



**NATIONAL LAND
AGENCY**

**ANNUAL REPORT
2006/2007**



**Celebrating Five Years
of Achievement**



MISSION

The National Land Agency (NLA) has the mandate to ensure that Jamaica has:

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

VISION

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

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Letter to the Minister

June 1, 2007

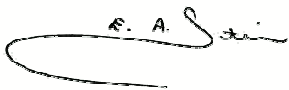
Honourable Roger Clarke
Minister of Agriculture and Lands
Hope Gardens
Kingston 6

Dear Minister,

In accordance with the requirements contained in Section 15(3) of the Executive Agencies Act and Section 13.1 of the Financial Instructions to Executive Agencies, I hereby present the Annual Report of the National Land Agency for the Financial Year 2006-2007.

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

Yours sincerely,

A handwritten signature in black ink, appearing to read "E. A. Stair". The signature is written in a cursive style with a long, sweeping underline that extends to the left.

Elizabeth Stair
Chief Executive Officer/Commissioner of Lands

Minister's Message



Honourable Roger Clarke
Minister of Agriculture and Lands

The National Land Agency, one of the Ministry's flag ship agencies celebrates five year. The establishment of the Agency, a result of the Government of Jamaica's Public Sector Modernisation Programme, was aimed at bringing together the core land functions of Government – Land Titles, Survey and Mapping, Land Valuation and Estate (Crown Land) Management - under one roof. The merger enabled the Government to build on the synergy of these combined functions and create a modern national land (spatial) information system to support sustainable development.

The traditional services the Agency provides, such as land titling, is one of the cornerstones for development. The Ministry and the Agency will continue to seek information and the necessary skills to improve the land titling processes and the administration and distribution of Crown lands.

Over the years the NLA continues to make great progress in achieving greater levels of efficiency and improved customer service. I welcome the two new services that were introduced within the year in an effort to make service to customers faster and easier. The expansion of the NLA office in Montego Bay to accommodate land titles and surveys transactions and the establishment of Express Desk at the Land Titles Division speak to the vision of the Agency of becoming a one-stop-shop for land matters and improving the quality and timely delivery of services.

The Ministry applauds the NLA on its accomplishment and wishes for it many more successes in the future.

Minister Roger Clarke

Chief Executive Officer's Report



Mrs. Elizabeth Stair
Chief Executive Officer

The year 2006-7 was a momentous one, as it not only marked the fifth anniversary for the Agency, having begun operations in April 2001, but we were moved to the Ministry of Agriculture and Lands. Since then, the Agency has made tremendous strides in its commitment towards improving customer service standards, business process improvements and staff development. Considerable resources have been invested to automate operations and train staff, which has resulted in significant improvements in turnaround times to deliver services to customers. The turnaround time to register Memorandum Transactions, for example, was reduced from 15 working days to 10 working days. During the year, 93 percent of all Memorandum Transactions were registered within 10 days, exceeding

the targeted turnaround time of 85 percent completion within 10 days.

New Services

During 2006-7 the Agency continued this drive with the introduction of two new services; an Express Desk at the Land Titles Division and a One-Stop-Shop at the Regional Office in Montego Bay.

Express Desk

The Express Desk was established at the Land Titles Division during the month of April 2006, offering customers the opportunity to have transactions such as notation of death and marriage; change of name; discharge of mortgage; and the registration of single transfers and single mortgages, processed within 48 hours. This has resulted in a significant reduction in the turnaround time to process these transactions from the previous fifteen (15) days. During the year, 83 percent of all transactions received at the Express Desk were processed within 48 hours.

Regional One-Stop Shop

In May 2006 the Agency launched a pilot project offering a One-Stop-Shop at the Montego Bay Regional Office. Previously only matters relating to the Land Valuation Division were processed. The office expanded its services to include the following transactions from the Land Titles and Surveys and Mapping Divisions:

- ◆ Preliminary verification of accuracy of documents to be lodged
- ◆ Assessment of document registration fees
- ◆ Drafting of documents for registration at the Land Titles Division

The excellent response received from customers led to the decision to incorporate the project into the regular operations of the office, despite the lack of office space. Preliminary work was however started to expand the building and this should be completed in the next financial year.

New Telephone System

The Agency implemented a new telephone system called Voice Over Internet Protocol (VOIP). This new system provided an improved telecommunication system which replaced the previous systems throughout the Agency and provided easier access to customers.

Document Conversion

In response to feedback from Customers for more information to be available electronically, a special project was undertaken during the year for the electronic conversion of Land Title images (in Bound Volumes) and Plans (Deposited and Annexed). The project successfully ended with 699 Bound Volumes and 6,760 Plans being digitized and made available to customers electronically via *eLandjamaica* and additionally, approximately 300,000 Titles which were already on *eLandjamaica* were checked to ensure accuracy of data.

Key Performance Indicators

The Agency did well in respect to meeting the targets for the majority of Key Performance Indicators. All targets regarding Valuation services were met. The targeted turnaround time to complete Valuations of 70 percent within 30 days was exceeded as 74 percent were completed within 30 days. This was a significant improvement over the previous year when 51 percent were completed within 30 days. Ninety-eight (98) percent of certificates for application for subdivision approval were prepared within 6 days, surpassing the target of 90 percent completion within 6 days. A total of 104,849 amendments were made to the Valuation Roll.

The Agency, however, did not meet all targets in respect to the issue of new Certificates of Title. The targeted turnaround time of 80 percent completion within 30 days to issue new Certificates of Title with plans (under Section 79, First Registration, Lost Title Application and part of Land Transfers) was not met

as actual performance was 73 percent completed within 30 days. While 59 percent of new Certificates of Title with plans (under Section 77) were issued within 30 days failing the target of 70 percent completion within 30 days. The failure to meet targets in these areas was due primarily to resource constraints, and consequently, in the next financial year we will be exploring the use of new software to reduce the turnaround times in the Surveys and Mapping Division.

Nevertheless, 89 percent of new Certificates of Title without plans (under Section 79, First Registration, Lost Title Application and part of Land Transfers), were issued within 20 days surpassing the target of 75 percent completion within 20 days. The targeted turnaround time of 70 percent completion within 20 days to issue those under Section 77 was also exceeded as 81 percent were completed within 20 days.

The targeted turnaround time of 75 percent completion within 40 days to pre-check survey plans lodged by Commissioned Land Surveyors was exceeded as 76 percent were done within 40 days.

The Agency also did well with respect to Crown Land Management. Nine hundred and fifty-one (951) duplicate Certificates of Title under the Land Settlement Scheme were prepared in the name of the Commissioner of Lands, surpassing the target of 800 by 19 percent. While a total of 455 parcels were surveyed, exceeding the target of 400 by 14 percent.

For the purpose of divesting Crown Land, 89 percent of Notices of Allotment for properties approved and deposits collected, were prepared within 10 days, surpassing the target of 85 percent completion within 10 days. While the targeted turnaround time of 80 percent completion within 10

Chief Executive Officer's Report

days to prepare sale/lease agreements for execution by the parties after receiving Ministerial Approval was also exceeded, as 97 percent were prepared within 10 days.

All notices for Ministerial approval under the Land Acquisition Act were prepared within 4 days, exceeding the target of 85 percent completion within 4 days.

Revenue and Expenditure

During 2006-7 the Agency earned Revenue at a ratio of 0.73 to Actual Expenditure, surpassing the targeted ratio of 0.65. Actual Revenue for the period (including collections from Land Titles, Land Valuation and Surveys and Mapping Divisions and excluding Estate Management Division) was \$574 million, exceeding the target of \$500 million by 15 percent. This also represents a 23 percent growth in Revenue over the previous year's collection of \$468 million. Expenditure for the period totaled \$790 million, 6 percent above the budgeted Expenditure of \$742.8 million. Expenditure for 2005-6 was \$613 million (see figure 1).

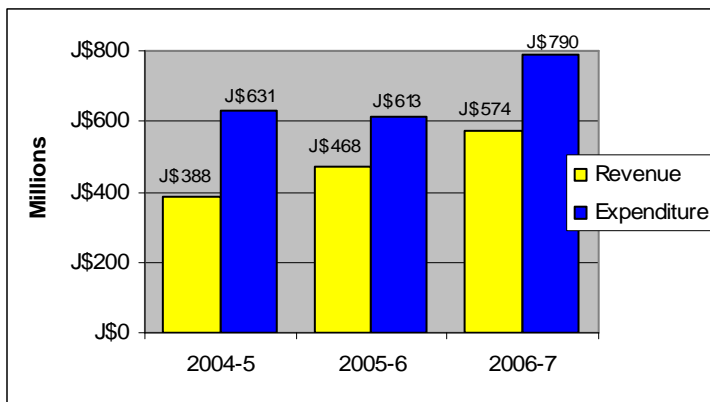


Figure 1. Revenue and Expenditure 2004-2007

Collections for Estate Management Division totaled \$176.3 million, exceeding the target of \$39.8 million by

343 percent.

Training

Efforts continued to foster an environment of a highly skilled and competent work force with 392 officers or 77 percent of staff receiving a minimum of 8 hours training, both internally and externally. The on-going initiative of educating staff about the products and services offered by the Agency, continued during the year with training in Geographic Information Systems (GIS) and Mapping. Staff also had the opportunity to participate in external training initiatives such as the Public Sector Procurement Workshop, providing vital knowledge on procedures for the administration of public resources.

Public Relations and Marketing

The Agency participated in a number of Public Relations initiatives such as the annual Denbigh Agricultural Show and the Geographic Awareness Week of activities. We also hosted a GIS Open Day at the Surveys and Mapping Division where students and members of the public were treated to demonstrations on the use of GIS technology. Representatives from the Agency also participated in the Jamaica National Building Society (JNBS) tour, where a wide cross section of the Jamaican Diaspora was visited in the United Kingdom, Canada, New York and Miami.

The achievements of the Agency would not have been attained without the dedication and diligence of the staff, and to them, I say thank you. I wish also to thank our customers and our Ministry for their continued support and feedback over the year. As we move forward, we will continue our aim of offering superior service to our valued customers and the public at large.

Elizabeth Stair

THE DIRECTORS



Back Row: Sherlock Glenister, Director, Business Development and Technology Division; Sophia Williams, Registrar of Titles/Director, Land Titles Division; Trevor Shaw, Director of Surveys/Director, Surveys and Mapping Division; Jennifer McDonald, Director, Corporate Services Division.

Front Row: Lois Edwards-Bourne, Director, Corporate Legal Services Division; Elizabeth Stair, Chief Executive Officer/Commissioner of Lands; Pearl Piccott, Commissioner of Land Valuations/Director, Land Valuation Division; Donovan Hayden, Director, Estate Management Division.

THE LAWS THAT GOVERN US

The mandate of the National Land Agency is provided under the following Acts:

Crown Property (Vesting) Act

Land Acquisition Act

Land Surveyors Act

Land Valuation Act

Registration of Titles Act

Registration (Strata Titles) Act

Executive Agencies Act

Strategic Objectives

The NLA is committed to meeting the following strategic objectives:

- 1. To improve quality and ensure timely delivery of services.**
- 2. To establish an efficient, transparent and coherent policy for the management of Crown lands.**
- 3. To become a client-focused organisation, through on-going consultation with stakeholders (Marketing and Public Education).**
- 4. To build a strong organisation with a highly qualified and motivated staff in a supportive environment.**
- 5. To improve Finance and Financial Management**

Each strategic objective contains Key Performance Indicators (KPIs) as stated on the following pages.

KEY PERFORMANCE INDICATORS (KPIs)

Objective 1: To improve quality and ensure timely delivery of services (customer service)

KPI 1. Turnaround Time to Issue New Certificates of Title (under Section 79, First Registration, Lost Title Applications and part of Land Transfers)

The turnaround time to issue new Certificates of Title with plans (under Section 79, First Registration, Lost Title Application and part of Land Transfers) was 73 percent completed within 30 days. This was below the targeted turnaround time of 80 percent completion within 30 days, primarily due to insufficient resources. However, the turnaround time to issue new Certificates of Title without plans exceeded the target of 75 percent completion within 20 days, as 89 percent were completed within 20 days.

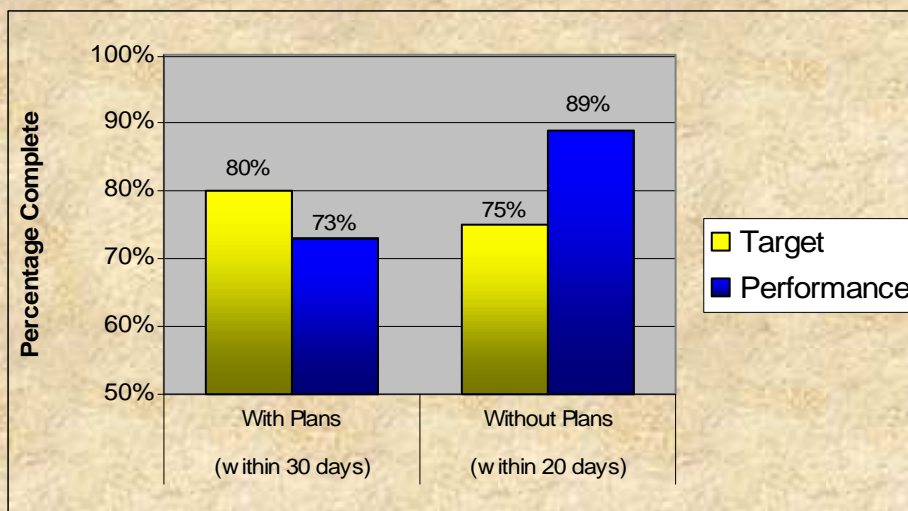


Figure 2. Turnaround time to issue new Certificates of Title (under Section 79, First Registration, Lost Title Applications and part of Land Transfers)

KPI 2. Turnaround Time to Issue New Certificates of Title (under Section 77)

The targeted turnaround time of 70 percent completion within 30 days to issue new Certificates of Title with plans (under Section 77) was not met, as actual performance was 59 percent completed within 30 days. This was once again primarily due to insufficient resources. The targeted turnaround time of 70 percent completion within 20 days to issue new Certificates of Title without plans, however, was exceeded as 81 percent were issued within 20 days.

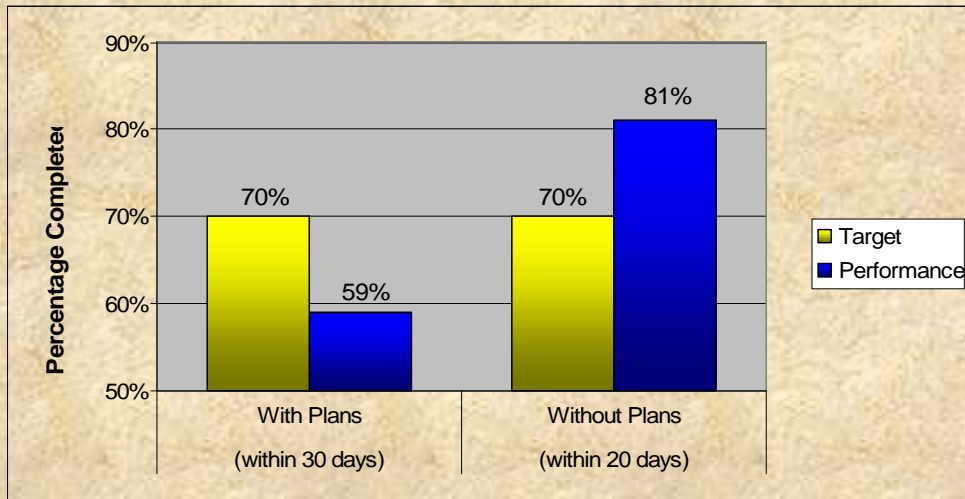


Figure 3. Turnaround time to issue new Certificates of Title (under Section 77)

KPI 3. Turnaround Time for Registration of Memorandum Transactions

Ninety-three (93) percent of all Memorandum Transactions were registered within 10 days, exceeding the target of 85 percent completion within 10 days. The performance for 2005-6 and 2004-5 were 92 percent and 80 percent completed within 15 days respectively.

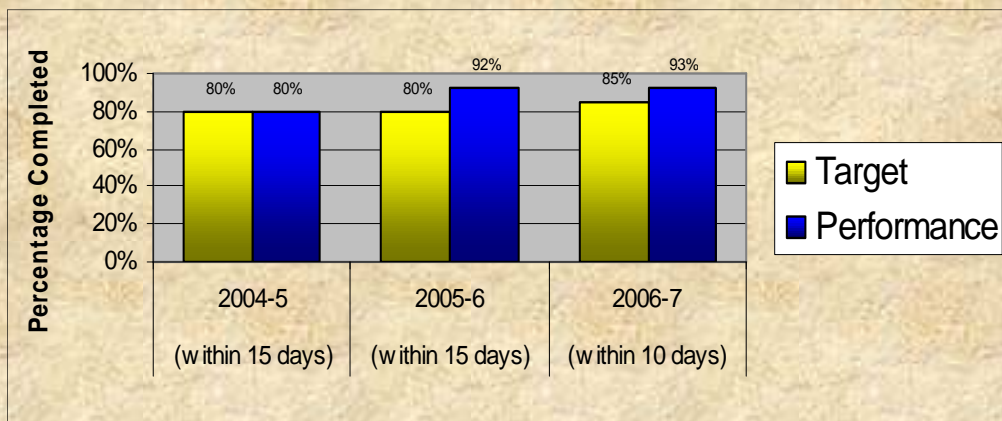


Figure 4. Turnaround time to register Memorandum transactions

KPI 4. Turnaround Time to Complete Valuations

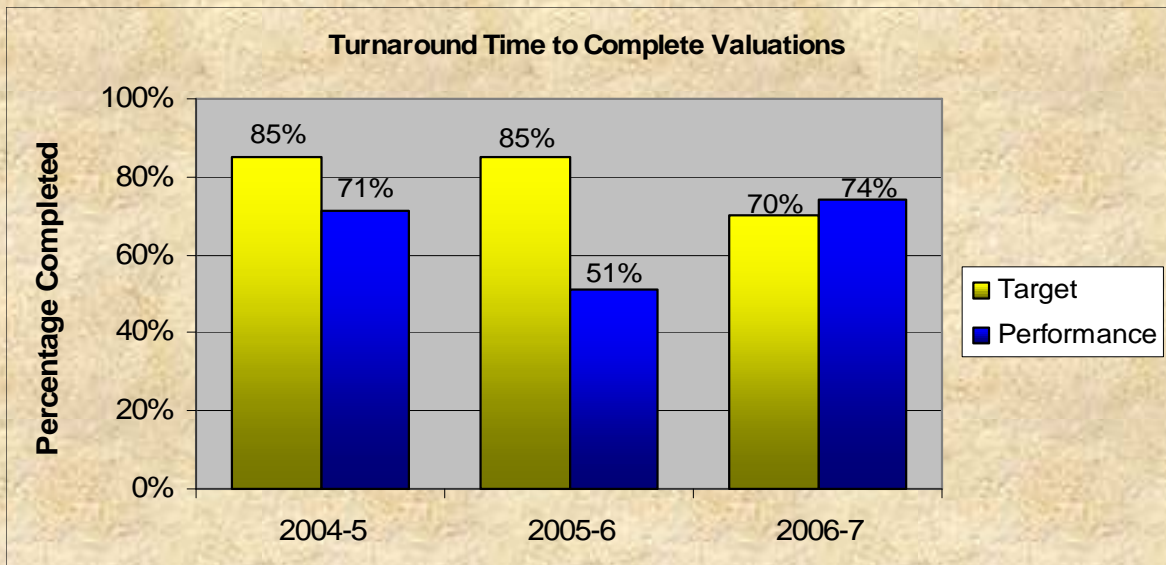


Figure 5. Turnaround time to Complete Valuations

Seventy-four (74) percent of Valuations were completed within 30 days, exceeding the target of 70 per cent completion within 30 days. This was an improvement over the performance during the previous years when 51 percent were completed within 30 days in 2005-6 and 71 percent were completed within 30 days during 2004-5.

KPI 5. Turnaround Time to Prepare Certificates for Application for Subdivision Approval

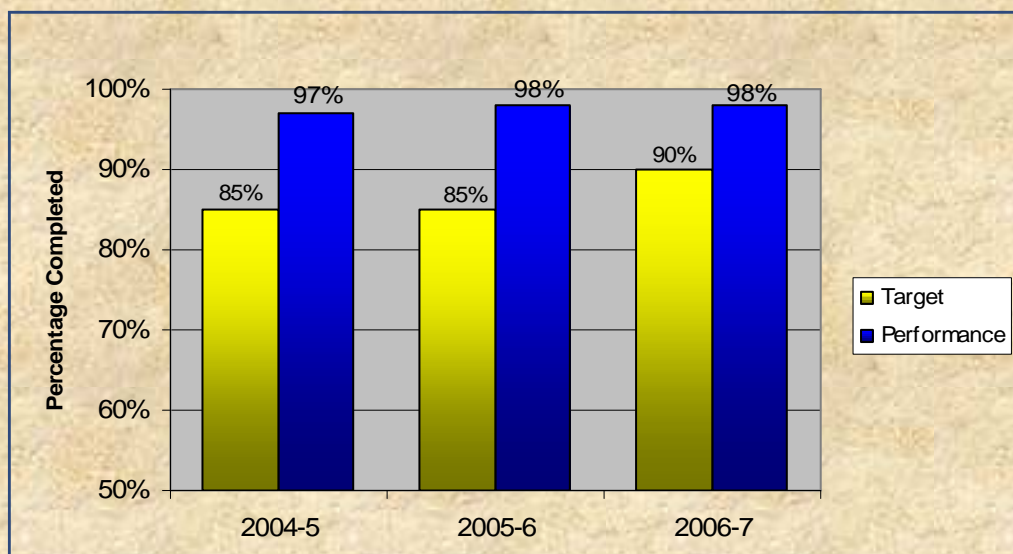


Figure 6. Turnaround time to Prepare Certificates for Application for Subdivision Approval

The targeted turnaround time of 90 percent completion within 6 days to prepare Certificates for Application for Subdivision Approval was exceeded as 98 percent of were completed within 6 days. During the previous year 2005-6, 98 percent were also completed within 6 days.

KPI 6. Amendments to the Valuation Roll

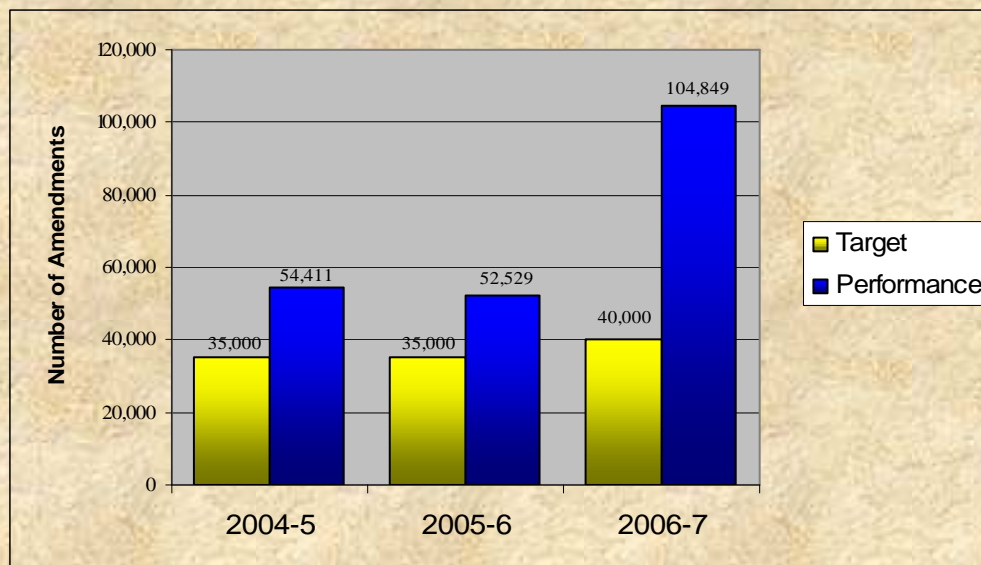


Figure 7. Number of Amendments to the Valuation Roll

A total of 104,849 amendments were made to the Valuation Roll, surpassing the target of 40,000 by 162 percent. This was also twice the 52,529 completed in the previous year, 2005-6. During 2004-5, a total of 54,411 amendments were done.

KPI 7. Turnaround Time to Pre-check Plans for Commissioned Land Surveyors

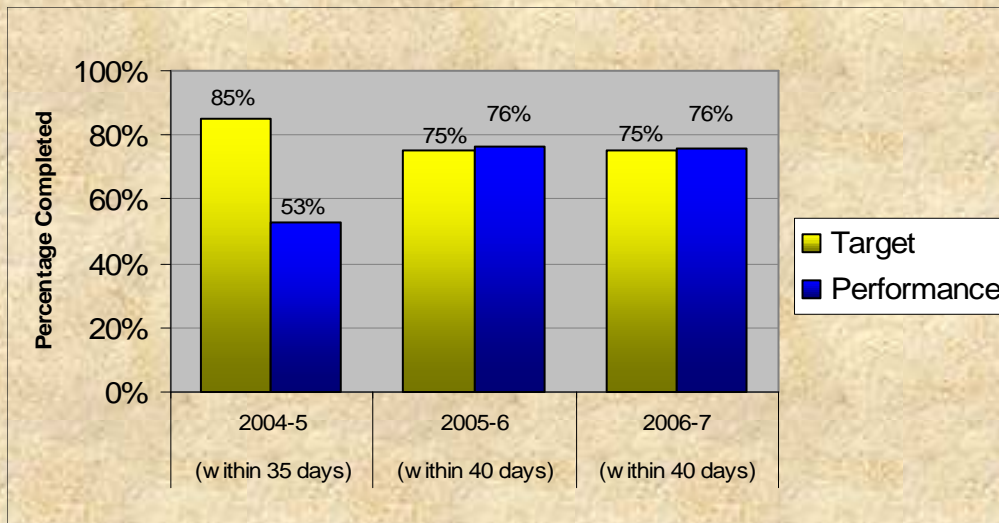


Figure 8. Turnaround time to Pre-check plans for Commissioned Land Surveyors

The targeted turnaround time of 75 percent completion within 40 days to pre-check plans for Commissioned Land Surveyors was exceeded as 76 percent were done within 40 days. This matched the performance for the previous year 2005-6, when 76 percent were also completed within 40 days. In 2004-5, 53 percent were pre-checked within 35 days.

KPI 8. Number of Horizontal Control Marks Established Per Year

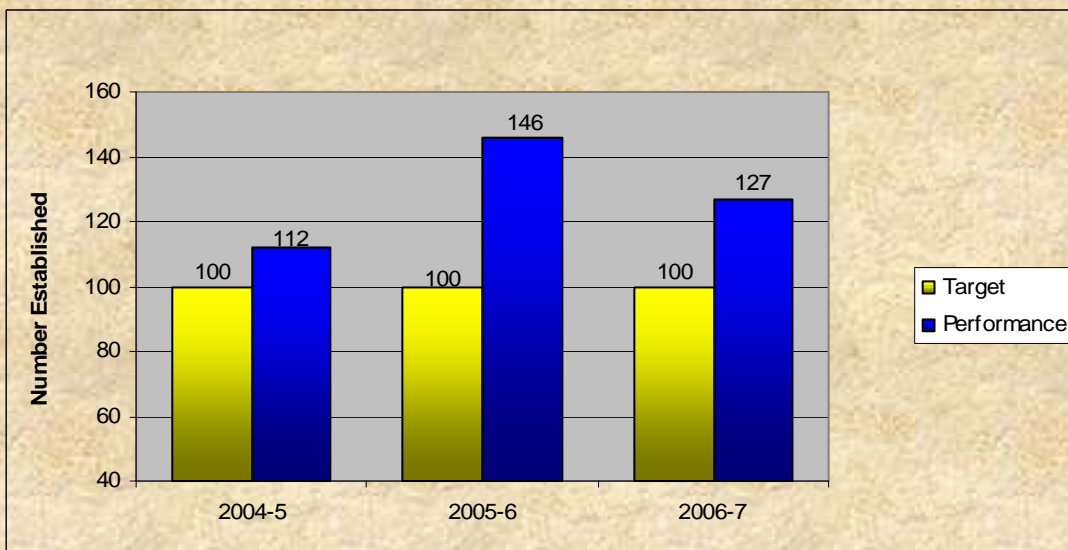


Figure 9. Number of Horizontal Control Marks established

One hundred and twenty-seven (127) Horizontal Control Marks were established for the year, exceeding the annual target of 100 by 27 percent. During the previous year 2005-6, 146 were established while 112 were done during 2004-5.

KPI 9. Number of Control Marks Established in National Grid Geodetic Database

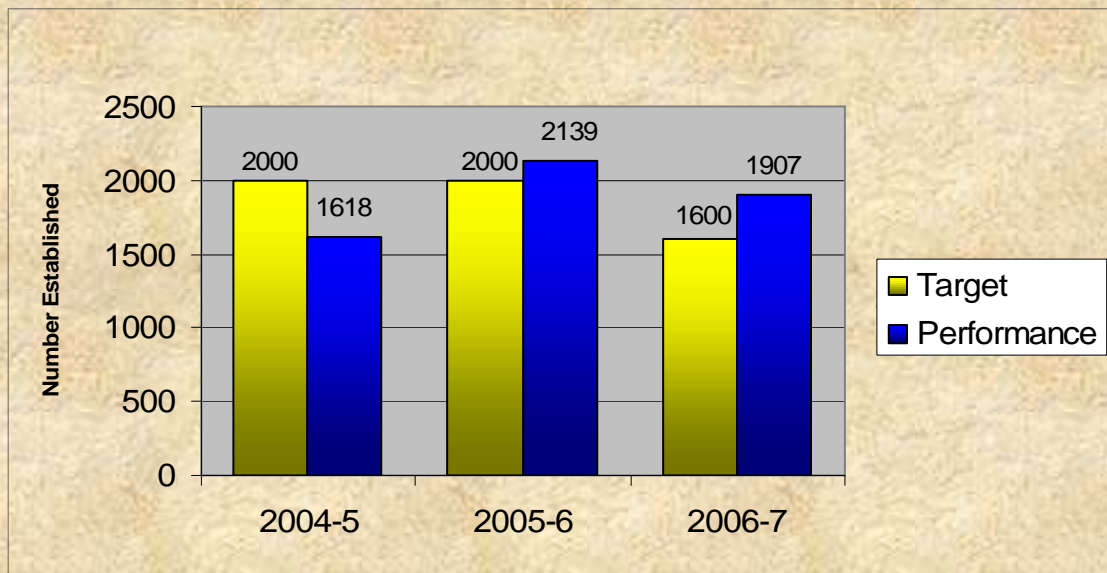


Figure 10. Number of Control Marks established in National Grid Geodetic Database

A total of 1,907 Control Marks were established in the National Grid Geodetic Database, surpassing the annual target of 1,600 by 19 percent. Two thousand, one hundred and thirty-nine (2,139) Control Marks were established during 2005-6 and 1,618 during 2004-5.

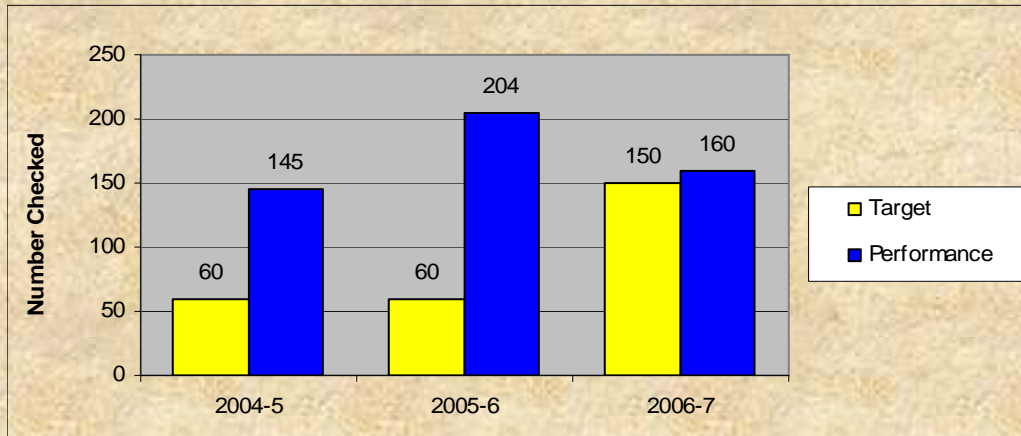
KPI 10. Number of Control Marks Checked Per Year

Figure 11. Number of Control Marks checked

One hundred and sixty (160) Control Marks were checked, surpassing the annual target of 150 by 7 percent. The number checked for 2005-6 was 204 while 145 were checked during 2004-5.

Objective 2: To establish an efficient, coherent and transparent service for the management of Crown Lands**KPI 1. Turnaround Time to Prepare Notices for Ministerial Approval Under the Land Acquisition Act**

All notices for Ministerial Approval under the Land Acquisition Act were prepared within 4 days, surpassing the target of 85 percent completion within 4 days. During 2005-6, all notices were also prepared within 4 days.

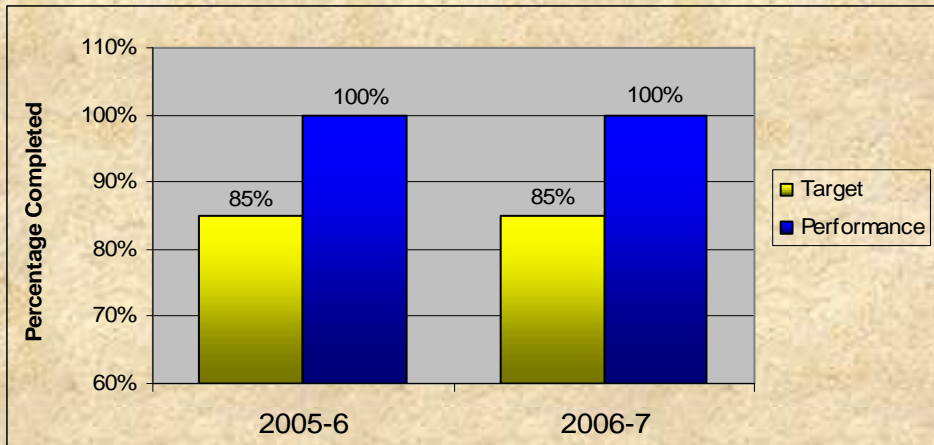


Figure 12. Turnaround time to Prepare Notices for Ministerial Approval

KPI 2. Number of Duplicate Certificates of Title Prepared in the Name of the Commissioner of Lands

The target of preparing 800 duplicate Certificates of Title in the name of the Commissioner of Lands was exceeded by 19 percent, as 951 were prepared. The number prepared during 2005-6 was 1,024.

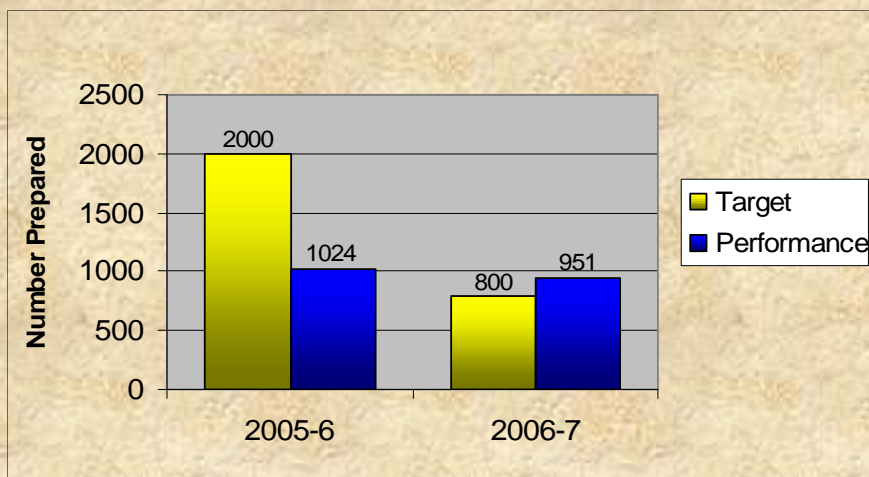


Figure 13. Number of Duplicate Certificates of Title Prepared in the name of the Commissioner of Lands

KPI 3. Number of Parcels Surveyed

A total of 455 parcels were surveyed, surpassing the annual target of 400 by 14 percent. During 2005-6, 350 were surveyed while in 2004-5, 554 were surveyed.

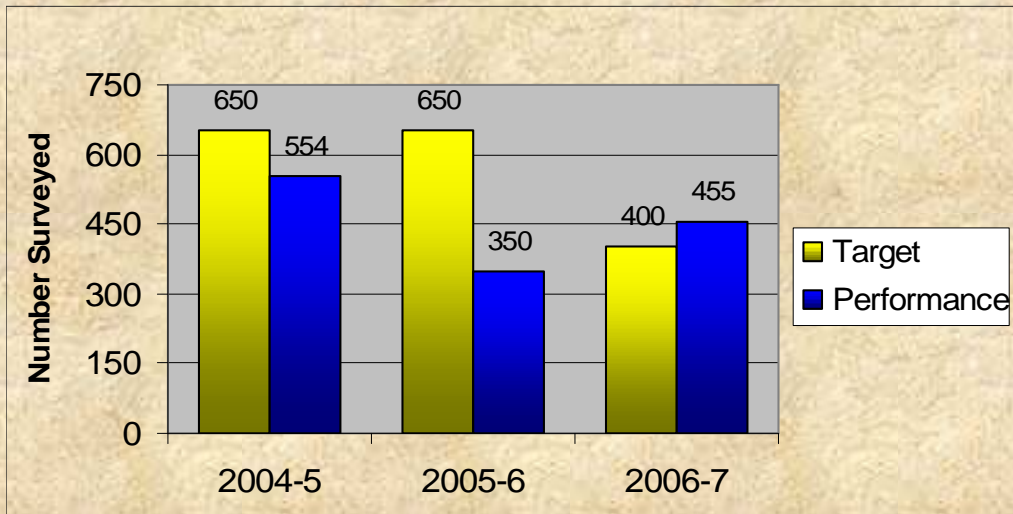


Figure 14. Number of Parcels Surveyed

KPI 4. Turnaround Time for Preparation of Notices of Allotment for Properties Approved and Deposits Collected

Eighty-nine (89) percent of Notices of Allotment were prepared within the targeted 10 days, exceeding the target of 85 percent completion within 10 days. During the previous year, all Notices were prepared within 10 days, while in 2004-5, 95 percent were prepared within 5 days.

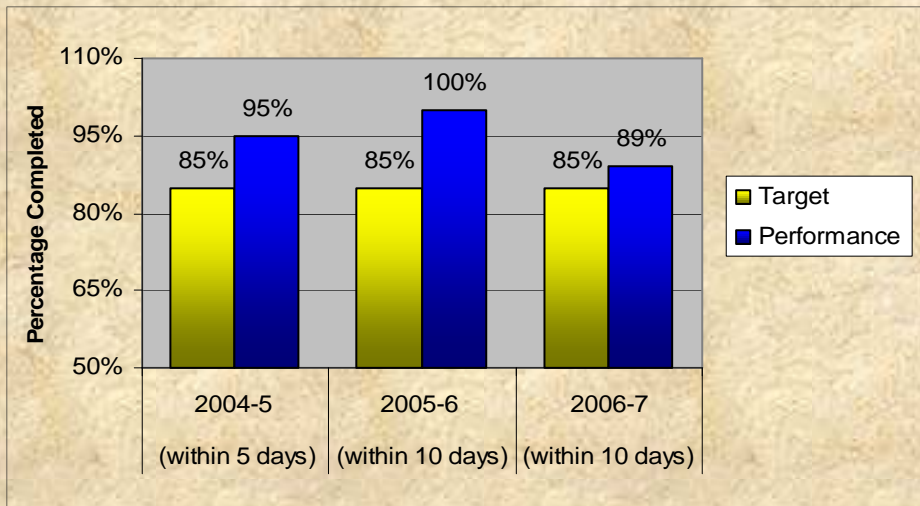


Figure 15. Preparation of Notices of Allotment for Properties Approved and Deposits Collected

KPI 5. Turnaround Time to Prepare Sale/Lease Agreements for Execution by Parties after Ministerial Approval

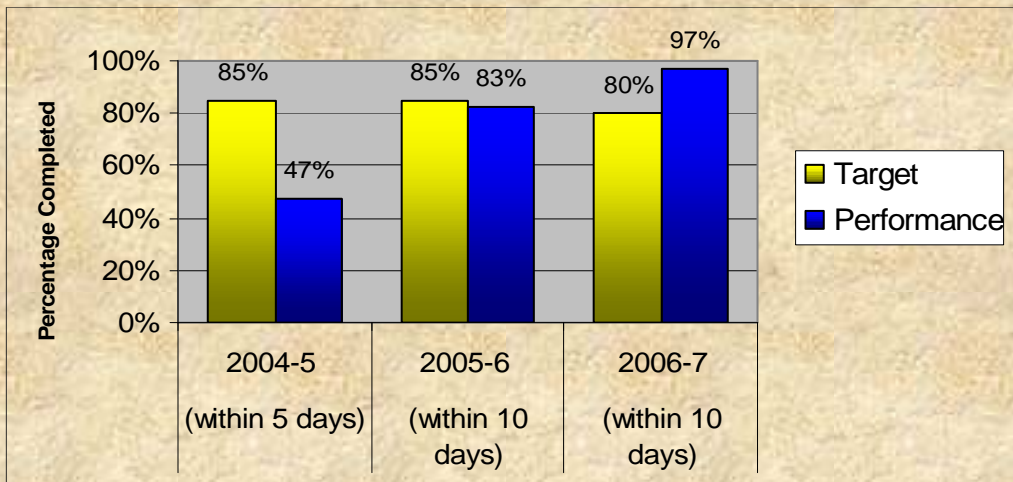


Figure 16. Turnaround Time to Prepare Sale/Lease Agreements for Execution by Parties after Ministerial Approval

The targeted turnaround time of 80 percent completion within 10 days to prepare sale/lease agreements for execution by parties after Ministerial Approval was exceeded as 97 percent were prepared within 10 days. This was an improvement over the periods 2005-6 and 2004-5 when the performances were 83 percent completed within 10 days and 47 percent completed within 5 days, respectively.

Objective 3: To become a client focused organization, through on-going consultation with stakeholders (Marketing and Public Relations)

KPI 1. Number of New Services or Products Provided

During the year 2006-7, two new services were introduced, an Express Desk at the Land Titles Division, and a One-Stop-Shop at the Montego Bay Regional Office.

The Agency launched a pilot project at the Montego Bay Regional Office offering a One-Stop-Shop where customers can now have the following matters relating to the Land Titles and Surveys and Mapping Divisions processed:

- ◆ Preliminary verification of accuracy of documents to be lodged;
- ◆ Assessment of document registration fees;
- ◆ Drafting of documents for registration at the Land Titles Division.

Objective 4: To build a strong organization with a highly qualified and motivated staff in a supportive environment (Human Resource Management and Administration)

KPI 1. Percentage of Staff Receiving Minimum Training Hours

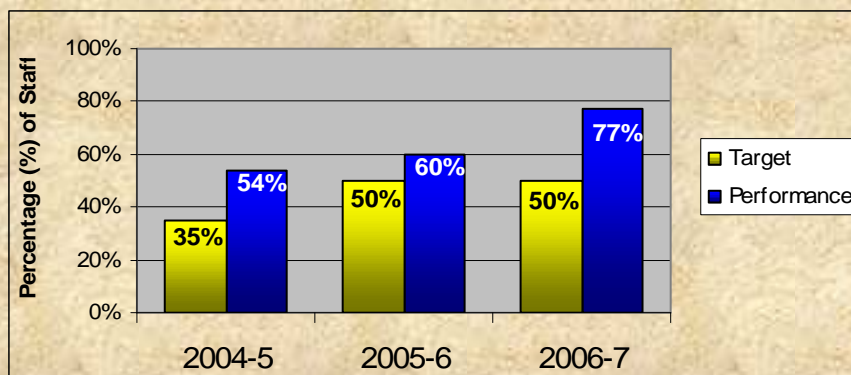


Figure 17. Percentage of Staff Receiving Minimum Training Hours

Seventy-seven (77) percent of staff members received a minimum of 8 hours training. This surpassed the target of 50 percent and also shows an improvement over the periods 2005-6 and 2004-5, when the performance was 60 percent and 54 percent, respectively.

Objective 5: To Improve the Quality of Finance and Financial Management

KPI 1. Ratio of Actual Revenue to Actual Expenditure

Provisional figures indicate that actual revenue for 2006-2007 (including collections from Land Titles, Land Valuation and Surveys and Mapping Divisions and excluding Estate Management Division) was \$574 million. This was an improvement of 23 percent over the \$468 million for the period 2005-6. Actual Expenditure for 2006-2007 was \$790 million, while for 2005-6, expenditure was \$613 million.

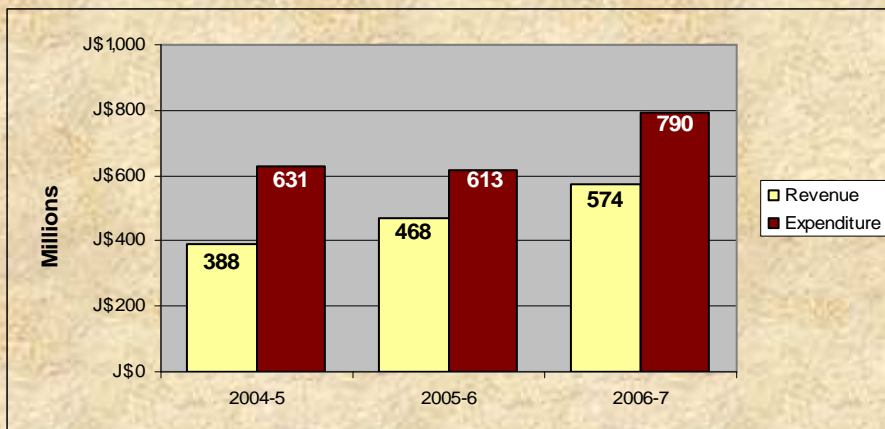


Figure 18. Revenue and Expenditure

The actual revenue to actual expenditure ratio was 73 percent. Although below the ratio for 2005-6 which was 76 percent, this surpassed the target of 65 percent. The revenue to expenditure ratio for 2004-5 was 61 percent.

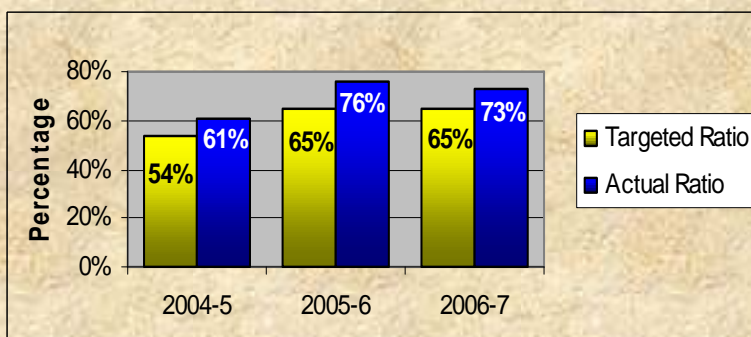


Figure 19. Ratio of Actual Revenue to Actual Expenditure

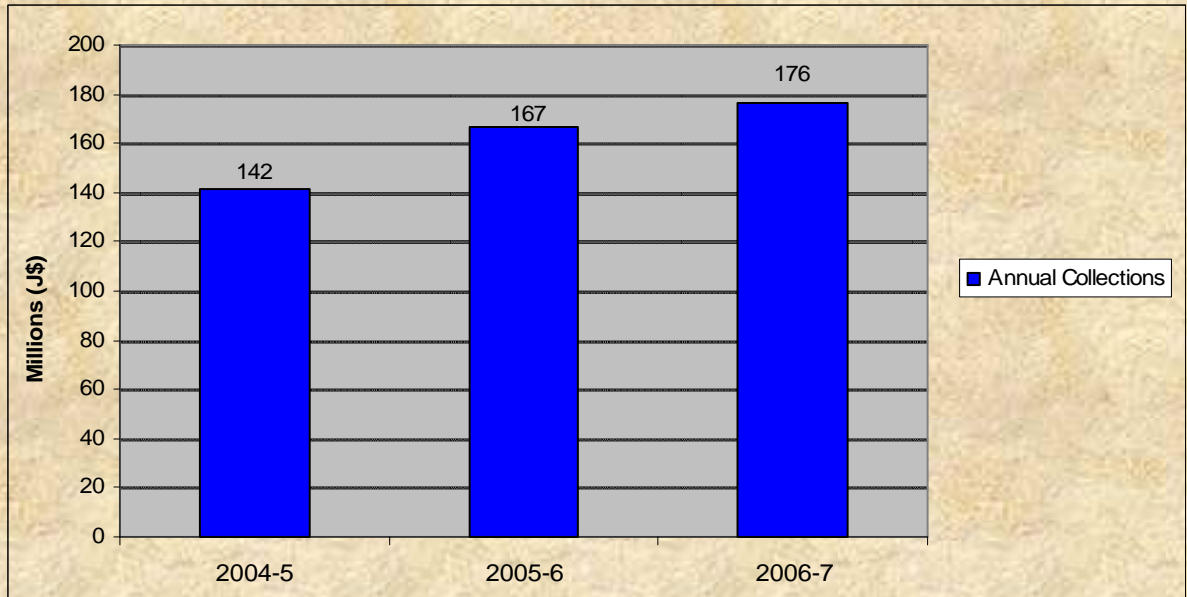


Figure 19: Estate Management Collections

Collections for Estate Management Division for 2006-2007 amounted to \$176.3 million, exceeding the target of \$39.8 million by 343 percent. During 2005-6, collections were \$167 million and \$141.8 million was collected in 2004-5.

EXPRESS DESK

at the Land Titles Division

In April 2006 the Agency established an Express Desk at its Land Titles Division offering customers the opportunity to have certain transactions on existing Titles processed within 48 hours. These transactions include notation of death and marriage; change of name; discharge of mortgage and the registration of single transfers and single mortgages.

This initiative was possible due to the implementation of the Land Registration System/Parcel Data Management System (LRS/PDMS) and has resulted in a significant reduction in the turnaround time to process these transactions from the previous fifteen (15) days.

The new service has been a huge success with the customers and the Agency has received numerous commendations and letters of appreciation. Mr. Anthony Leslie, Legal Clerk of NCB, commented, "The implementation of this service is one of NLA's greatest ideas. This has greatly improved the service as it relates to turnaround time. Titles and documents are returned to me within 2 days. Keep up the good work."

The Express Desk is at no extra cost to the customer.

ONE-STOP-SHOP



A customer using the services at the Land Titles section of the Regional Office in Montego Bay

**Customers in
Western Jamaica
no longer have to
commute to
Kingston**

The National Land Agency's strategic objective of becoming a one-stop-shop for land transactions is one step closer to realization. The services at the NLA's Regional Office, located at 3 Federal Avenue, Montego Bay, was extended in May 2006 to accommodate the processing of some land titles and surveys matters. Previously, the office offered only Land Valuation services. Customers in Western Jamaica no longer have to commute to Kingston to conduct business with the Agency.

When a customer takes in his/her documents to the Regional Office they are pre-checked for errors before being lodged. The documents are lodged for registration and the client pays the required fees at the Regional Office.

Once the applications have been accepted, they are transported by air to the Land Titles Division/Titles Office and the Surveys and Mapping Division in Kingston for processing. The completed documents are returned to Montego Bay where they are collected by the customer.

The entire process for straight transfers, straight mortgages and for documents, that do not require the preparation of a new Certificate of Title, is completed within 10 working days. Documents involving the preparation of a new Certificate of Title will take a maximum of 30 days.

Titling and Survey Services available at the Regional Office:

1. Acceptance of most title related transactions for registration including transfers, mortgages, discharge of mortgages and applications to register land;
2. Some basic searches;
3. Certified copies of documents;
4. Receipt of survey plans for pre-checking.

Sharing Knowledge With The Future Generation

GIS DAY

The Agency takes pleasure in sharing with the future generation of this country.

During the celebration of the 2006 Geography Week and Geographic Information System (GIS) Day, the NLA hosted high school students at an Open Day, held at the Surveys and Mapping Division on Charles Street, Kingston.

The students were given an opportunity to view Photogrammetric Plotters and the GIS operations at the Agency.

The Open Day was organised to expose students to the importance of GIS in Jamaica's development as well as to expose them to the many career opportunities in the field.

Very few students were showing an interest in Geography as a career choice and the NLA, as a member of the Land Information Council of Jamaica (LICJ), was on a new thrust to increase involvement through fostering an awareness of GIS and its various areas of application.



Mark Hoilett, Control Database Administrator from the Surveys and Mapping Division, assisting students from Kingston College to look through a photogrammetric plotter during the National Land Agency's Open Day during GIS Week.

DUKE OF EDINBURGH AWARDS PROGRAMME



Calvin Thompson, Manager Topographic and Hydrographic Surveys of the NLA, teaching a group of young people the art of map reading at the Girl Guides Association of Jamaica Headquarters

The NLA volunteered its service to the Duke of Edinburgh's International Award Programme by teaching young team leaders of the programme the art of map reading. As part of their training, the team leaders would need to demonstrate their ability to use a map while on expeditions.

Two training sessions were conducted by members of staff of the NLA - the first session was at the Dinthill Technical High School in St. Catherine and the other at the Girl Guides Association of Jamaica Headquarters in Kingston.

The Duke of Edinburgh's Award is a voluntary non-competitive programme of practical, cultural and adventurous activities designed to support the personal and social development of young people worldwide between the ages of 14 to 25 years.

Celebrating Five Years



The Agency's First Employee of the Year Awards in 2006

Front Row L-R: Alisa Scarlett-Buchanan, Corporate Legal Services Division; Victor Cummings, Minister of State; Elizabeth Stair, CEO; Donovan Stanberry, Permanent Secretary; Tosha Harrell, General Administration and Damotharan Muppuri, Business Development and Technology Division

Back Row L-R: Vilma Palmer, Surveys and Mapping Division; Doris Hamilton, Estate Management Division; Winston Vaz, Corporate Services Division; Kevin Brown, Land Valuation Division and Dionne Spencer, Land Titles Division.

NLA became five years old on April 1, 2006. What better way to celebrate the first five years of an organisation than with the staff, its most important resource.

Several activities were planned where the focus was on the staff, starting with the Agency's annual Sports Day on April 21, 2006. This was followed by a series of wellness activities, introducing staff to services essential to their financial, physical and spiritual wellness. Organizations which participated were the Registrar General's Department; NCB Insurance Company; Jamaica Cancer Society, Menopause Centre and the National Housing Trust .



House Captains of the top three houses on Sports Day

Left- Right: Pauline Grace of Purple House, second place; Shallamar Johnson of Yellow House, the Winners; and Olecia Powell of Red House, third place.

As An Executive Agency

“The National Land Agency has a lot to be pleased about”

The Fifth Anniversary was deemed appropriate to stage the first “Employees of the Year” Award and the first Annual General Staff Meeting. Eight staff members were presented with divisional awards for outstanding performance. Damotharan Muppuri of the Business Development and Technology Division was given a special award, the CEO’s Award, for his outstanding contribution to Information and Communication Technology in the Agency.

The Agency is very proud of its staff as they continue to excel at the highest level. During the year two members of staff received the 2006 Civil Service Award for



Brain Games Competition

The Director, Corporate Services Division, Jennifer McDonald (left), reading a letter from the Contractor General congratulating Stacey Coore-Leslie, Operations Manager (right), for winning the Procurement category of the 2006 Public Sector Brain Games Competition.



Michelle Rattray, Valuation Surveyor 2, Land Valuation Division, winner of the 2006 Civil Servant Award for Excellence



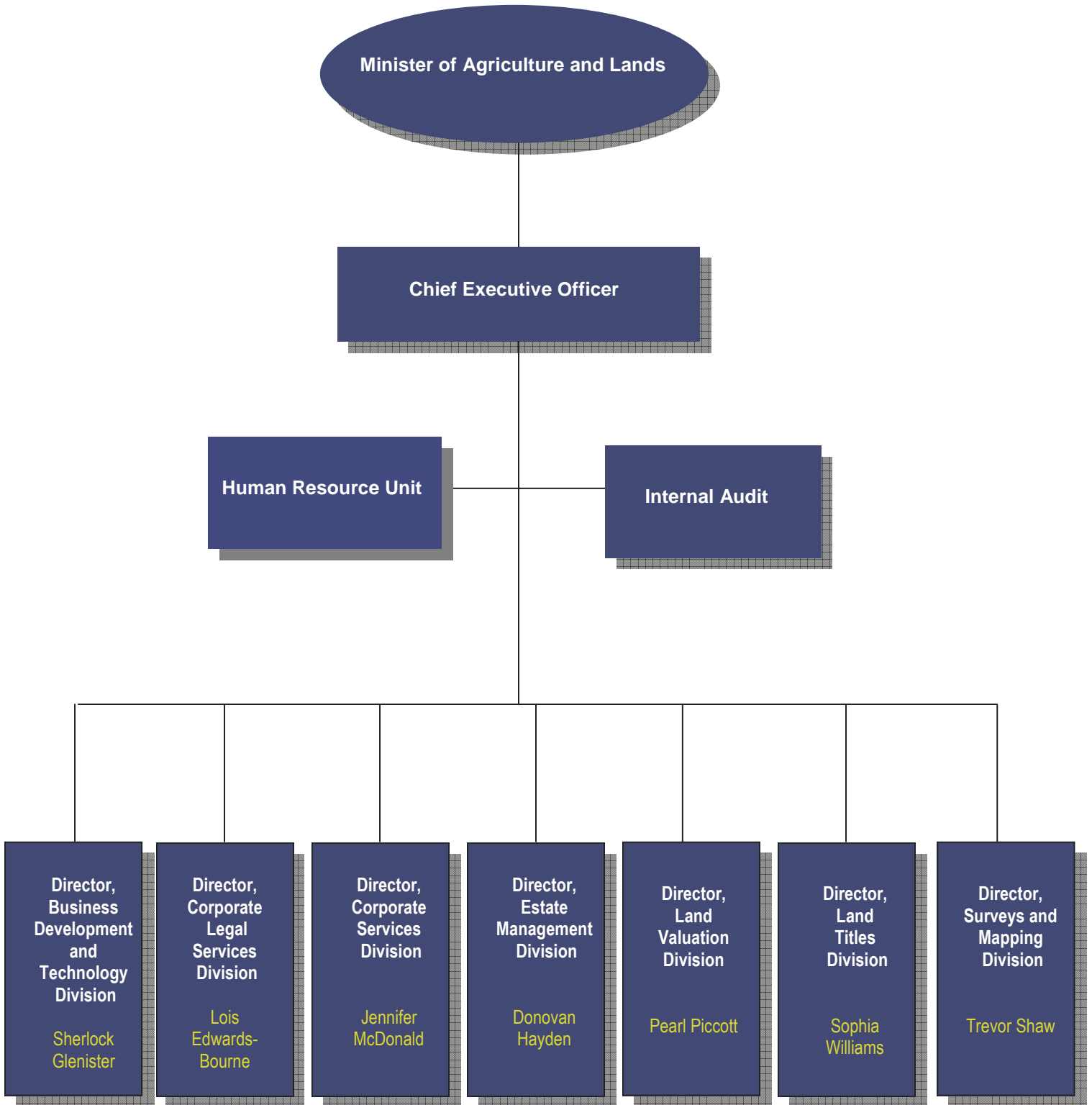
Tameisha Grant, Caveat Officer, Land Titles Division winner of the 2006 Civil Servant Award for Excellence

Excellence: Tameisha Grant, Caveat Officer in the Land Titles Division and Michelle Rattray, Valuation Surveyor 2 in the Land Valuation Division. Stacey Coore-Leslie, Operations Manager, won the Procurement Category of the Public Sector Brain Games Competition. Her achievement did not go unnoticed as she received a letter of congratulations from the Contractor General, Mr. Greg Christie.

The National Land Agency has a lot to be pleased about as it looks back at the achievements over the first five years as an Executive Agency. These include:

- ◆ Introduction of the Agency Website and Intranet;
- ◆ Implementation of the computerised Land Registration and Parcel Data Management Systems (LRS/PDMS) which has led to the reduction in processing time of title documents and incidents of fraud;
- ◆ Creation of the Portmore Master Map;
- ◆ Production of Customised Maps;
- ◆ Introduction of the Simultaneous Lodgements for Strata Titles;
- ◆ Development of eLandjamaica.

ORGANISATIONAL STRUCTURE





AUDITOR GENERAL'S DEPARTMENT

NATIONAL LAND AGENCY

FINANCIAL STATEMENTS

MARCH 31, 2007

VISION STATEMENT

*"Promoting a Better Country Through Effective
Audit Scrutiny of Government Operations"*

NATIONAL LAND AGENCY
Financial Statements for
Year ended March 31, 2007

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AUDITOR GENERAL'S DEPARTMENT
40 KNUTSFORD BOULEVARD
KINGSTON 5.
JAMAICA

Email: audgen@auditorgeneral.gov.jm

INDEPENDENT AUDITOR'S REPORT

**Chief Executive Officer
National Land Agency**

Report on the Financial Statements

I have audited the accompanying Financial Statements of the National Land Agency, set out on pages 1 to 14, which comprise the Statement of Financial Position as at March 31, 2007, Statement of Financial Performance, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these Financial Statements in accordance with International Public Sector Accounting Standards. This responsibility includes: designing, implementing and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

My responsibility is to express an opinion on these Financial Statements based on my audit. I conducted my audit in accordance with the auditing standards issued by the International Organization of Supreme Audit Institutions (INTOSAI). Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the Financial Statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the Financial Statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the Financial Statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances.

An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of the accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the Financial Statements give a true and fair view of the financial position of the National Land Agency as at March 31, 2007, and of its financial performance, and its cash flows for the year then ended in accordance with International Public Sector Accounting Standards.

Report on Additional Requirements of the Executive Agencies' Act

I have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purpose of the audit. In my opinion, proper accounting records have been maintained and the Financial Statements are in agreement therewith and give the information required in the manner so required.



.....
Auditor General

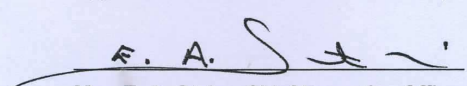
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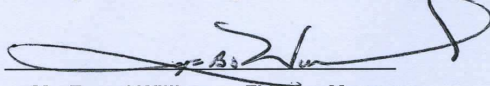
NATIONAL LAND AGENCY
Statement of Financial Position
as at March 31, 2007

Page 1

	Note	2007 \$	2006 \$
Non-current Assets			
Property, Plant and Equipment	5	83,208,369	54,287,831
Current Assets			
Trade and Other Receivables	6	16,865,278	4,830,998
Prepaid Expenses and Advances	7	8,851,986	5,628,692
Deposits on Fixed Assets		200,000	1,184,518
Cash and Cash Equivalents	8	448,273,243	310,121,822
		<u>474,190,507</u>	<u>321,766,030</u>
Total Assets		<u>557,398,876</u>	<u>376,053,861</u>
Liabilities			
50% Payable to Accountant General	9	113,757,422	77,474,890
100% Accountant General Assurance Fund	10	673,910	2,644,415
Payables and Accruals	11	41,956,607	34,444,284
Deferred Income: E-Land	12	5,560,569	5,569,996
Estate Management	13	217,492,573	125,483,792
Total Liabilities		<u>379,441,081</u>	<u>245,617,377</u>
Net Assets Equity		<u>177,957,795</u>	<u>130,436,484</u>
Capital - (GOJ Investment)	14	26,132,775	26,132,775
Donated Assets Reserve	15	16,019,071	46,878,854
General Reserve		<u>135,805,948</u>	<u>57,424,855</u>
		<u>177,957,795</u>	<u>130,436,484</u>

Approved for issue on behalf of the Entity on **January 19, 2016** and signed on its behalf by:


Mrs. E. A. Stair – Chief Executive Officer


Mr. Everol Williams – Finance Manager

NATIONAL LAND AGENCY
Statement of Financial Performance
for the year ended March 31, 2007

Page 2

Income	Note	2007 \$	2006 \$
Registration Fees		543,129,822	441,749,591
Survey Fees		14,271,743	19,894,559
Valuation Fees		9,946,549	6,708,421
Estate Management Fees		13,461,963	589,507
Eland		10,651,037	8,208,373
Seabed Collections		21,085,037	13,799,589
		612,546,151	490,950,040
Expenses			
Staff Costs	16	610,551,989	449,738,749
Rentals		2,903,919	2,407,769
Public Utilities		66,301,740	51,417,088
Goods and Services		98,762,318	99,614,591
Grants and Contributions		661,078	-
Retirement benefits		-	3,822,055
Depreciation		19,515,847	12,629,688
E-Land expenses		8,961,479	1,767,605
Seabed expenses		1,696,324	13,913,625
		809,354,694	635,311,170
Operating Surplus / (Deficit)		(196,808,543)	(144,361,130)
Transfer from Donated Asset Reserves		30,859,783	677,000
Capital A Expenses	17	(14,572,808)	-
50% Revenue to GOJ		(283,674,057)	(232,630,147)
100% Revenue to GOJ		(3,745,425)	(3,164,895)
Net Surplus/(Deficit) before GOJ Financing		(467,941,050)	(379,479,172)
GOJ Financing From Consolidated Fund		546,322,144	424,339,000
Net surplus/(deficit) for the year		78,381,094	44,859,828

NATIONAL LAND AGENCY
 Statement of Changes in Equity
 for the year ended March 31, 2007

Page 3

	Note	GOJ Capital Investment	General Reserves	Donated Assets Reserve	Total
		\$	\$	\$	\$
Balance as at April 1, 2005		26,132,775	12,565,026	40,785,854	79,483,655
Additions		-	-	6,770,000	6,770,000
Surplus/(Deficit) for the year		-	44,859,828	-	44,859,828
Transfers from reserves		-	-	(677,000)	(677,000)
Balance as at March 31, 2006		26,132,775	57,424,855	46,878,854	130,436,484
Balance as at April 1, 2006		26,132,775	57,424,854	46,878,854	130,436,483
Additions		-	-	-	-
Surplus/(Deficit) for the year		-	78,381,094	-	78,381,094
Transfers from reserves		-	-	(30,859,783)	(30,859,783)
Balance as at March 31, 2007		26,132,775	135,805,949	16,019,071	177,957,795

NATIONAL LAND AGENCY
Statement of Cash Flows
for the year ended March 31, 2007

Page 4

	Note	2007 \$	2006 \$
Cash flows from operating activities			
Net Surplus/(Deficit) before GOJ financing		(467,941,050)	(379,479,172)
GOJ Financing from Consolidated Fund		<u>546,322,144</u>	<u>424,339,000</u>
Net Surplus/(Deficit) after GOJ financing		78,381,094	44,859,828
Adjustments:			
Depreciation		19,515,847	12,629,688
Transfer from Donated Assets		(30,859,783)	(677,000)
(Increase)/Decrease in Current Assets		(14,273,057)	8,878,725
Increase/(Decrease) in Current Liabilities		<u>133,823,706</u>	<u>91,226,203</u>
Net cash provided by operating activities		186,587,807	156,917,444
Cash flows from investing activities			
Capital Expenditure		(48,436,386)	(17,311,412)
Additions to Donated Assets		<u>-</u>	<u>(6,770,000)</u>
Net cash used in investing activities		(48,436,386)	(24,081,412)
Cash flows from financing activities			
Donated Assets - Ministry of Land and Environment		-	6,770,000
MOF Financing		<u>-</u>	<u>(159,000)</u>
Net cash flow from financing activities		-	6,611,000
Increase/(decrease) in cash and cash equivalents		138,151,421	139,447,032
Cash and cash equivalents at the beginning of the year		<u>310,121,822</u>	<u>170,674,790</u>
Cash and cash equivalent at the end of the year		<u>448,273,243</u>	<u>310,121,822</u>

NATIONAL LAND AGENCY

Notes to the Financial Statements
For the year ended March 31, 2007

Page 5

1. Identification

The National Land Agency (NLA) was established as an Executive Agency on April 1, 2001. Its principal activities are the provision of an efficient and transparent land titling system which guarantees security of tenure; a National Land valuation database which supports equitable property taxation; optimal use of Government-owned lands; and a basic infrastructure on which to build a modern spatial information system designed to support sustainable development. The NLA is regulated by the dictates of government policy and is mandated to achieve strict performance objectives as an Executive Agency.

2. Statement of Compliance

- i. These financial statements have been prepared in accordance with the requirements of the International Public Sector Accounting Standards (IPSAS). IPSASs are developed by the International Public Sector Accounting Standards Board (IPSASB), an independent board of the International Federation of Accountants (IFAC).
- ii. The preparation of the financial statements to conform to IPSAS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, contingent assets and contingent liabilities at the balance sheet date and the revenue and expenses during the reporting period. Actual results could differ from those estimates. The estimates and the underlying assumptions are reviewed on an ongoing basis and any adjustments that may be necessary would be reflected in the year in which actual results are known.

3. Significant Accounting Policies**i. Basis of preparation**

The financial statements have been prepared under the historical cost convention and are presented in Jamaica dollars (\$), which is the reporting currency of the Agency.

ii. Cash and cash equivalents

Cash and cash equivalents are carried in the balance sheet at cost. For the purpose of the cash flow statement, cash and cash equivalents comprise cash at bank, in hand, and deposits.

iii. Receivables

Trade receivables are carried at original invoice amounts less provision made for impairment losses. A provision for impairment is established when there is evidence that the entity will not be able to collect all amounts due according to the original terms of receivables.

NATIONAL LAND AGENCY
Notes to the Financial Statements
For the year ended March 31, 2007

Page 6

3. Significant accounting policies cont'd

iv. Accounts payable and accrued charges

Accounts payables are carried at cost for the supply of goods and services and accruals is based on a fair estimate of liability at the end of the financial year. The amounts are payable within one year.

v. Property, plant and equipment

Property, plant and equipment are stated at historical cost less accumulated depreciation and impairment reviews.

Subsequent costs are included in the asset's carrying amount or are recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Agency and the cost of the item can be measured reliably. All other repairs and maintenance costs are charged to other operating expenses during the financial period in which they are incurred.

Depreciation on assets is calculated on the straight-line basis at annual rates that will write off the carrying value of each asset over the period of its expected useful life. Annual depreciation rates or period over which depreciation is charged are as follows:

Technical and Scientific Instruments	20 years
Furniture, fixtures and Fittings	10 years
Computers	5 years
Office Equipment	10 years
Motor Vehicles	5 years
Plant and Machinery	10 years

Property, plant and equipment are reviewed periodically for impairment. Where the carrying amount of an asset is greater than its estimated recoverable amount, it is written down immediately to its recoverable amount.

v. Amortization of donated assets reserve

The reserve is written off on a straight line basis over the life of the assets.

vi. Provisions

Provisions are recognized when the entity has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits

NATIONAL LAND AGENCY
Statement on Internal Control

Page 7

3. Significant accounting policies cont'd

v. Provisions cont'd

will be required to settle the obligation, and a reliable estimate of the amount of the obligation can be made.

vi. Financial Instruments

A financial instrument is any contract that gives rise to both a financial asset of one entity and a financial liability or equity instrument of another entity. The Agency's financial instruments at March 31, 2007 were receivables and payables.

vii. Revenue recognition

Revenue is fees earned and is measured at the fair value of the consideration received or receivable and represents amount recoverable for services provided in the normal course of business.

GoJ Financing/Subvention is recognized when it is received.

Interest revenue is recognized in the income for all interest bearing instruments on an accrual basis.

viii. Taxation

No provision has been made for taxation as the Agency is tax exempt as per section 12(b) of the Income Tax Act.

ix. Deferred Income

Amounts collected for services rendered are not recognized as income until the product/service requested are transferred to customers. The amounts relating to those products/services that have not been transferred to the customer by the date of the Statement of Financial Position are recognized as deferred income and included as income in the period in which the customer has been satisfied.

4. Financial Risk Management

Financial Risks

The Agency's activities expose it to a variety of financial risks: market risks (including currency risk and price risk), credit risk, liquidity risk, interest rate risk and operational risk. The Agency's overall risk management policies are established to identify and analyze risk exposure and to set appropriate risk limits and controls to monitor risk. The risk management framework is based on guidelines set by management and seeks to minimize potential adverse effects on the Agency's financial performance.

NATIONAL LAND AGENCY
 Notes to the Financial Statements
 For the year ended March 31, 2007

4. Financial Risk Management cont'd

a. Price risk

Price risk is the risk that the value of financial instruments will fluctuate as a result of changes in market prices. Accounts receivable and payable would be affected by this.

b. Currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate because of changes in foreign exchange rates.

c. Interest rate risk

Interest rate risk is the risk that the interest earned on interest bearing bank account balances will fluctuate due to changes in market interest rate. The Agency's interest rate risk arises from deposits as follows:

	2007	2006
	\$	\$
EMD Savings Account (SJBS) as at 31 March	<u>183,743,034</u>	<u>107,701,696</u>

d. Liquidity Risk

Liquidity risk is the risk that the Agency will encounter difficulty in raising funds to meet its commitments associated with financial instruments. The risk is managed by maintaining sufficient cash and cash equivalent balances.

e. Credit Risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The Agency has the following cash resources:

	2007	2006
	\$	\$
Cash and Cash equivalents	448,273,243	310,121,822
Accounts Receivables and Advances	<u>25,917,264</u>	<u>10,459,690</u>
	<u>474,190,507</u>	<u>320,581,512</u>

NATIONAL LAND AGENCY
Notes to the Financial Statements
For the year ended March 31, 2007

Page 9

5. Property, Plant and Equipment

Details	Furniture, fixtures & Fittings	Motor Vehicles	Plant & Machinery	Computers	Office Equipment	Technical & Scientific Instruments	Total
	\$	\$	\$	\$	\$	\$	\$
<u>Cost/Valuation</u>							
April 01, 2007	20,724,807	20,630,800	10,087,317	46,161,538	6,085,023	3,687,701	107,377,186
Additions	4,215,955	3,227,000	11,845,184	23,844,314	1,649,028	3,654,905	48,436,386
Disposals/write-offs	(561,367)	(13,860,800)	(1,156,372)	(10,323,206)	(230,800)	-	(26,132,545)
March 31, 2007	24,379,395	9,997,000	20,776,129	59,682,646	7,503,252	7,342,606	129,681,027
<u>Depreciation</u>							
April 01, 2007	7,543,483	14,537,900	5,973,063	21,830,791	2,161,674	1,042,445	53,089,356
Charges for 2007	2,320,864	4,179,944	1,897,121	10,129,128	699,575	289,215	19,515,847
Disposals/write-offs	(561,368)	(13,860,800)	(1,156,372)	(10,323,205)	(230,800)	-	(26,132,545)
Total Depreciation	9,302,979	4,857,044	6,713,812	21,636,714	2,630,449	1,331,660	46,472,658
NBV March 31, 2007	15,076,417	5,139,956	14,062,317	38,723,001	4,945,684	5,938,063	83,208,369
NBV March 31, 2006	13,181,324	6,092,900	4,114,254	24,330,747	3,923,350	2,645,256	54,287,831

NATIONAL LAND AGENCY
Notes to the Financial Statements
For the year ended March 31, 2007

Page 10

6. Trade and Other Receivables

	2007	2006
	\$	\$
Accounts receivable - returned cheques	506,182	503,883
Accounts receivable - general	-	3,576,140
Seabed receivable	<u>13,447,389</u>	<u>121,629</u>
	13,953,571	4,201,652
Other receivables	<u>2,911,707</u>	<u>629,346</u>
	<u><u>16,865,278</u></u>	<u><u>4,830,998</u></u>

7. Prepaid Expenses and Advances

	2007	2006
	\$	\$
Prepaid expenses and advances	1,801,854	3,740,729
Capital 'A' Advances	1,017,466	-
Salary advances	5,789,216	1,659,463
Stamp imprest	193,640	179,000
Petty cash imprest advances	<u>49,810</u>	<u>49,500</u>
	<u><u>8,851,986</u></u>	<u><u>5,628,692</u></u>

8. Cash and Cash Equivalents

	2007	2006
	\$	\$
Cash at bank	444,789,541	305,511,160
Cash in hand	<u>3,483,702</u>	<u>4,610,662</u>
	<u><u>448,273,243</u></u>	<u><u>310,121,822</u></u>

NATIONAL LAND AGENCYNotes to the financial statements
For the year ended March 31, 2007

Page 11

9. Accounts payable to the Accountant General

These amounts represent the required 50% remittance of gross revenue earned by the NLA to the Consolidated Fund through the Accountant General. Movement on the account for the year was as follows:

	\$
Amount owing as at March 31, 2006	77,474,890
Amount accrued during the year	283,674,057
Less amount paid during the year	<u>(247,391,525)</u>
Balance as at March 31, 2007	<u><u>113,757,422</u></u>

10. Accountant General assurance fund

These amounts represent 100% of the funds collected as per requirement under the Registration of Titles Act. 100% of amounts collected should be paid over to the Accountant General's Department.

	\$
Amount owing as at March 31, 2006	2,644,415
Amount accrued during the year	3,745,425
Less amount paid during the year	<u>(5,715,930)</u>
Balance as at March 31, 2007	<u><u>673,910</u></u>

11. Payables and accruals

	2007	2006
	\$	\$
Accounts payable suppliers	11,000,027	14,228,949
Salaries payable - statutory deductions	1,112,037	7,951,692
Accrued Gratuity	14,899,420	-
Short payment - salary/travel	924,498	1,020
Customer deposit account	3,484,730	2,635,507
Other payables	8,682,868	10,109,771
Seabed payables	231,984	426,133
Capital 'A' payables	<u>1,621,043</u>	<u>(908,788)</u>
	<u><u>41,956,607</u></u>	<u><u>34,444,284</u></u>

NATIONAL LAND AGENCY
Notes to the Financial Statements
For the year ended March 31, 2007

Page 12

12. Deferred Income

This represents deposits from customers via the E-Land web-based services. The balance reflects customers' unutilized amounts.

	2007	2006
	\$	\$
Deferred Income (E-Land)	<u>5,560,569</u>	<u>5,569,996</u>

13. Estate Management Fund

This represents monies collected for the sale, rental or lease of Government owned property. The amounts collected are held in trust for the various agencies and are paid over accordingly. The balance on the fund is:

	2007	2006
	\$	\$
Estate Management Reserves April 1st.	456,868	451,542
Crown Property Sales (Deposit)	33,035,283	35,307,003
Land Settlement Deposits	5,906,584	5,611,285
Crown Property Sales (Installments)	163,093,122	64,980,099
Accommodation (Residential)	(11,803,192)	828,867
Accommodation (Commercial)	615,741	28,520
Sale of Accommodation (residential)	16,797,600	14,277,600
Crown Lands Lease	3,402,877	198,112
Land Settlement Lease	1,443,183	400,506
Other Deposited Funds	-	73,218
Miscellaneous Revenue	809,830	18,400
Interest Earned	3,504,366	2,846,850
Land Settlement 1/2 Registration cost	230,311	461,792
	<u>217,492,573</u>	<u>125,483,792</u>

NATIONAL LAND AGENCY
Notes to the financial statements
For the year ended March 31, 2007

Page 13

14. Government of Jamaica Capital Investment

This represents initial notional loans received from the Government of Jamaica deemed to be expended on capital assets retained by the Agency at April 1, 2001. The Agency has now converted these to equity in accordance with changes in GOJ policy.

15. Donated Asset Reserve

This represents the residual value of the assets donated to the Agency by the GOJ through the Public Sector Modernization Programme on April 1, 2001. The values of assets were credited to the donated assets reserve.

16. Staff Costs

	2007	2006
	\$	\$
Salaries	534,969,872	397,615,285
Travelling	<u>75,582,117</u>	<u>52,123,464</u>
	<u>610,551,989</u>	<u>449,738,749</u>

(i) **Salary earnings over \$1M excluding travelling**

Salary Bands (\$)	2007 No. of Staff	2006 No. of Staff
1,000,000 - 1,250,000	40	10
1,250,001 - 1,500,000	12	19
1,500,001 - 1,750,000	11	7
1,750,001 - 2,000,000	6	16
2,000,001 - 2,250,000	15	1
2,250,001 - 2,500,000	1	1
2,500,001 - 2,750,000	2	6
2,750,001 - 3,000,000	0	0
3,000,001 - 3,250,000	6	0
3,250,001 - 3,500,000	0	0
3,500,001 - 3,750,000	0	1
3,750,001 - 4,000,000	1	0
4,000,001 - 4,750,000	0	0
4,750,001 - 5,000,000	1	0
	95	61

NATIONAL LAND AGENCY
Notes to the Financial Statements
For the year ended March 31, 2007

Page 14

16. **Staff Costs cont'd**

Executive Salaries – 2007

	Salary \$	Travelling \$	Total 2007 \$	Total 2006 \$
Chief Executive Officer	5,439,462	546,036	5,985,498	4,086,960
Director Corporate Services	2,372,687	546,036	2,918,723	3,005,585
Director Business Development & Technology	3,626,279	546,036	4,172,315	2,899,809
Director Corporate Legal Services	3,792,929	546,036	4,338,965	3,005,585
Director Land Titles	4,160,734	546,036	4,706,770	3,069,673
Director Surveys and Mapping	4,372,854	546,036	4,918,890	3,602,731
Director Land Valuations	3,863,293	546,036	4,409,329	3,005,585
Director Estate Management	4,182,819	546,036	4,728,855	3,005,585
	31,811,057	4,368,288	36,179,345	25,681,513

Arrears of salaries and allowances were paid in the 2006/7 financial year.

NATIONAL LAND AGENCY
Statement on Internal Control

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In accordance with the Financial Instructions to Executive Agencies, the National Land Agency has adopted a system of internal control to embrace: Financial and Operational Control Systems and Procedures. This includes the physical safeguard of, assets segregation of duties, restricted access, authorization and approval, adherence to policies and procedures and information systems controls.

The Agency acquired a Financial Management System (GMAX) in 2000 and commenced the preparation of its accounts using accrual based accounting on April 1, 2001. The staff members in the accounts department are highly competent. It is continuously emphasized that each staff member must adhere to the established policies and procedures, as any deviation would result in disciplinary action. In addition to restricted access to pertinent data, all systems require password access. Additionally, there is a physical access restriction in areas such as the record storage vaults, print room, and the records and information management department.

Existence of Management Controls

This is achieved through the setting of objectives, effective monitoring of both financial and non-financial indicators, the assessment of changing circumstances that are potentially impacting on the operation of the Agency, and the application of correcting measures.

The Agency's Corporate Planning exercise commences with a set of strategic directions issued by the Chief Executive Officer (CEO) - usually in the month of October. During this exercise, the previous year's performance is assessed and the strategic plans and justification for budgetary requirements are presented by the relevant Directors. These are duly evaluated and approved where applicable.

There exists timely management accounting reports in respect of unit cost and variances and comprehensive reporting on all Key performance Indicators and targets. The monitoring of all contracts to ensure that value for money is achieved is an ongoing exercise.

The Agency's Human Resource Function is audited by the Offices of the Services Commission which conducts reviews of the Agency's establishment, organization chart, job selection procedures, training and development, and the provision of human resource advice.

Established procedures and standards are regularly examined by the Agency's Monitoring Unit to ensure adherence. The Unit also ensure that the Agency's financial framework is in place with respect to accountability, transparency, control, and performance.

The Permanent Secretary of the Ministry of Agriculture and Lands convenes regular review meeting to assess the Agency's performance and provide feedback on any policy issues that may arise.

Internal Audit Review

The Internal Audit function is an integral part of the management of the Agency. The Chief Internal Auditor reports to the CEO and remains independent at all times. All internal weaknesses and discrepancies are identified and reported and the necessary measures put in place to correct each. Quarterly reports are prepared and submitted to the CEO and the Audit Committee and includes recommendations for implementation.

Audit Committee Review. The Audit Committee, which includes independent members, reviews the report submitted by the Internal Auditor and provides independent advice to the management of the Agency on matters of internal control.

Notes

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