAL STAKEHOLDERS

Stakeholder	Interests (High or Low)	Influence (High or Low)	Needs	Wants	Expectations
Ministry/Cabinet	<b>High</b> Direct Customers	<b>High</b> Creates Policies; Accountability to the Public	Implementation of Government's mandate and policies	Efficient and timely responses to requests	Execution of Government's mandate and policies
Attorneys-at-Law	<b>High</b> Direct Customers	<b>High</b> 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	<b>High</b> Indirect Customers	<b>High</b> 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	<b>High</b> Both direct and indirect customers	<b>Low</b> 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	<b>High</b> Direct Customers	<b>High</b> 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	<b>High</b> Direct Customers	<b>Low</b> Depend on our services to meet obligations to their customers	Provision of sales data	Current data	Accurate data



## EXTERNAL STAKEHOLDERS (Cont'd)

Stakeholder	Interests (High or Low)	Influence (High or Low)	Needs	Wants	Expectations
General Public	<b>Low and high</b> Both direct and indirect customers of the Agency's products and services	<b>High</b> - Direct customers of most of the Agency's core divisions including the Land Administration and Management Division and the Adjudication Services Division  <b>Low</b> – Indirect customers who are direct customers of private Attorneys-at-Law, Land Surveyors, Developers and Financial Institutions	State Guaranteed Certificate of Title and elimination of fraud from other services. Accurate Valuation Roll. Purchase or lease of Government lands. Customized data	Faster Turnaround time in processing transactions	Efficient and timely processing of documents
Contractors	<b>High</b> Direct Customers Potential earnings for them	<b>High</b> Providers of goods and services	Payment for goods and services	Immediate payment of invoices	Timely payment of Invoices
Trade Unions	<b>Low</b> Protects the interests and rights of the staff	<b>Low</b> Protects the interests and rights of the staff	Protection of staff interests and rights	Amicable resolution of disputes	Protection of staff interests and rights

## INTERNAL STAKEHOLDERS

Stakeholder	Interests (High or Low)	Influence (High or Low)	Needs	Wants	Expectations
Staff and Management team	<b>High</b> Dependent on Agency for source of employment	<b>High</b> 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; Sustainable management of Government resources	Adequate resources; Timely payment of salaries and other benefits; Safe and clean working environment; Good human resources practices	Transparency and proper working conditions  Effective and timely communications

## **RISK MANAGEMENT AND MITIGATION STRATEGY**

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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 and complementing strategy were identified and will be closely monitored:

<b>KEY RISK INDICATORS</b>		<b>MITIGATION STRATEGIES</b>
1.	Lack of documentation by landowners affecting Land Titling Programme	Increase the number of adjudication hearings to ascertain ownership of property
2.	Citizens not buying into electronic titling	Effective public education and sensitization
3.	Failure to achieve the target of 20,000 titles in three (3) fiscal years and other targets due to the impact of the Covid-19 pandemic and other diseases	Ensure the Agency's staff are fully equipped with Personal Protective Equipment (PPEs) and encourage clients to follow the health safety protocols during exchanges
4.	Loss of institutional knowledge and highly skilled staff in key areas such as Land Titling, Plan Checking, Valuation Surveying, Land Surveying, and Estate Management due to resignation and retirement	Filling of key vacant posts in a timely manner. Continue to focus on succession planning through cross training and mentorship programmes and awarding of scholarships aimed at strengthening resources in these areas.
5.	Failure of critical applications and systems due to dated technology infrastructure and cyber, virus, and other malware attacks on the Agency's ICT network	Implement ICT Policies to strengthen and secure the infrastructure and provide staff awareness training in IT Security. Ongoing or continuous upgrades and improvement in the ICT Infrastructure and conduct periodic system audits to identify and reduce gaps and deficiencies.
6.	Reputational damage due to gaps in the land information database	Continued updating and streamlining of the data and strict quality control

## 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, estate management, land administration and adjudication services 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 property Valuations on behalf of other Government entities
6. Preparing Certificates for applications 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. Conducting Land Surveys of properties on behalf of other Government entities
10. Preparing Topographic maps/plans and GIS maps for Government entities
11. Acquisition of real property for public purposes, including road infrastructural development
12. Management and Divestment of Crown Lands
13. Management of Land Settlement Schemes owned by Commissioner of Lands
14. Preparation of applications for new Certificates of Title and the updating of information on existing titles
15. Certification of Applications to Register Land
16. Administration of Private Estates
17. Adjudication Services

The Agency, in response to customers' requests for new and improved services, provides services in addition to its statutory mandate. These are customized maps, property sales data, express services and online services through *eLandjamaica*.

## **MARKETING STRATEGY**

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### **Public Relations and Reverse Marketing**

The Agency will embark on boosting its products and services through various public education and awareness programmes, to reach its target audience. This is being done through approved and appropriate media publications locally and internationally, social media platforms, radio and television advertising, virtual meetings seminars, blogs and podcasts.

The Agency officially launched the Systematic Land Registration Public Awareness Campaign on January 18, 2021 and will continue the national campaign to facilitate the Government of Jamaica Land Titling Programme. The NLA will also commence public awareness activities to sensitize the public about electronic titling.

### **Relationship Marketing**

The NLA will continue to have strong relationships with its team, customers and other interactive parties, to monitor its products and services for continuous improvement. Two customer service surveys will be conducted annually to assess customers' feedback on the Agency's services and measure improvements on the Customer Service Quality Index, which is one of the Agency's key performance indicators.

## **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 programmes, projects and tasks (permanent, temporary and officers on employment contracts) outlined in the Strategic Business Plan.

**Table 1. Human Resource Capacity Plan**

<b>Name of Units / Divisions or Projects</b>	<b>Staff Complement</b>	<b>Planned 2022/2023</b>	<b>Planned 2023/2024</b>	<b>Planned 2024/2025</b>	<b>Planned 2025/2026</b>	<b>Financial Implications \$'000</b>	<b>Source of funding</b>
Office of the CEO	4	4	4	4	4	88,213	AIA*
Human Resource Management and Development Unit	25	28	28	22	22		AIA
Internal Audit	8	13	13	13	13		AIA
Business Services Division	74	86	86	86	86	92,990	AIA
Corporate Legal Services Division	24	28	28	28	28	72,374	AIA
Corporate Services Division	106	121	121	121	121	181,272	AIA
Estate Management Division	75	87	87	87	87	117,882	AIA
Information & Communication Technology	22	31	31	31	31	56,940	AIA
Land Titles Division	113	116	116	116	116	205,545	AIA
Land Valuation Division	82	100	100	100	100	173,486	AIA
Surveys & Mapping Division	140	163	163	163	163	259,702	AIA
Land Administration and Management Division	21	20	20	20	20	62,827	AIA
Adjudication Services Division	17	11	11	11	11	71,156	AIA
<b>Total</b>	<b>711</b>	<b>808</b>	<b>808</b>	<b>802</b>	<b>802</b>	<b>1,429,296</b>	AIA

\* Appropriation-in-Aid (AIA)

## ORGANIZATIONAL PERFORMANCE 2021/2022

PROGRAMME/ SUB-PROGRAMMES							
Name of Programme/ Sub-programme	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/22	Major Achievements (Apr 2021 - Mar 2022)	2021/22 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
Land Titling	Turnaround time to issue New Certificates of Title (Under Sections 79 & 77, First Registration, Lost Title Applications and Part of Land Transfers with plan	92.70% completed in 28 days	85% completed in 28 days	94.42% completed in 28 days	49,790	19,932	
	Turnaround time to issue New Certificates of Title (Under Sections 79 & 77, First Registration, Lost Title Applications and Part of Land Transfers) without plan	92.76% completed in 15 days	89% completed in 15 days	92.58 % completed in 15 days			
	Turnaround time for Registering Transfers, Mortgages, Leases, Transmission Applications, Easements, Court Orders etc.	79.39% completed in 5 days	90% completed in 5 days	95.75% completed in 5 days			
Land Valuation	Turnaround Time for Completion of Valuations	62.16% completed in 30 days	55% completed in 30 days	76.75% completed in 30 days	46,892	12,549	

**PROGRAMME/ SUB-PROGRAMMES**

<b>Name of Programme / Sub-programme</b>	<b>Performance Indicators</b>	<b>Major Achievements 2020/2021</b>	<b>End-of-year Target 2021/22</b>	<b>Major Achievements (Apr 2021 – Mar 2022)</b>	<b>2021/22 Budget (J\$'000)</b>	<b>YTD Expenditure (J\$'000)</b>	<b>Explanation/ Comments</b>
Land Valuation	Turnaround time to prepare Certificate for application for subdivision approval	98.94% completed in 3 days	90% completed in 3 days	98% completed in 3 days	93,785	25,099	
	Number of Amendments to the Valuation Roll	78,121	40,000	74,507			
Surveys and Mapping	Turnaround time per plan to Pre-Check Survey Plans	97.97% completed in 30 days	85% completed in 30 days	94.78% completed in 30 days	120,577	50,207	
	Number of Horizontal control points established per year	706	400	410			
	Number of Control Marks checked per year	648	400	483			
	Percentage of Digital Cadastral Map of Jamaica Built	21.24%	25%	29.57%			
Estate Management	Turnaround time to prepare notices for Ministerial Approval under the Land Acquisition Act	100% completed in 10 days	90% completed in 10 days	100% completed in 10 days	23,532	11,383	
	Number of duplicate Certificates of Title prepared in the name of the Commissioner of Lands	1053	400	431			
	Number of parcels surveyed	651	600	554	30,144	12,552	

**PROGRAMME/ SUB-PROGRAMMES**

<b>Name of Programme/ Sub-programme</b>	<b>Performance Indicators</b>	<b>Major Achievements 2020/2021</b>	<b>End-of-year Target 2021/22</b>	<b>Major Achievements (Apr 2021– Mar 2022)</b>	<b>2021/22 Budget (J\$'000)</b>	<b>YTD Expenditure (J\$'000)</b>	<b>Explanation/ Comments</b>
<b>Estate Management</b>	<b>Turnaround time for preparation of Notices of Allotment after Ministerial Approval</b>	100% completed in 7 days	90% completed in 7 days	100% completed in 7 days	23,532	11,383	
	<b>Turnaround time to prepare sales/lease agreement for execution by the parties after Ministerial approval</b>	95% completed in 13 days	90% completed in 13 days	91% completed in 13 days			
	<b>Number of Crown Land Leases</b>	536	300	513	144,670	67,124	
	<b>Turnaround time for research to establish availability of Crown Lands</b>	95.40% completed in 6 weeks	87% completed in 6 weeks	98.20% completed in 6 weeks			
	<b>Turnaround time for applications to be submitted for Ministerial approval</b>	100% completed in 16 weeks	90% completed in 16 weeks	100% completed in 16 weeks			
<b>Central Administration</b>	<b>Customer Service Quality Index</b>	78%	85%	79%	8,888	4,332	
	<b>Percentage of staff receiving minimum training hours</b>	58.51% receiving 3 hours of training	50% receiving 3 hours of training	57.07% receiving 3 hours of training	18,000	6,811	
	<b>Ratio of actual revenue to actual expenditure</b>	0.96	0.75	0.87			



Name of Programme/ Sub-programme	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/22	Major Achievements (Apr –Sept 2021)	2021/22 Budget (J\$'000)	YTD Expenditure (J\$'000)	Explanation/ Comments
Central Administration	Number of Compliance Audits completed within the year	4	4	4			
	Availability of Network and Internet	99.39%	98%	99.56%			
	Timely Submission of Quarterly Contracts Award (QCA) Reports to Integrity Commission	4	4	4			
Land Administration	Turnaround time to process requests for Section 5 Waivers prior to submission to the Minister	93%	60% completed within 20 days	98.14%			

### MAJOR ACTIVITIES/INITIATIVES

Name of Major Activity/ Initiative	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr 2021 - Mar 2022)	2021/22 Budget (J\$'000)	YTD Expenditure (Sept 2021 (J\$'000)	Explanation / Comments
<b>Systematic Land Registration</b>	<b>20,000 Titles produced by 2023/2024</b>	<i>Field activities/ preparatory work for Systematic Titling</i>	10,000 Titles	4,382 titles produced under Systematic Registration.	349,939	27,170	Performance hampered by Covid-19 pandemic
<b>Electronic Titling System</b>	<b>Establishment of Electronic Titling system by 2024</b>	<i>Bids to select Consultant for selection Software Vendor was evaluated and successful candidates selected</i>	<i>Review and Finalisation of Amendments to the Registrar of Titles Act</i>	<i>First Draft Bill reviewed by Consultant and submitted to Chief Parliamentary Counsel</i>	\$0	\$0	<i>World Bank funded portion of \$1,369,883 being managed through GOJ/MEGJC</i>
			<i>Tender process for Software Vendor Selection</i>	<i>Consultant finalized bidding documents</i>			<i>Selection of e-Titling Software Vendor in 2022/2023</i>
		<i>ICT Review and Audit Completed. ICT Task Force established</i>	<i>Digitising of 100,000 loose-leaf certificates of Title</i>	<i>Tender process ongoing</i>			<i>Loose Leaf to be Digitised in 2022/2023</i>

Name of Major Activity/ Initiative	Performance Indicators	Major Achievements 2020/2021	End-of-year Target 2021/2022	Major Achievements (Apr-March 2022)	2021/22 Budget (J\$'000)	YTD Expenditure (Sept 2021 (J\$'000)	Explanation / Comments
<i>Increased number of registered parcels of land on the Valuation Roll</i>	<i>2,000 parcels indexed with title references on the Valuation Roll by 2022/2023</i>	1293 <i>(92% above 2019-2020)</i>	500	697	46,892	12,549	
<i>Increased number of Parcels in the National Digital Cadastral Map</i>	<i>50% Percent of the National Digital Cadastral Map Built by 2024 (160,000 parcels coordinated)</i>	21.24% <i>(6.06% over 2019-2020)</i>	25%	29%	30,144	12,552	

## **PERFORMANCE IMPROVEMENT PLAN**

Programme / Sub-Programme / Major Activity	Strategic Performance Area	Description of Performance Issue	Required Improvements	Performance Improvement Indicator [Outcome]	Proposed Corrective Measures	Timeline	Budget (J\$'000)	Functional Agency/ Dept/ Division
<i>Systematic Land Registration</i>	<i>Declaration of Areas under Systematic Land Registration</i>	<i>40% of properties in rural Jamaica require certificates of title and do not have adequate documentation</i>	<i>Reduce the number of unregistered properties</i>	<i>Increase the number of Titles by 5% or 20,000 in three financial years</i>	<i>Issue Adjudication Certificates</i>	<i>March 2024</i>	<i>327,097</i>	<i>NLA</i>
<i>Electronic Titling System</i>	<i>Revised Legislation</i>	<i>Requires Amendments to Registration of Titles Act to accommodate electronic Titling</i>	<i>Requires passing of approved amendments to the Legislation</i>	<i>Pass Bill of Amended Registration of Titles Act</i>	<i>Continue the preparatory activities by until legislation is passed</i>	<i>March 2022/2023</i>	<i>539,880</i>	<i>NLA /Parliament</i>

Programme / Sub-Programme / Major Activity	Strategic Performance Area	Description of Performance Issue	Required Improvements	Performance Improvement Indicator [Outcome]	Proposed Corrective Measures	Timeline	Budget (J\$'000)	Functional Agency/ Dept/ Division
<b>CUSTOMER SERVICE DELIVERY</b>								
<b>Customer Service Excellence</b>	Customer Service Improvement	Responsiveness	Improve timeliness in service delivery	Increase in Customer Service Quality index to 90%	<ol style="list-style-type: none"> <li>1. Customer Service Training; Cross Training and Mentorship programme; On the job training for Call Centre Service Officers</li> <li>2. Implementation of Customer Service Kiosks and QME Queue Management System at all of our customer service locations</li> <li>3. Implementation of a Customer Service Relationship Management System</li> </ol>	April 2023	4,280	NLA Business Services Division
<b>Customer Service Excellence</b>	Customer Service Improvement	Reliability	Improvement in the quality and standardization of the information provided by Customers Officers/Call Centre Service Officers.	35% increase in process compliance with standards	<p><i>Cross Training and rotation of Customer Service Officers.</i></p> <p><i>Continuous training for Call Center Officers.</i></p>	April 2023	1,800	Business Services Division

Programme / Sub-Programme / Major Activity	Strategic Performance Area	Description of Performance Issue	Required Improvements	Performance Improvement Indicator [Outcome]	Proposed Corrective Measures	Timeline	Budget (J\$'000)	Functional Agency/ Dept/ Division
			Improve the level of comfort of and access to Customer Services Areas	<i>Reduction in complaints about the Customer Service experience</i>	<i>Implementation of a policy for priority treatment of the elderly, physical challenged and vulnerable individual.  Employ the use of innovation and technology</i>	<i>March 2023</i>		
<b>Customer Service Excellence</b>	Customer Service Improvement	Access and Facilities	Improve the level of comfort in Customer Service Areas	<i>Reduction in complaints about the Customer Service experience</i>	<i>Rationalisation and Refurbishing of Customer Service space in Kingston-based offices</i>	<i>September 2022</i>		Corporate Services Division

## **STRATEGIC PLANS AND PRIORITY PROGRAMMES (2022-2026)**

Set out below are the programmes and projects through which we will realise, over the medium term, our strategic objectives, the Government's strategic priorities, Vision 2030 and the United Nations Sustainable Development Goals:

### ***Issuance of 20,000 Titles under the Land Titling Programme***

The NLA is charged to register 20,000 unregistered parcels under the Land Titling Programme over three financial years. As at March 2022, there were approximately 331,873 unregistered parcels of land in Jamaica, the majority of which are located in rural areas. The strategies to assist the process involve the declaration of Systematic Adjudication Areas and the increase in publicity for voluntary (ad hoc) registration of lands through the NLA's Land Administration and Management Division and its private partner, Geoland Title Ltd. Systematic Land Registration will allow the titling of lands within a defined community using an adjudication process to establish ownership.

### ***Electronic Titling***

Electronic titling, which is practiced by other jurisdictions such as several Provinces in Canada and New Zealand, is being pursued by the National Land Agency to significantly improve the land registration process. The current paper-based title system will be replaced with a digital database of land title information, which will be able to generate a status certificate showing the current information regarding registered land parcels and the history of a parcel since the parcel was first brought under the operation of the Registration of Titles Act (RTA). Legislative changes are critical to the implementation of this system and the second Bill is being prepared for review by the Chief Parliamentary Counsel (CPC). The benefits to be accrued from e-titling are the significant reduction in the turnaround time to transfer land; the reduction in the potential incidents of land fraud; reduction in the requirements for storage capacity for title records and the reduction in the cost of title production to the Agency.

### ***Development of the National Digital Cadastral Map***

One of the Government's thrusts is to build a comprehensive National Digital Cadastral Map (NDCM) of the entire island of Jamaica, showing all of the land parcels, to support, in particular, a national cadastre, land titling, environmental resource management, the

development approval process, and generally, the economic growth and development of the country. The map is being built using land surveys which are certified by the Director of Surveys and it is estimated that by the end of 2025/2026, an additional 160,000 parcels will be added to the NDCM.

### **Missing Title References Project**

The Agency will continue, over the medium term, to improve the data quality in its land information database, which currently contains parcels recorded on the Valuation Roll but with missing title references. 8,000 parcels are targeted to be indexed on the Valuation Roll by 2025/2026. There are approximately 32,000 registered parcels, which have been identified with missing title references on the Valuation Roll, which remain to be done.

# Strategy Map (Medium Term 2022-2026)

## Mission

To maintain a reliable land information infrastructure that facilitates land administration and sustainable development

## Vision

To be an organisation committed to providing customers with excellent service in land titling and land information

### STAKEHOLDER PERSPECTIVE

#### Stakeholders' needs

To improve the quality and timely delivery of services

#### Public Service Delivery

To improve access to accurate land information and records

#### Transparency and Equity

To build stronger relations with stakeholders through on-going consultation

### FINANCIAL PERSPECTIVE

#### Compliance

To improve the quality of Finance and Financial Management

#### Identification of Funding Sources

To increase partnership with government and non-government sources

### INTERNAL PROCESSES PERSPECTIVE

#### Process Management

To improve land tenure

#### Process Management

To Improve Service delivery with technological improvement

#### Process Management

To Improve Quality and Standard of key processes

#### Legislative Amendments

To update/amend relevant legislations

### LEARNING AND GROWTH PERSPECTIVE

#### People Capacity

To build a strong organisation with a highly competent and motivated staff

#### Technology

To improve ICT Infrastructure; adapt techniques to match modern technologies; encourage organisational learning

#### Change Management

To establish a culture of accountability and results-based management

## Core Values

Learning • Integrity • Transparency • Teamwork • Professionalism • Accountability • Customer-focused

## Balanced Scorecard (Medium Term 2022-2026)

Objectives	Measures (Performance Indicators)	Targets By 2026	Initiatives	Medium-term Budget \$13.83 Billion
<b>STAKEHOLDER PERSPECTIVE</b>				
<i>To build stronger relations with stakeholders through on-going consultation</i>	<i>Percentage on Customer Service Quality Index</i>	<i>95% on Customer Service Quality Index</i>	<ul style="list-style-type: none"> <li>• <i>Customer Service Training</i></li> <li>• <i>Cross Training and Mentorship programmes across Divisions</i></li> <li>• <i>Customer Service Kiosks and Chatbot;</i></li> <li>• <i>Monitoring and evaluate of the various communication channels with customers</i></li> </ul>	
<i>To improve the quality and timely delivery of services</i>	<i>Establishment of an Electronic Titling System</i>	<p><i>Passing of Bill to Amend the Registration of Titles Act 2022/2023</i></p> <p><i>Commence Digitisation of volumes of existing titles completed in 2022/2023</i></p> <p><i>Software Vendor Selection completed by 2022/2023</i></p> <p><i>Commence the issuance of new titles via the Electronic System by 2024/2025</i></p>	<i>Electronic Titling</i>	<i>\$14,000 (Remaining Budget for Electronic Titling is under Capital A Budget at the Ministry of Economic Growth and Job Creation)</i>
<i>To improve access to accurate land information and records</i>	<i>Increased accuracy in information regarding registered parcels of land on the Valuation Roll</i>	<i>2000 parcels identified and indexed with Title References on the Valuation Roll By 2025/2026</i>	<i>Indexation of Parcels with Missing Title References</i>	



<b>Objectives</b>	<b>Measures (Performance Indicators)</b>	<b>Targets By 2026</b>	<b>Initiatives</b>	<b>Medium-term Budget \$13.83 Billion</b>
<b>FINANCIAL PERSPECTIVE</b>				
<i>To improve the quality of Finance and Financial Management</i>	<i>Ratio of actual revenue to actual expenditure</i>	<i>75%</i>	<i>Technological Integration of Financial Processes  Monitor and incorporate recommendations of Auditors  Cost Containment</i>	
<b>INTERNAL PROCESS PERSPECTIVE</b>				
<i>To Improve Land Tenure</i>	<i>Increase in the number of titles issued</i>	<i>20,000 Titles issued by March 2024</i>	<i>Production of titles via Systematic Land Titling</i>	
	<i>Percentage of the Digital Cadastral Map Built</i>	<i>50 percent of the Digital Cadastral Map completed by 2025/2026</i>	<i>Parcel Compilation and coordination Project  Digitisation of survey plans and maps to capture parcel information</i>	
<b>LEARNING AND GROWTH PERSPECTIVE</b>				
<i>To build a strong organisation with a highly competent and motivated staff</i>	<i>Percentage of staff receiving minimum training hours</i>	<i>50% receiving 3 hours of training each year</i>	<i>Training in specialised areas and cross training to elevate technical competence</i>	
<i>To establish a culture of accountability and results-based management</i>	<i>Percentage of Key Performance Indicators met</i>	<i>Target of 80% achieved annually</i>	<i>Execute monitoring and evaluation activities with Balance Scorecard Technology</i>	
<b>Total Budget</b>				<b>\$13.83 Billion</b>

## Financial Model

### Medium Term Expenditure and Income Summary

The Medium Term Expenditure Summary below outlines the estimates of expenditure and income for the Fiscal Year 2022/2023 and budgetary estimates for the next three years. Sources of funding over the medium term is expected from inflows from the delivery of services from various activities by the Agency 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 and the Public Service's projected rate of 5 percent for the fiscal year 2022/2023 and the subsequent years.

**Table 5. Medium Term Expenditure and Income Summary 2022/2023 to 2025/2026**

Item	Actual 2021/2022 (Year to Date September 2021)	Estimates 2022/2023	Projections 2023/2024	Projections 2024/2025	Projections 2025/2026
	J\$	J\$	J\$	J\$	J\$
<b>Recurrent</b>	<b>4,361,139,000</b>	<b>3,627,591,000</b>	<b>3,742,092,000</b>	<b>3,861,953,000</b>	<b>3,987,518,000</b>
Capital A		–	–	–	–
Capital B		–	–	–	–
<b>Appropriations in Aid</b>	<b>3,097,553,000</b>	<b>2,821,234,000</b>	<b>2,911,862,000</b>	<b>3,007,064,000</b>	<b>3,107,156,000</b>
<b>Special Funds</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Government of Jamaica Funding</b>	<b>1,263,585,900</b>	<b>806,357,000</b>	<b>830,230,000</b>	<b>854,889,000</b>	<b>880,362,000</b>
<b>Total Funding Requirement</b>	<b>4,361,139,000</b>	<b>3,627,591,000</b>	<b>3,742,092,000</b>	<b>3,861,953,000</b>	<b>3,987,518,000</b>

## **Annual Report**

The accountability of the Agency is concluded through an Annual Report that is produced within three months after the end of the fiscal year. The Annual report provides stakeholders and other interested parties with elements of the Agency's overall performance and finances. The Report details the Agency's financial achievements through Audited Financial Statements and examines the performance of its Key Performance Indicators (KPIs).

## Appendix A – Medium Term Financial Implications

Prog #	Programme	Sub-Prog #	Sub-Programme	2021/22 (Sept 2021)	2021/22	2021/22	2022/23	2023/24	2024/25	2025/26
				Actual Outturn	Approved	Revised	Estimates	Forecast	Forecast	Forecast
				(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)	(J\$ 000)
001	Executive Direction & Administration	01	Central Administration	499,075	1,393,851	1,536,774	1,586,271	1,650,245	1,717,542	1,788,393
<b>Sub-Total</b>				<b>499,075</b>	<b>1,393,851</b>	<b>1,536,774</b>	<b>1,586,271</b>	<b>1,650,245</b>	<b>1,717,542</b>	<b>1,788,393</b>
002	Land Administration and Estate Management	01	Land Administration and Management of Crown Lands	655,680	1,754,560	2,234,908	1,894,357	1,937,522	1,982,352	2,028,943
		02	Specific Government Real Estate	34,612	109,967	109,967	146,963	154,325	162,059	170,182
<b>Sub-Total</b>				<b>690,292</b>	<b>1,864,527</b>	<b>2,344,875</b>	<b>2,041,320</b>	<b>2,091,847</b>	<b>2,144,411</b>	<b>2,199,125</b>
	<b>Programme Summary</b>		<b>Total Funding</b>	<b>1,189,367</b>	<b>3,271,209</b>	<b>3,880,649</b>	<b>3,627,591</b>	<b>3,742,092</b>	<b>3,861,953</b>	<b>3,987,518</b>
<b>Revenue by Type, Product or Service</b>										
	Land Registration Fees			483,381	1,838,060	1,838,060	2,180,975	2,290,023	2,404,524	2,524,750
	Survey Fees			19,227	43,714	43,714				
	Valuation Fees			5,712	27,374	27,374				
	Estate Management Fees			5,226	18,716	18,716				
	Land Management and Adjudication Services			3,856	73,000	73,000	72,282	72,282	72,282	72,282
	Interest Income			59,001	30,000	30,000	117,972	117,972	117,972	117,972
	LAMP Fund Interest			-	-	-	-	-	-	-
	Special Funds			-	441,466	1,064,738	450,000	450,000	450,000	450,000
	<b>Total Appropriations in Aid</b>			<b>576,403</b>	<b>2,474,281</b>	<b>3,097,553</b>	<b>2,821,234</b>	<b>2,930,277</b>	<b>3,044,778</b>	<b>3,165,004</b>
	<b>Government Funding</b>			<b>414,643</b>	<b>767,571</b>	<b>783,237</b>	<b>806,357</b>	<b>846,674</b>	<b>889,008</b>	<b>933,458</b>
	<b>Total Funding Required</b>			<b>991,046</b>	<b>3,271,208</b>	<b>3,880,790</b>	<b>3,627,581</b>	<b>3,776,952</b>	<b>3,933,786</b>	<b>4,098,462</b>

## Appendix B: Monitoring Plan

Priority Policies, Programmes and Projects	Output Performance Indicator (s)	Baseline Data (2021 /2022)	Major Tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency <sup>1</sup>						Monitoring Method (s)
				Year (2022/2023)		Year (2023/2024)		Year (2024/2025)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
<b>Land Surveying and Mapping</b>	Total of 445,000 parcels added to the National Digital Cadastral Map by 2025 (80% built by 2025)	40,846	Compile and Coordinate parcels into the National Digital Cadastral Map	40,000 coordinated into the National Digital Cadastral Map	Quarterly	40,000 coordinated into the National Digital Cadastral Map	Quarterly	40,000 coordinated into the National Digital Cadastral Map	Quarterly	Divisional Monthly Report
	Percentage of Digital Cadastral Map Built	29%	Compile and Coordinate parcels into the National Digital Cadastral Map	35%		40%		45%		Divisional Monthly Report

<sup>1</sup> Toward the realization of the objective of the priority policy, programme or project

## Appendix B: Monitoring Plan

Priority Policies, Programmes and Projects	Output Performance Indicator (s)	Baseline Data 2021/2022	Major Tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency						Monitoring Method (s)
				Year (2022/2023)		Year (2023/2024)		Year (2024/2025)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
<b>Land Titling</b>	Commencement of conversion of original titles to electronic platform  Full implementation of Electronic Titling by 2025		<ul style="list-style-type: none"> <li>i. Legislative Amendments</li> <li>ii. Public Education programme</li> <li>iii. Converting original Certificates of Title to electronic platform</li> </ul>	<ul style="list-style-type: none"> <li>i. Finalisation of Legislative Amendments</li> <li>ii. Commence Public Engagement</li> <li>iii. Complete vendor Selection for required Software</li> <li>iv. Commence digitisation of volumes of existing titles</li> </ul>	Quarterly	<ul style="list-style-type: none"> <li>i. Continue digitisation of volumes of existing titles</li> <li>ii. Continue Public Engagement</li> <li>iii. Training of Staff</li> </ul>	Quarterly	Conversion of new and original Certificates of Title to electronic platform	Quarterly	Divisional Monthly Reports

## Appendix B: Monitoring Plan

Priority Policies, Programmes and Projects	Output Performance Indicator (s)	Baseline Data (2021/2022)	Departmental-level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency						Monitoring Method (s)
				Year (2022/2023)		Year (2023/2024)		Year (2024/2025)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
<b>Land Titling</b>	20000 Titles issued by March 2024	4,382	<i>Produce titles under Systematic Land Registration</i>	10,618 Titles	Quarterly	5000	Quarterly		Quarterly	Divisional Monthly Reports
<b>Land Information</b>	8000 registered parcels indexed on the Valuation Roll by 2025/2026	7,015 parcels	Identify and index parcels on the Valuation Roll with missing title references	2000 parcels indexed with title references on the Valuation Roll	Quarterly	2000 parcels indexed with title references on the Valuation Roll	Quarterly	2000 parcels indexed with title references on the Valuation Roll	Quarterly	Divisional Monthly Reports

## 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
<b>Land Titling Programme</b>	Production of 20,000 Titles by March 2024	Increase in the number of registered lands / land ownership	Quarterly	April 2024	Monthly Reports	NLA, MEGJC
	Digital Submission of Plans	Reduction in the turnaround time to precheck survey plan	Quarterly	March 2023	Monthly Reports	NLA, MEGJC
	National Digital Cadastral Map increased by 160,000 parcels by 2026	Percentage increase in the National Digital Cadastral Map. Increase in turnaround time to register land	Quarterly	June 2026	Monthly Report on the number of parcels Compiled and Coordinated into the National Grid	NLA, MEGJC
	Electronic Titling Implemented	Reduction in incidents of Fraud; reduction in turnaround time to transfer land, less requirement for storage capacity for paper title records	Quarterly	September 2026	Monthly Reports	NLA, MEGJC
<b>Land Information on Valuation Roll</b>	8000 registered parcels of land indexed on the Valuation Roll by 2025/2026	Increase in the number of registered parcels on the Valuation Roll	Quarterly	June 2025	Monthly Reports on Missing Titles	NLA, MEGJC



## Appendix D: Procurement Plan

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation and recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
<b>(2022/2023)</b>										
<b>Goods</b>										
Drugs Medical Supplies and Services	on-going			\$ 666,885.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Food & Drink – catering	on-going			\$ 4,638,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Cooking Fuel	on-going			\$ 350,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Laundry Cleaning	on-going			\$ 180,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Toiletries & other Cleaning materials	on-going			\$ 5,300,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Stationery & Office Supplies	on-going			\$ 10,130,418.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Text, Reference Books and other Publications	on-going			\$ 5,242,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Printing and Photocopying - forms, letter heads, etc	on-going			\$ 2,367,445.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule	Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?
Oil & Lubricant for Motor vehicle	on-going			\$ 23,597,036.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Spare parts - Tyres & tubes( m/v)	on-going			\$ 648,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Repairs & Services to m/v	on-going			\$ 18,568,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Motor Vehicle spares (batteries, etc)	on-going			\$ 177,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Shredder	on-going			\$ 671,274.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Appliances	on-going			\$ 296,114.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Office Furniture	on-going			\$ 11,497,799.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Fixtures and Fittings	on-going			\$ 6,760,123.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Repairs to Furniture & fixtures	on-going			\$ 250,000.00	SS	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Small Drone (LVD)	June	3		\$ 1,800,000.00	RB	April	April	April	May	June
Subscription to Magazines, newspaper, etc	on-going			\$ 483,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Fuel for Motor vehicle	on-going			\$ 12,100,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule	Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?
Licenses & taxes - M/V Licence	on-going			\$ 281,400.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Licenses & taxes - fitness fees	on-going			\$ 113,400.00	SS	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Repairs & Services to motor boat	on-going			\$ 250,000.00	SS	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Total Station	October	3		\$ 3,800,000.00	RB	June	June	July	August	October
Total Station Reflectorless 1"	October	1		\$ 4,000,000.00	RB	June	June	July	August	October
Data Collector	August	6		\$ 700,000.00	RB	May	May	June	June	August
GNSS Static Receivers	August	6		\$ 750,000.00	RB	May	May	June	June	August
Handheld GNSS	August	3		\$ 2,380,040.00	RB	May	May	June	June	August
Permanent Tide Guage	October	1		\$ 8,000,000.00	NCB	May	June	July	August	October
Quadcopter UAV	August	3		\$ 2,000,000.00	RB	May	May	June	June	August
Fixed Wing UAV	November	1		\$ 10,000,000.00	NCB	July	August	August	September	November
Accessories for UAVs	July	1		\$ 500,000.00	SS	May	May	May	June	July
Other Technical Surveying Equipment	on-going			\$ 3,120,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule	Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?
fire safety equipment, smoke detectors etc.	December			\$ 5,200,000.00	RB	August	September	September	October	December
Scanner	on-going	5		\$ 100,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Plotter	on-going	4		\$ 400,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Server	on-going	3		\$ 300,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Printers	on-going	8		\$ 800,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
UPS	on-going	12		\$ 1,200,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Batteries	on-going	15		\$ 750,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
VRS sites	on-going	13		\$ 650,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Dot Matrix Printer	on-going	37		\$ 606,800.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Servicing/Repair to Oce' Plotter	on-going	1		\$ 700,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Servicing/Repair to Oce' Scanner	on-going	1		\$ 560,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Printer – Colour High Volume (NewCT)	on-going	8		\$ 208,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Aumentum ( LRS, DSS, Cashier, EMS)	December	1	Aumentum Tech	\$ 9,473,910.00	SS	October	October	October	November	December

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule	Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?
Micro Survey (network licenses - 38 MicroSurvey CAD, 8 MicroSurvey Net)	September	1	GeoTech USA	\$ 3,410,000.00	SS	July	July	July	August	September
Micro Survey (8 Standalone licenses)	September	8	GeoTech USA	\$ 489,800.00	SS	July	July	July	August	September
Imagine (ERDAS) Software Renewal				\$ 2,480,000.00						
SolarWinds Network Performance Monitor	November	1		\$ 1,286,500.00	RB	August	August	August	September	November
AlienVault USM Anywhere Unified Security Management Solution	February	1		\$ 2,015,000.00	RB	November	November	December	December	February
InvGate (Help Desk)	December	1	InvGate INC	\$ 2,653,600.00	SS	October	October	November	November	December
Landfolio Application	October	1	Trimble INC	\$ 3,743,250.00	SS	August	August	September	September	October
Veeam Backup and Replication Enterprise	July	1	Digicel Business	\$ 4,066,462.20	SS	May	May	May	June	July
Adobe Creative Cloud Suite	October	6		\$ 1,209,000.00	RR	August	August	September	September	October

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule	Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?
ArcGIS - License (Under the ELA)	October	1	Spaitial Innovision	\$ 7,000,000.00	SS	August	August	September	September	October
Trimble Business Center Advanced	June	1	Trimble INC	\$ 274,350.00	SS	April	April	May	May	June
Manage Engine Desktop Central Enterprise	October	1		\$ 1,255,500.00	RB	August	August	September	September	October
Digital Submission of Plans - Maintenance and Support	on-going	1		\$ 5,964,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Sage 300 Cloud Silver Business care Annual (Renewal)	September	1	Sage Software INC	\$ 2,325,000.00	SS	July	July	July	August	September
VRS Software Maintenance	April	1	Spaitial Innovision	\$ 2,697,000.00	SS	March	March	March	April	April
70 Mbps DIA - Digicel	on-going			\$ 5,245,200.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
100 Mbps DIA - LIME	on-going			\$ 6,696,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule	Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?
Metronet - LIME (VRS sites - Junction, Linstead, Port Maria, eGovja, plus Falmouth, Spaldings, Lionel Town, Morant Bay)	on-going			\$ 3,749,760.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Metronet - CW Business - Aggregate at Charles Street - 20Mbps for Parish and Branch Offices, 6Mbps for VRS	on-going			\$ 5,905,500.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Computer Parts, Supplies & Cabling	on-going			\$ 3,831,840.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Desktop (Agency wide)	October	176		\$ 15,840,000.00	NCB	June	July	July	August	October
Desktop (Agency wide)	March			\$ 15,840,000.00	NCB	November	November	December	December	March
Specialized/High-End Computers (Photogrammetry)	October	2		\$ 1,200,000.00	NCB	June	July	July	August	October
Optimized Computers (ArcGIS Pro, Application Development etc)	October	12		\$ 3,600,000.00	NCB	June	July	July	August	October

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule	Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?
Enhanced Computers	October	49		\$ 12,250,000.00	NCB	June	July	July	August	October
Ruggedized or Semi-Rugged Laptops	July	3		\$ 1,350,000.00	RB	May	May	May	June	July
High-End Laptop with accessories	July	4		\$ 1,560,000.00	RB	May	May	May	June	July
General Purpose Laptops	October	45		\$ 6,750,000.00	NCB	June	July	July	August	October
Laptops with docking Station	July	13		\$ 3,250,000.00	RB	May	May	May	June	July
Tablets ArcGIS (7")	October	53		\$ 2,703,000.00	RB	July	August	August	August	October
Tablets with SIM card (7")	October	7		\$ 357,000.00	RB	July	August	August	August	October
Colour Laser Printer (Letter, Legal)	July	2		\$ 800,000.00	RB	May	May	May	June	July
Impact Printers (9-pin) - DFX-9000	July	1		\$ 900,000.00	RB	May	May	May	June	July
Multifunction Printer (letter, legal)	December	22		\$ 3,080,000.00	NCB	August	September	September	October	December
Multifunction Printer (Letter, Legal, Tabloid [11 x17])	December	4		\$ 3,480,000.00	NCB	August	September	September	October	December
Wide Format Printers (prints up to 42")	December	1		\$ 3,000,000.00	NCB	August	September	September	October	December



Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule	Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?
Workgroup BW Laser Printers	December	2		\$ 600,000.00	NCB	August	September	September	October	December
VOIP Phone - Cisco 7821	July	92		\$ 3,680,000.00	RB	May	May	May	June	July
24-Port PoE Network Switches	July	6		\$ 2,970,000.00	RB	May	May	May	June	July
48-Port PoE Network Switches	July	1		\$ 850,000.00	RB	May	May	May	June	July
Cable Management Project (North Street and Hanover Street)	July	1		\$ 6,000,000.00	RB	May	May	May	June	July
VRS Routers (spare Cisco 2911)	July	4		\$ 1,158,360.00	RB	May	May	May	June	July
Spare Routers (IP Telephony)	July	1		\$ 2,000,000.00	RB	May	May	May	June	July
UPS (South Region)	September	1		\$ 5,000,000.00	RB	June	June	July	July	September
UPS (St. Mary) - Electrical Infrastructure	August	1		\$ 750,000.00	RB	May	May	June	June	August
Server Room UPS	September	1		\$ 2,000,000.00	RB	June	June	July	July	September
Managed Wireless	August	10		\$ 2,000,000.00	RB	May	May	June	June	August
Video Conferencing (VOIP Service)	February	1		\$ 1,700,000.00	RB	November	November	December	December	February

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule	Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?
VRS Equipment (upgrade to NetR9 receivers)	December	2		\$ 10,230,000.00	NCB	August	September	September	October	December
New CORS in Cambridge, St. James	December	1		\$ 8,000,000.00	NCB	August	September	September	October	December
Disaster Recovery and Replication	October			\$ 14,888,020.00	NCB	May	June	July	August	October
ADF and Flatbed Scanner	August	18		\$ 3,060,000.00	NCB	May	May	June	June	August
Tabloid Flatbed Scanners with ADF	August			\$ 12,000,000.00	NCB	May	May	June	June	August
Wide Format Scanner (scans up to 42")	August			\$ 3,000,000.00	NCB	May	May	June	June	August
Domain Controllers (Ardenne Road, South Region, West Region)	December	2		\$ 2,600,000.00	RB	August	September	September	October	December
Firewall	August			\$ 1,700,000.00	RB	May	May	June	June	August
Building Management System	October	1		\$ 10,000,000.00	NCB	May	June	July	August	October
Document and Records Management System (incorporating X-Drive Management)	August	1		\$ 15,000,000.00	NCB	May	May	June	June	August

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule	Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?
Door/Ceiling Mounted RFID Scanners/Antenna	July	4		\$ 1,200,000.00	RB	May	May	May	June	July
Windows Datacenter Licenses	July	1		\$ 1,060,500.00	RB	May	May	May	June	July
Windows 10 Professional License	July	30		\$ 735,000.00	RB	May	May	May	June	July
Email Security and Continuity	August	1		\$ 3,640,000.00	RB	May	May	June	June	August
Penetration Testing	July	1		\$ 2,000,000.00	RB	May	May	May	June	July
Multifactor Authentication	September	1		\$ 4,340,000.00	RB	June	June	July	July	September
Privilege Access Management	September	1		\$ 1,240,000.00	RB	June	June	July	July	September
Upgrade Unified Cisco Contact Centre Express (from v11 - v12.5)	August	1		\$ 1,320,000.00	RB	May	May	June	June	August
Upgrade Unified Cisco Unified Communication Manager (from v11 - v12.5)	August			\$ 4,640,000.00	RB	May	May	June	June	August

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule	Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?
Microsoft Office Professional - Office 365	August	750		\$ 27,900,000.00	NCB	May	May	June	June	August
Photogrammetry Software (IMAGINE)	February			\$ 1,240,000.00	RB	November	November	December	December	February
Pix4D Software (2 Licenses - MSB)	July			\$ 1,500,000.00	RB	May	May	May	June	July
HRMS (Time and Attendance)	September			\$ 2,660,000.00	RB	June	June	July	July	September
Fleet Management Software	March			\$ 750,000.00	RB	December	January	January	January	March
Computerised Maintenance Management System (CMMS)	March			\$ 1,500,000.00	RB	December	January	January	January	March
Alternative Energy Sources	December			\$ 5,000,000.00	RB	August	September	September	October	December
Solar lights	on-going	20		\$ 1,000,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Access Control Doors	on-going			\$ 1,000,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
CCTV System	December			\$ 10,000,000.00	NCB	August	September	September	October	December
4x4 Pickups	August	2		\$ 14,000,000.00	NCB	May	June	June	June	August

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule	Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?
Shelving for new container registry and EMD	August			\$ 5,000,000.00	RB	May	May	June	June	August
Dexion Shelving (Registry)	August			\$ 5,000,000.00	RB	May	May	June	June	August
Promotional Items				\$ 34,335,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Systematic Land Registration Social Media	on-going			\$ 35,489,914.33	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
<b>Non-Consulting Services</b>										
Postal Charges	on-going			\$ 9,245,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Courier services	on-going			\$ 650,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Local Advertising, Promotion & Public Relations	on-going			\$ 95,478,304.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Overseas Advertising	on-going			\$ 14,768.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Waste Disposals	on-going			\$ 1,806,656.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Pest Control Services	on-going			\$ 500,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule	Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?
<b>Consulting Services</b>										
Local Consultancy to assist with specifications for tenders	on-going			\$ 8,000,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
<b>Works</b>										
Repairs to Block 11 Building	on-going			\$ 2,000,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Repairs to Roof Block 11 Building	on-going			\$ 3,000,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Servicing and Repairs to Elevator Block 11	on-going			\$ 6,000,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Repairs to Windows	on-going			\$ 7,000,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Variable Refrigerant Ventilation System	March			\$ 37,000,000.00	NCB	November	December	December	January	March
Electrical Material Fittings & Repairs	on-going			\$ 1,150,000.00	RB	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4	Q1-Q4
Painting of Buildings - Corporate Office	July			\$ 10,000,000.00	RB	May	May	May	June	July
North Street Renovation Projects	March			\$ 25,000,000.00	NCB	November	December	December	January	March

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule	Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?
Roof Repairs - North Street	July			\$ 5,000,000.00	RB	May	May	May	June	July
Renovation of Basement (EMD)	July			\$ 3,500,000.00	RB	May	May	May	June	July
Renovation - Hanover Street (3rd Floor)	December			\$ 10,000,000.00	RB	August	August	September	October	December
Roof and Penthouse Repairs - Charles Street Building	March			\$ 15,000,000.00	RB	November	December	December	January	March
Canteen Renovation (new - Charles Street)	August			\$ 10,000,000.00	RB	May	May	June	June	August
Interior Renovation (Ground Floor - Phase 1) - Charles Street	March			\$ 25,000,000.00	NCB	November	December	December	January	March
Internal & External painting - SMD	September			\$ 20,000,000.00	NCB	May	June	June	July	September
Replacement of windows (SMD)	August			\$ 15,000,000.00	RB	May	May	June	June	August
Installation of new stairwell Handrails (SMD)	September			\$ 2,000,000.00	RB	June	June	July	July	September
Upgrading of electrical panels (SMD)	December			\$ 5,000,000.00	RB	August	August	September	October	December
Upgrading of Elevator at LTD	December			\$ 8,500,000.00	RB	August	August	September	October	December

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule	Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?
Renovation of 2nd & 3rd floor - SMD	December			\$ 13,000,000.00	RB	July	August	August	September	December
Renovation of space - EMD parish offices (Morant Bay, Claremont, Portland, Denbigh)	March			\$ 5,000,000.00	RB	December	January	January	January	March
Renovation of Aftercare Center and Building D - Ardenne Road	December			\$ 4,000,000.00	RB	July	August	August	September	December
Refurbishing of Parking Lot 10 Ardenne Road	September			\$ 4,000,000.00	RB	June	June	July	July	September
Exterior and Interior Painting (West Region)	June			\$ 4,000,000.00	RB	March	April	April	April	June
Waterproofing and Painting- Building D (Ardenne Road)	September			\$ 13,000,000.00	RB	June	June	July	July	September
Landscaping/Irrigation Project - Corporate Office	September			\$ 3,000,000.00	RB	June	June	July	July	September
Renovations- Building A (Ardenne Road)	August			\$ 10,000,000.00	RB	March	April	April	April	August
Renovation of House - 1 Norbrook Mews (COL)	March			\$ 8,397,686.00	RB	December	January	January	January	March



## Appendix E: Corporate Objectives and Key Performance Indicators (KPIs)

	<b>Output</b>	<b>Key Performance Indicators</b>	<b>Target 21/22</b>	<b>Actual Performance 21/22 (March 2022)</b>	<b>Target 22/23</b>	<b>Proposed Target 23/24</b>	<b>Proposed Target 24/25</b>	<b>Proposed Target 25/26</b>
<b>Strategic Objectives 1: To Improve the quality and timely delivery of services</b>								
4	<i>Issue New Certificates of Title (Under Section 77 and 79, First Registration, Lost Title Applications and Part of Land Transfers)</i>	<i>Turnaround time to issue titles with plan</i>	85% completed in 28 days	94.41% completed in 28 days	85% completed in 28 days	85% completed in 28 days	90% completed in 28 days	90% completed in 28 days
		<i>Turnaround time to issue titles without plan</i>	89% completed in 15 days	92.58% completed in 15 days	89% completed in 15 days	89% completed in 15 days	90% completed in 15 days	90% completed in 15 days
8	<i>Registering Transfers, Mortgages, Leases, Transmission Applications, Easements, Court Orders etc.</i>	<i>Turnaround time</i>	90% completed in 5 days	95.75% completed in 5 days	90% completed in 5 days	95% completed in 5 days	95% completed in 5 days	95% completed in 5 days
11	<i>Valuations</i>	<i>Turnaround Time</i>	55% completed in 30 days	76.75% completed in 30 days	60% completed in 30 days	65% completed in 30 days	70% completed in 30 days	70% completed in 30 days
12	<i>Certificate for Application for Subdivision Approval</i>	<i>Turnaround Time</i>	90% completed in 3 days	98% completed in 3 days	90% completed in 3 days	90% completed in 3 days	90% completed in 3 days	90% completed in 3 days

	<b>Output</b>	<b>Key Performance Indicators</b>	<b>Target 21/22</b>	<b>Actual Performance 21/22 (March 2022)</b>	<b>Target 22/23</b>	<b>Proposed Target 23/24</b>	<b>Proposed Target 24/25</b>	<b>Proposed Target 25/26</b>
14	<i>Amendments to the Valuation Roll</i>	<i>Number of Amendments Completed</i>	40,000	74,507	60,000	70,000	70,000	70,000
<b>Strategic Objectives 1: To Improve the quality and timely delivery of services</b>								
15	<i>Pre checking of Survey Plans</i>	<i>Turnaround time per plan</i>	85% completed in 30 days	94.78% completed in 30 days	90% completed in 30 days	90% completed in 30 days	90% completed in 30 days	90% completed in 30 days
	<i>Expand and Maintain National Geodetic Network</i>	<i>Number of Horizontal control points established per year</i>	400	410	450	500	550	550
19		<i>Number of Control Marks checked per year</i>	400	483	450	500	550	550
	<i>Availability of Mission Critical Applications</i>	<i>Availability of the Network</i>	98%	99.56%	98%	98%	98%	98%
<b>Strategic Objectives 2: To facilitate optimal use of government-owned lands</b>								
	<i>Acquisition of Real Property</i>	<i>Turnaround time to prepare notices for Ministerial Approval under the Land Acquisition Act</i>	92% completed in 10 days	100% completed in 10 days	92% completed in 10 days	95% completed in 10 days	95% completed in 10 days	95% completed in 10 days
21	<i>Management of Land Settlement Schemes</i>	<i>Number of Certificates of Title prepared in the name of the Commissioner of Land/Allottees</i>	400	431	400	500	500	500
		<i>Number of parcels surveyed</i>	600	554	600	650	700	700

	<b>Output</b>	<b>Key Performance Indicators</b>	<b>Target 21/22</b>	<b>Actual Performance 21/22 (March 2022)</b>	<b>Target 22/23</b>	<b>Proposed Target 23/24</b>	<b>Proposed Target 24/25</b>	<b>Proposed Target 25/26</b>
<b>Strategic Objectives 2: To facilitate optimal use of government–owned lands</b>								
22	<b><i>Divestment of Crown Lands</i></b>	<b><i>Number of Crown Land Leases Inspected</i></b>	300	513	350	350	400	450
		<b><i>Turnaround time for research to establish availability of Crown Lands</i></b>	87% completed in 6 weeks	98.20% completed in 6 weeks	90% completed in 6 weeks	90% completed in 6 weeks	90% completed in 6 weeks	90% completed in 6 weeks
		<b><i>Turnaround time for applications to be submitted for Ministerial approval</i></b>	90% completed in 16 weeks	100% completed in 16 weeks	90% completed in 16 weeks	95% completed in 16 weeks	95% completed in 16 weeks	95% completed in 16 weeks
		<b><i>Turnaround time to prepare Notices of Allotment after Ministerial Approval</i></b>	90% completed in 7 days	100% completed in 7 days	95% completed in 7 days	95% completed in 7 days	95% completed in 5 days	95% completed in 5 days
		<b><i>Turnaround time to prepare Sale Agreements or Agreements to Lease for execution by the parties after Ministerial Approval</i></b>	90% completed in 13 days	91% completed in 13 days	90% completed in 13 days	90% completed in 10 days	90% completed in 10 days	90% completed in 10 days
<b>Strategic Objectives 3: To build stronger relations with stakeholders through ongoing consultation</b>								
	<b><i>Customer Satisfaction</i></b>	<b><i>Percentage on Customer Service Quality Index</i></b>	85%	79%	85%	90%	90%	95%
<b>Strategic Objectives 4: To build a strong organisation with a highly competent and motivated staff</b>								
	<b><i>Staff Development</i></b>	<b><i>Percentage of staff receiving minimum training hours</i></b>	50% receiving 3 hours of training	57.07% receiving 3 hours of training	50% receiving 3 hours of training	60% receiving 3 hours of training	70% receiving 8 hours of training	70% receiving 8 hours of training

## Appendix E: Corporate Objective and Key Performance Indicators (KPIs)

	Output	Key Performance Indicators	Target 21/22	Actual Performance 21/22 (March 2022)	Target 22/23	Proposed Target 23/24	Proposed Target 24/25	Proposed Target 25/26
<b>Strategic Objectives 5: To improve the quality of finance and financial management</b>								
25	<i>Implemented financial related systems that lead to improved financial performance and operational efficiency</i>	<i>Ratio of actual revenue to actual expenditure</i>	0.75	0.91	0.75	0.75	0.75	0.75
	<i>Compliance</i>	<i>Number of Quarterly Contracts Award submitted to the Office of the Integrity Commission</i>	4	4	4	4	4	4
		<i>Number of Compliance Audits completed</i>	4 Audits	4 Audits	4 Audits	6 Audits	6 Audits	6 Audits
<b>Strategic Objectives 6: To improve Land Tenure</b>								
	<i>Preparation of National Digital Cadastral Map</i>	<i>Percentage of National Digital Cadastral Map Built (to date)</i>	25%	29.57%	35%	40%	45%	50%
30	<i>Section 5 Waivers</i>	<i>Turnaround Time to process requests for Section 5 Waivers prior to submission to the Minister</i>	60% completed in 20 days	98.14% completed in 20 days	65% completed in 20 days	70% completed in 20 days	75% completed in 20 days	75% completed in 20 days

## Appendix F: Performance Indicators (PIs)

	Output	Performance Indicators	Performance Indicators					
			Previous Target 21/22	Actual Performance for 21/22 (Mar 2022)	Target 22/23	Proposed Target 23/24	Proposed Target 24/25	Proposed Target 25/26
<b>Strategic Objectives 1: To Improve the quality and timely delivery of services</b>								
1	<b>First Registration Applications</b>	Turnaround time for initial processing:						
		Turnaround time with Plan	90% completed in 25 days	99.47% completed in 25 days	90% completed in 25 days	90% completed in 25 days	95% completed in 25 days	95% completed in 25 days
		Turnaround time without Plan	92% completed in 15 days	99.65% completed in 15 days	92% completed in 15 days	92% completed in 15 days	95% completed in 15 days	95% completed in 15 days
		Special Provision Acts – Turnaround time to process Applications Received With Plan	90% completed in 25 days	99.58%	90% completed in 25 days	90% completed in 25 days	95% completed in 25 days	95% completed in 25 days
		GEOLAND – Turnaround time to process Applications Received With Plan	90% completed in 25 days	100% completed in 25 days	90% completed in 25 days	90% completed in 25 days	95% completed in 25 days	95% completed in 25 days
2	<b>Deposited Plan</b>	Turnaround time for processing of Deposited Plan Applications	92% completed in 18 days	92%	92% completed in 18 days	92% completed in 18 days	92% completed in 18 days	92% completed in 18 days

	Output	Performance Indicators						
			Previous Target 21/22	Actual Performance for 21/22 (Mar 2022)	Target 22/23	Proposed Target 23/24	Proposed Target 24/25	Proposed Target 25/26
<b>Strategic Objectives 1: To Improve the quality and timely delivery of services</b>								
3	<b>Cadastral Map</b>	Turnaround time for processing of Cadastral Maps	92% completed in 18 days	100%	92% completed in 18 days	92% completed in 18 days	92% completed in 18 days	92% completed in 18 days
	<b>Titles issued under the Special Provision Act</b>	Special Provision Act – Number of titles issued for LAMD, GEOLAND, Private Attorneys,	-	1,785	-	-	-	-
	<b>Lost Title Application, Vesting Orders and Foreclosure</b>	Turnaround time for initial processing of lost title applications	75% completed in 15 days	82% completed in 15 days	75% completed in 15 days	80% completed in 15 days	80% completed in 7 days	80% completed in 7 days
		Turnaround time for initial processing ( <i>Vesting and Foreclosure</i> )	95% completed in 7 days	100% completed in 7 days	95% completed in 7 days	95% completed in 7 days	95% completed in 7 days	95% completed in 7 days
7	<b>Registering Discharge of Mortgages/Notations of Death and Marriage/single Transfer or Mortgage (Express Desk)</b>	Turnaround time	90% completed in 2 days	95.97% completed in 2 days	90% completed in 2 days	90% completed in 2 days	95% completed in 2 days	95% completed in 2 days
		Number of Transactions Registered on Existing title (Endorsements)	75,000	85,891	-	-	-	-
	<b>Power of Attorney</b>	Turnaround Time to Deposit Power of Attorney	95% completed in 5 days	88% completed in 5 days	95% completed in 5 days	90% completed in 5 days	90% completed in 5 days	90% completed in 5 days

	Output	Performance Indicators						
			Previous Target 21/22	Actual Performance for 21/22 (Mar 2022)	Target 22/23	Proposed Target 23/24	Proposed Target 24/25	Proposed Target 25/26
<b>Strategic Objectives 1: To Improve the quality and timely delivery of services</b>								
9	<b>Notation of Caveats</b>	Turnaround time	95% completed in 3 days	96% completed in 3 days	95% completed in 3 days	95% completed in 3 days	95% completed in 3 days	95% completed in 3 days
10	<b>Deliver Searches on Title Records</b>	Turnaround time for General Searches	95% completed in 30 minutes	100% completed in 30 minutes	95% completed in 30 minutes	95% completed in 30 minutes	95% completed in 30 minutes	95% completed in 30 minutes
		Turnaround time for Specific Searches	90% completed in 15 minutes	97.13% completed in 15 minutes	90% completed in 15 minutes	90% completed in 15 minutes	90% completed in 15 minutes	90% completed in 15 minutes
2	<b>Response to Enquiries on the Valuation Roll</b>	Turnaround time for processing requests for general information	90% completed in 15 days	98% completed in 15 days	90% completed in 15 days	95% completed in 15 days	95% completed in 15 days	95% completed in 15 days
	<b>Amendments to the Valuation Roll</b>	Turnaround time for amendment to existing parcel after receipt of request	85% completed in 30 days	88.59% completed in 30 days	85% completed in 30 days	85% completed in 30 days	85% completed in 30 days	85% completed in 30 days
		Turnaround time for new parcel to be recorded on the Valuation Roll	60% completed in 60 days	80.78% completed in 60 days	60% completed in 60 days	60% completed in 60 days	60% completed in 60 days	60% completed in 60 days

	Output	Performance Indicators						Proposed Target 25/26
			Previous Target 21/22	Actual Performance for 21/22 (Mar 2022)	Target 22/23	Proposed Target 23/24	Proposed Target 24/25	
		LAMD/GEOLAND - Turnaround time to make Amendments to the Valuation Roll (existing parcels)	40% completed in 60 days	29.60% completed in 60 days	40% completed in 60 days	40% completed in 60 days	40% completed in 60 days	40% completed in 60 days
		LAMD/GEOLAND - Number of Amendments completed	-	593	-	-	-	-
		Percentage of Parcels of Land Registered	61.10%	61.54%	-	-	-	-
15	<b>Pre checking of Survey Plans</b>	Turnaround time to examine Plans for Registrar of Titles	85% completed within 9 days	84.25% completed within 9 days	85% completed within 9 days	85% completed within 9 days	85% completed within 9 days	85% completed within 9 days
		Turnaround Time for processing Cadastral Maps	92% completed in 18 days	98% completed in 18 days	92% completed in 18 days	92% completed in 18 days	92% completed in 18 days	92% completed in 18 days
16	<b>Delivery of Maps and Digital Land Information</b>	Turnaround time for delivery of paper maps and standardised digital data	96% completed in 1 day	100% completed in 1 day	96% completed in 1 day	96% completed in 1 day	96% completed in 1 day	96% completed in 1 day
		Turnaround Time to establish availability of the Customised Mapping Data and Request Invoice	90% completed in 15 days	100% completed in 15 days	85% completed in 5 days	85% completed in 5 days	85% completed in 5 days	85% completed in 5 days
		Turnaround Time for Delivery of Customized Mapping Data			90% completed in 7 days	90% completed in 7 days	90% completed in 7 days	90% completed in 7 days



	Output	Performance Indicators						Proposed Target 25/26
			Previous Target 21/22	Actual Performance for 21/22 (Mar 2022)	Target 22/23	Proposed Target 23/24	Proposed Target 24/25	
<b>Strategic Objectives 1: To Improve the quality and timely delivery of services</b>								
	<b>Preparation of Digital Map</b>	Mandeville Master Map	Negril and Negril Green Island Master Map	100%	Negril and Negril Green Island Master Map	St Thomas Master Map	Port Maria	
17	<b>Availability for Mission Critical Applications</b>	Availability of Land Registration System (LRS)	98%	99.35%	98%	98%	98%	98%
		Availability of <i>eLandjamaica</i>	98%	99.93%	98%	98%	98%	98%
		Availability of Cashier System	98%	99%	98%	98%	98%	98%
		Availability of Bizpay/Payroll Application	98%	100%	98%	98%	98%	98%
		Availability of Parcel Data Management System	98%	99.22%	98%	98%	98%	98%
		Availability of Document Scanning System	98%	99%	98%	98%	98%	98%
		Availability of Estate Management System (EMS)	98%	99.59%	98%	98%	98%	98%
		Availability of Electronic Mail System	98%	99%	98%	98%	98%	98%
		Availability of Accpac Accounting System	98%	100%	98%	98%	98%	98%
		Virtual Reference Station (VRS)	75%	75.82%	80%	80%	85%	85%
		Availability of the Network Internet	98%	99.52%	98%	98%	98%	98%
18	<b>Deliver Hydrographic Surveys</b>	Number of Surveys done	2	1	2	4	4	4

	Output	Performance Indicators						Proposed Target 25/26
			Previous Target 21/22	Actual Performance for 21/22 (Mar 2022)	Target 22/23	Proposed Target 23/24	Proposed Target 24/25	
<b>Strategic Objectives 1: To Improve the quality and timely delivery of services</b>								
	Deliver Drone Surveys	Number of Drone Surveys Completed	12	17	12	12	12	12
19	Expand and Maintain National Geodetic Network	Number of Control Marks established in National Grid Geodetic Database for online Access	400	409	450	500	550	550
		Number of Vertical Control Points Established per Year	100	0	100	100	100	100
<b>Strategic Objectives 2: To facilitate optimal use of government-owned lands</b>								
20	Acquisition of Real Property	Turnaround time to vet and/or prepare Sale Agreements for execution by the Commissioner of Lands	95% completed in 8 days	100% completed in 8 days	95% completed in 8 days	95% completed in 8 days	95% completed in 8 days	95% completed in 8 days
		Turnaround time to prepare Lease Agreements for execution by the Commissioner of Lands	90% completed in 10 days	100% completed in 10 days	90% completed in 10 days	95% completed in 10 days	95% completed in 10 days	95% completed in 10 days
		Turnaround time to prepare Sale Agreements for execution by the parties under the Land Acquisition Act	95% completed in 10 days	100% completed in 10 days	95% completed in 10 days	95% completed in 10 days	95% completed in 10 days	95% completed in 10 days
		Pre-checking Land Settlement Maps	85% completed in 15 days	100% completed in 15 days	85% completed in 15 days	90% completed in 15 days	95% completed in 15 days	95% completed in 15 days
23	Squatter Management	Number of Notices Served on Crown Lands	-	0	-	-	-	-

	Output	Performance Indicators						Proposed Target 25/26
			Previous Target 21/22	Actual Performance for 21/22 (Mar 2022)	Target 22/23	Proposed Target 23/24	Proposed Target 24/25	
<b>Strategic Objectives 3: To build stronger relations with stakeholders through ongoing consultation</b>								
24	<b>Diversification of Business Services</b>	Number of New Services/Products provided	-	1	1	-	1	-
<b>Strategic Objectives 5: To improve the quality of finance and financial management</b>								
27	<b>Improved revenue from specific services</b>	Collections earned from <i>eLandjamaica</i>	\$22,000,000	\$37,232,404	\$22,000,000	\$22,000,000	\$22,000,000	\$22,000,000
		Revenue earned from map products	\$7,000,000	\$11,878,614	\$7,000,000	\$8,000,000	\$9,000,000	\$9,000,000
<b>Strategic Objectives 6: To Improve Land Tenure</b>								
28	<b>Preparation of Digital Cadastral Maps</b>	Number of Parcels Compiled in Digital Cadastral Mapping Database	12,000	13,447	15,000	15,000	20,000	20,000
29		Number of Parcels coordinated in preparation of Digital Cadastral Mapping Database	40,000	47,877	40,000	40,000	40,000	40,000
30	<b>Assessment and Certification of Applications to Register Land submitted by Geoland and Private Attorneys</b>	Turnaround time to prepare Applications, Transfers, Notations of Death, Transmission Applications, Grants of Representation in order to determine eligibility for waivers of statutory duties and or submission to the: <b>Tax Administration of Jamaica; Registrar General's Department Internal Stamping</b>	60% completed in 20 days	83% completed in 20 days	65% completed in 10 days	70% completed in 10 days	75% completed in 10 days	75% completed in 10 days

	Output	Performance Indicators						Proposed Target 25/26
			Previous Target 21/22	Actual Performance for 21/22 (Mar 2022)	Target 22/23	Proposed Target 23/24	Proposed Target 24/25	
<b>Strategic Objectives 6: To Improve Land Tenure</b>								
	<b>Assessment and Certification of Applications to Register Land submitted by Geoland and Private Attorneys</b>	Turnaround time to review application documents to determine suitability for submission to the Land Titles Division	60% completed in 20 days	90.05% completed in 20 days	65% completed in 20 days	70% completed in 10 days	75% completed in 10 days	75% completed in 10 days
		Turnaround time to process Certifications for Geoland and Private Attorneys	60% completed in 10 days	90 % completed in 10 days	65% completed in 10 days	70% completed in 10 days	75% completed in 10 days	75% completed in 10 days
31	<b>Grant of Representation</b>	Turnaround time to lodge applications for Grants of Representation (estates) to the Courts (after it is processed at Stamp Office)	85% completed in 7 days	90 % completed in 7 days	85% completed in 7 days	85% completed in 7 days	85% completed in 7 days	85% completed in 7 days
31	<b>First Registration and Adverse Possession</b>	Turnaround time for preparation for applications for First Registration and Adverse Possession upon receipt of documentation from Client.	60% completed in 30 days	96 % completed in 30 days	65% completed in 30 days	70% completed in 30 days	75% completed in 30 days	75% completed in 30 days
	<b>Clarification matters on Existing Title</b>	Turnaround time for preparation of applications for clarification matters on existing titles upon receipt of check listed documentation from Client.	60% completed in 30 days	100% completed in 30 days	65% completed in 30 days	70% completed in 30 days	75% completed in 30 days	75% completed in 30 days
	<b>First Registration and Adverse Possession</b>	Turnaround time for Applications for First Registration and Adverse Possession to be lodged at Land Titles Division (LTD)	60% completed in 30 days	74.38% completed in 30 days	65% completed in 30 days	70% completed in 30 days	75% completed in 30 days	75% completed in 30 days

	Output	Performance Indicators						Proposed Target 25/26
			Previous Target 21/22	Actual Performance for 21/22 (Mar 2022)	Target 22/23	Proposed Target 23/24	Proposed Target 24/25	
<b>Strategic Objectives 6: To Improve Land Tenure</b>								
32	<b>Section 5 Waiver</b>	Turnaround Time to prepare and issue notification to Geoland and Private Attorneys of decisions reached re applications for Section 5 subdivision waiver after receipt of Minister's decision	60% completed within 10 days	100% completed within 10 days	65% completed within 10 days	70% completed within 10 days	75% completed within 10 days	75% completed within 10 days
		Turnaround Time to prepare and issue notification to Geoland of Adjudication Certificates (after receipt of record of decisions)	60% completed within 10 days	100% completed within 10 days	65% completed within 10 days	70% completed within 10 days	75% completed within 10 days	75% completed within 10 days
33	<b>Adjudication Services</b>	Turnaround Time to Vet and Copy all documentary evidence submitted to determine ownership in accordance with established adjudication checklist	70% completed in 10 days	100% completed in 10 days	70% completed in 10 days	75% completed in 10 days	80% completed in 10 days	80% completed in 10 days
		Number Adjudication Hearing for Ad Hoc matters convened to Review and Determine Cases	48 Hearings	73	48	50	55	55
		Number of Matters referred for Adjudication on behalf of LAMD, GEOLAND, Private Attorneys	-	807	-	-	-	-

	Output	Performance Indicators							
			Previous Target 21/22	Actual Performance for 21/22 (Mar 2022)	Target 22/23	Proposed Target 23/24	Proposed Target 24/25	Proposed Target 25/26	
<b>Strategic Objectives 6: To Improve Land Tenure</b>									
34	<b>Adjudication Services</b>	Turnaround time to Prepare Adjudication Certificates	80% completed within 7 days	100% completed within 7 days	80% completed within 7 days	82% completed within 7 days	85% completed within 7 days	90% completed within 7 days	
		Number of Adjudication Certificates issued to LAMD, Geoland and Private Attorneys	-	888	-	-	-	-	
		Number of Adjudication Decisions Reached on behalf of LAMD, Geoland and Private Attorneys	-	642	-	-	-	-	
		Number of Adjudication Committees Established	-	0	-	-	-	-	
29	<b><i>Declaration of Person's Right as Absolute</i></b>	<i>Number of Adjudication Certificates declaring Absolute Ownership submitted to the Registrar of Title (Systematic Titling)</i>	-	4,088	-	-	-	-	
	<b><i>Declaration of Person's Right as Qualified</i></b>	<i>Number of Adjudication Certificates declaring Qualified Ownership submitted to the Registrar of Titles (Systematic Titling)</i>	-	598	-	-	-	-	
	<b><i>Referral to Adjudication Committee for Determination of Objections to Adjudication Records</i></b>	Turnaround Time for Objections to be Referred after display of Adjudication Record (Systematic Titling)	50% completed in 10 days	100%	50% completed in 10 days	50% completed in 10 days	50% completed in 10 days	50% completed in 10 days	

