



NATIONAL LAND AGENCY

**Taking Customers
To A New Level**

Annual Report 2003-2004



MISSION

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

TABLE OF CONTENTS

	PAGE
Letter to the Minister	<i>1</i>
Mandate	<i>2</i>
Minister's Message	<i>3</i>
Chief Executive Officer's Report	<i>4</i>
Advisory Board	<i>7</i>
Land Registration and Parcel Data Management Systems	<i>8</i>
International Connections	<i>10</i>
Conference of Commonwealth Heads of Valuations Agencies	<i>11</i>
Community Outreach	<i>12</i>
Strategic Objectives	<i>13</i>
Key Performance Indicators	<i>14</i>
Statistical Summary of performance over last three years	<i>19</i>
Organisational Structure	<i>21</i>
Financial Statements	<i>22</i>



LETTER TO THE MINISTER

October 6, 2004

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

Dear Minister,

In accordance with the requirements contained in Section 15(3) of the Executive Agencies Act and Section 13.1 of the Financial Instructions to Executive Agencies, I hereby present the Annual Report of the National Land Agency for the Financial Year 2003/04.

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

Yours sincerely,

A handwritten signature in black ink, appearing to read 'E. A. Stair', with a long horizontal flourish underneath.

Elizabeth Stair
Chief Executive Officer



MANDATE

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

Crown Property (Vesting) Act

Land Acquisition Act

Land Surveyors Act

Land Valuation Act

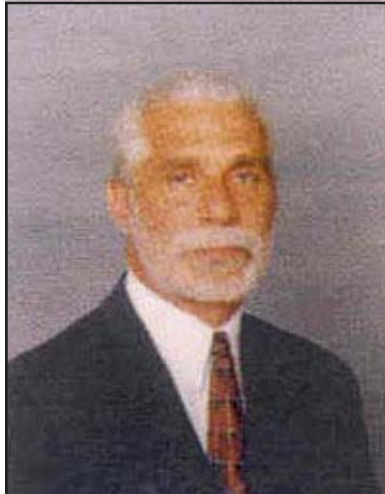
Registration of Titles Act

Registration (Strata Titles) Act

Executive Agencies Act



MINISTER'S MESSAGE



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

The National Land Agency celebrates three years as an Executive Agency. It is charged with effectively administering and managing public lands in keeping with government's National Land Policy for the benefit of all Jamaicans.

The merger of the four departments which created the National Land Agency, is realizing benefits to the public through streamlined operations and investments in technology. Since its establishment, the Agency has reduced the turnaround time for the delivery of several services, improved its accessibility through the establishment of regional offices, increased the number of new certificates of title issued and provided direct electronic access to clients via the internet. A Citizen's Charter has also been established in recognition of the role of good client relations and customer service to achieving the goals of the Agency.

To further develop the Agency's capacity to serve, Cabinet approved in 2002, the award of the contract for the installation of the Land Registration and Parcel Data Management Systems. Installation has recently been completed and is expected to facilitate the provision of an efficient and transparent Land Titling, Surveying and Mapping service. This translates into

several direct benefits for the consumer including the delivery of certain new titles within 30 days, down from 35 days. Memorandum transactions, including transfers will be delivered within 15 days, down from 25 days. A new service known as "simultaneous lodgements" will reduce the turnaround time to produce titles. This new service will integrate surveying, titling and land valuation processes in a single lodgement. This will support the Government's objective of establishing a single database of land information including survey plans, titles and Crown land information.

I congratulate the NLA on its accomplishments over the last several years and look forward to even greater successes. Among some of the plans for the near future are, the establishment of a National Geodetic Infrastructure, the computerized database of crown lands, the establishment of a central call centre, a one-stop regional centre and *elandjamaica* Phase 2.

The work of staff is not only critical to the success of an organization but is necessary for its existence. I must specially recognize and commend the tremendous effort of all staff. I encourage you to keep up the great work.

The National Land Agency is on track with respect to meeting Government's targets and expectations for the people of Jamaica. Let us continue to excel in our undertakings and in so doing ensure that Jamaicans enjoy even greater levels of equity, transparency and efficiency in relation to land administration and management.

I wish you every success.

A handwritten signature in black ink, appearing to read 'Dean Peart'.

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



CHIEF EXECUTIVE OFFICER'S REPORT

In 2001, the National Land Agency was commissioned into a Type B Executive Agency. Since then, the Agency has taken several initiatives towards improving and expanding customer service programmes, training and leadership development, redesigning operations and re-training staff.

In 2003-4, the year was characterised by the constant search for better ways to do business and improve the value of services we deliver to our clients nationally and internationally. There were significant achievements in these broad goals and objectives, among them was the implementation of a computer based system at the Land Titles and Surveys and Mapping Divisions - the Land Registration and Parcel Data Management System (LRS/PDMS) and our internet-based service - *eLandjamaica*.

The LRS/PDMS was commissioned in June 2003.

“Some benefits expected from LRS are improved security of tenure, reduction in turnaround time and increased intake capacity”

Some of the benefits expected from LRS are improved security of tenure, reduction in turnaround time and increased intake capacity. The PDMS increased the speed with which maps can be updated and this will benefit land valuation matters and allow the information to be available through our internet-based service. The introduction of the LRS however had an adverse effect on the turnaround times for the delivery of certain titling services. This was due to the “teething pains” of a new system being implemented, which required the



**Mrs. Elizabeth Stair
Chief Executive Officer**

office to be closed for two weeks.

eLandjamaica was launched in January 2003, with its motto - “Enhancing Service Through Technology”. It became a subscription service in September 2003 with approximately 150 subscribers. Clients are able to access scanned titles, caveats, strata and deposited plans, maps and survey control points from the convenience of their home or office.

During the year, the Agency also diversified the method of payment available to clients by offering credit and debit card payment facilities at our Charles and Hanover Street locations and merged the activities of the Business Development Division with the Information Technology Division to create the



CHIEF EXECUTIVE OFFICER'S REPORT

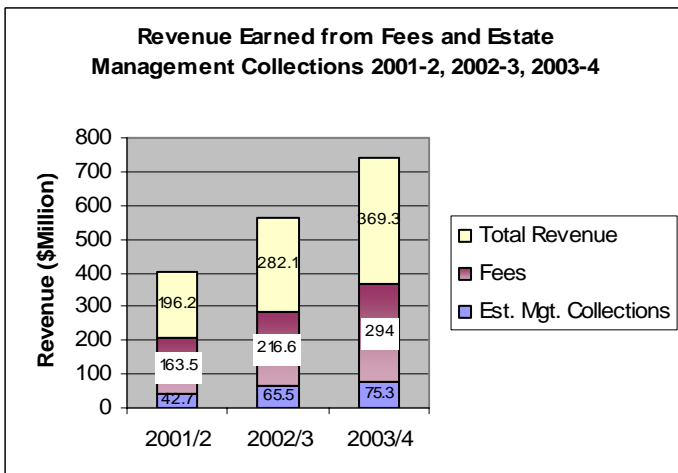
Business Development and Technology Division. This Division is responsible for application and system support of the computer network and marketing services for the Agency.

“ ... conversion of data to electronic format”

The conversion of data to electronic format continued during the year. At the end of 2003-4, the population of the digital cadastral index was 95 percent of all parcels on the Valuation Roll, that is, 656,623 parcels. Work was also done on the scanning of titles, caveats, deposited plans and strata plans, in order to have them available on *eLandjamaica*.

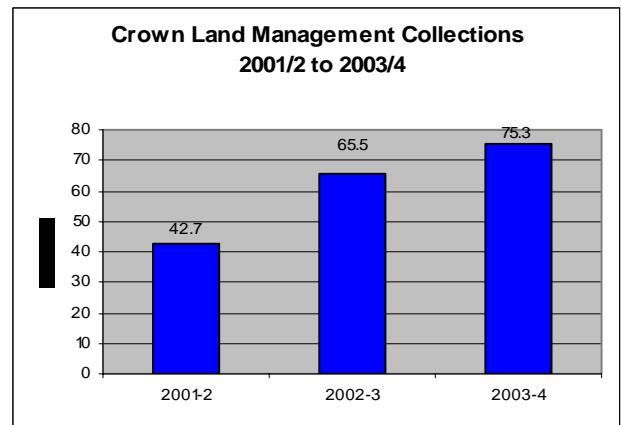
“.....revenue increase above 2002-3”

The year ended with total revenue of \$369.3 million, an increase of 31 percent above 2002-3. Total revenue includes fees for all services and estate management collections for sale and lease of land.



In 2003-4, revenue from the sale of maps was \$1.47 million, an increase of 139 percent, while revenue from mapping services was \$1.43 million, an increase of 118 percent. The revenue from *eLandjamaica* during the year was \$2.68 million. We anticipate that the revenue from these services will continue to increase.

Collections from the lease and sale of Crown properties amounted to \$75.3 million, which surpassed collections for the year 2002-3 by 15 percent and 76.3 percent for the year 2001-2. All monies collected for sale or lease of land are lodged to the Consolidated Fund and are therefore not treated as income for the Agency.



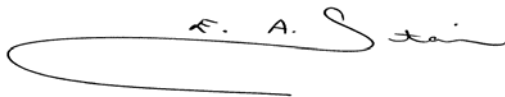
The value of total assets (net fixed assets plus current assets) of the Agency as at March 31, 2004 was \$96.9 million, being 40.7 percent more than the period ending March 2002. This included donated assets of over \$40 million from the Public Sector Modernization Project.

Employees received an average of ten (10) training hours per person internal and external training in 2003/4 and 2002/3, which was an increase from eight (8) training hours per person in 2001/2. This training included participation of two officers in an

overseas course in Sweden - Strategic Management of Land Administration and Geographical Information Systems. The Public Sector Modernization Project provided funding for both technical and professional training for a wide cross section of staff.

In keeping with the Vision of the Agency, efforts will be made to improve the turnaround times for the delivery of our services by emphasizing the training and re-training of staff. Consequently, business process improvements will continue with the establishment of a Probate Unit to expedite titling matters for land settlement schemes and the introduction of 'Simultaneous Lodgements' to facilitate the issuing of titles within 40 days for certain subdivision matters. The Agency will also be seeking to partner with some of its major institutional clients, such as the National Housing Trust, with the introduction of a special window for their applications.

I expect that 2004-5 will be equally challenging, and I wish to thank all officers of the Agency for their support during the year. We will continue to work hard to develop customer satisfaction and increase efficiency. We value very much our clients' feedback so that we can further enhance our capacity to meet their needs.

A handwritten signature in black ink, appearing to read 'E. A. Stair', with a large, sweeping underline that extends to the left and then curves back under the signature.

Elizabeth Stair
Chief Executive Officer



ADVISORY BOARD

An Advisory Board for the Agency was appointed on February 23, 2004 by the Minister of Land and Environment, Honourable Dean Peart, M.P. The primary functions of the Advisory Board are to advise the Chief Executive Officer in the strategic and business planning responsibilities of the Agency.

The members of the Board are:

Mrs. Donna Scott-Mottley
(Chairperson)
Attorney-at-Law
Suite 10, 22 Trafalgar Road
Kingston 10

Mr. Clarence Campbell
Ministry of Agriculture
Hope Gardens
Kingston 6

Mr. Clinton Cunningham
Association of Land Economy
and Valuation Surveyors
65 Lady Musgrave Road
Kingston 10

Mrs. Jacqueline daCosta
Permanent Secretary
Ministry of Land & Environment
16a Half Way Tree Road
Kingston 5

Mrs. Genefa Hibbert
Permanent Secretary
Ministry of Water and Housing
6 St. Lucia Avenue
Kingston 5

Mrs. Denise Kitson
Attorney-at-Law
Jamaican Bar Association
78-80 Harbour Street
Kingston

Mr. Owen McKnight
Director, Executive Agencies Monitoring Unit
Ministry of Finance and Planning
30 National Heroes Circle
Kingston 4

Mr. Alton Morgan
Jamaica Developers Association
Attorney-at-Law
c/o Alton E. Morgan & Company
1 Norwood Avenue
Kingston 5

Mr. Glendon Newsome
President
Land Surveyors Association of Jamaica
Suite 9a, The Trade Centre
Kingston 10

Mr. Earl Samuels
Managing Director
National Housing Trust
4 Park Boulevard
Kingston 5

Mr. Earl Watson
Attorney-at-Law
5 Houghton Avenue
Kingston 10



LAND REGISTRATION AND PARCEL DATA MANAGEMENT SYSTEMS (LRS/PDMS)

Taking Our Service to a New Level

The Agency computerised and integrated some of its operations at its Land Titles and Surveys and Mapping Divisions. The changes were implemented by way of the Land Registration System and Parcel Data Management System (LRS/PDMS). This project was funded by the World Bank and the contract was awarded to Fujitsu Transaction Solutions (Jamaica) Ltd (main contractor) with ancillary partners viz International Land Systems (ILS), Novalis and Spatial Innovation.

This was a very important project for the NLA, as its objectives were to reduce the turnaround time for transactions, with the added advantage of security, as well as significantly increasing its operational capacity.

The LRS component of the project dealt with land registration matters at the Land Titles Division. It enabled most transactions to be processed electronically, although paper-based records of all transactions are retained as required by Law.

The PDMS component of the project employed the most modern Geographical Information Systems (GIS) software to provide a comprehensive land record database. This database was created by using the Land Valuation Enclosure Maps (which has the most comprehensive map coverage of Jamaica indicating the relative position of parcels) to compile a CADINDEX map at a scale of 1:12,500.

Each parcel of land (lot) is assigned a unique number called a Parcel Identifier (PID). This PID will not allow duplication or overlaps, hence the problem of dual registration of parcels should no longer occur.

The database will be updated by changes emanating from

updates to the Valuation Roll and transactions related to registered land.

Staff Training

Staff members underwent rigorous training in order to adapt and use the system proficiently in an effort to make the transition process as seamless as possible.

Benefits to Customers

With the new systems operational, customers have enjoyed the following benefits:-

- 1) Reduced turn-around time for both plan examination and title transactions, for example, customers can expect a reduction from 30 days to an average of fifteen days for Memorandum transactions e.g. Transfers, Mortgages etc. and a reduction for the checking of plans from 10 weeks to 5 weeks.
- 2) The Agency can facilitate bulk lodgements (more than 10 items) with a dedicated Assessor for this purpose.
- 3) The use of standard forms for submission of lodgements reduces the number of errors made by both the customers and the NLA and has resulted in a lower rejection rate and improved turnaround times.
- 4) Survey plans can be accepted in digital format.
- 5) Simultaneous lodgement of plans and title applications will be facilitated.
- 6) More stringent requirements will be applied to lands being registered by metes and bounds.



CAYMAN ISLANDS-: Trevor Shaw, Director, Surveys and Mapping Division presented with a token by Grant Vincent, Chief Surveyor, Cayman Islands.

The NLA has been involved in a number of international exchanges geared towards human resource development and improvement in business operations.

- The National Land Agency and the Lands & Survey Department of the Cayman Islands forged a relationship when two Surveyors from the Lands & Survey Department did a study tour of the Surveys and Mapping Division of the Agency in November 2003.

The purpose of the visit was to observe best practices in the Agency's operations with a view to adapting some of these as they seek to modernise their operations in the Cayman Islands.

Two officers attended a course in Sweden on Strategic Planning and Management of Land Administration and Geographical Information Organisations. The course was funded by the Swedish International Development Agency (SIDA).



CANADA -: Mark Samuels, GIS Specialist (left) and Milton Saunders, GIS Technologist (right), on a study tour in Nova Scotia, Canada .

- Members of staff from the Surveys and Mapping Division participated in a study tour of Geomatics facilities in Nova Scotia, Canada. It provided them with an understanding of the use of GIS in land related activities in Nova Scotia.



SWEDEN -: Mrs. Lois Edwards-Bourne, Director, Corporate Legal Services and Mr. Eric Allen, Manager, Land Valuation Division with other international participants at a Strategic Planning and Management of Land Administration and Geographical Information Organisation Course in Sweden.



COMMONWEALTH HEADS OF VALUATION AGENCIES (CHOVA) CONFERENCE



The CHOVA Delegation

The Government of Jamaica, through the National Land Agency, hosted the Tenth Conference of the Commonwealth Heads of Valuation Agencies (CHOVA) at the Half Moon Hotel, Montego Bay from July 13 to 17, 2003. The theme of the Conference was **“Defining the Boundaries of the Public Valuer”**.

The CHOVA Conference is held every three years in a Commonwealth member state and is attended by the Heads of Government Valuation Departments. Delegates from 19 countries participated in the conference from as far away as Singapore, Australia and Malaysia and as near as our Caribbean neighbours: Barbados and the Cayman Islands.

The Conference was officially opened by Mrs. Jacqueline daCosta, Permanent Secretary in the Ministry of Land and Environment, on behalf of

the Minister, the Honourable Dean Peart. The main address was delivered by Mr. Paul Pennicook, Director of Tourism.

The delegates had four (4) days of discussion and exchange of ideas plus a site visit to the Montego Freeport. The topics discussed included:

- The Land Administration and Management Programme (LAMP), a Jamaican Government initiative to make it easier and less costly for landowners to obtain titles for their property.
- Benefits of Land Titling and Valuation Systems in Developing Countries.
- Changes in the Delivery of Valuation Services.



OUR WORK WITH CHILDREN

MONTEGO BAY



Pearl Piccott, Director, Land Valuation, presenting the Superintendent of Garland Hall in Anchovy, St. James with gifts for the children.

KINGSTON



Rohan Skyers, Surveys and Mapping Division, gave all the boys at Walkers Place of Safety a haircut.

MANDEVILLE



Courtney Henry, Manager, Land Valuation Division, having a fatherly talk with one of the boys at Windsor Lodge.

KINGSTON



Staff from the Kingston offices serving children at the Walker's Place of Safety



STRATEGIC OBJECTIVES

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

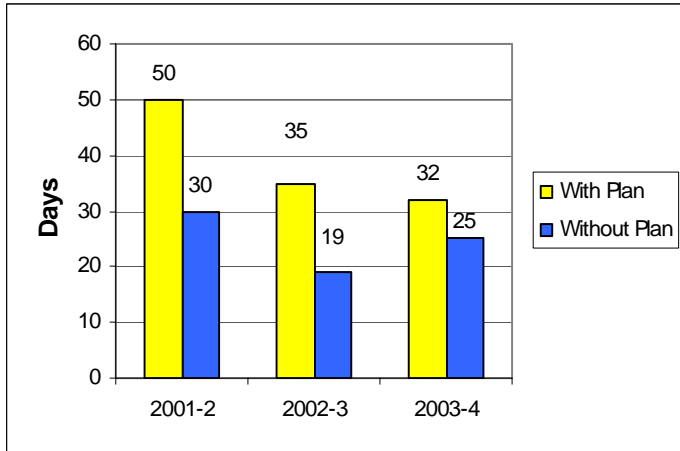
Each strategic objective contains Key Performance Indicators (KPIs) which are stated on the following pages.



ACHIEVEMENTS IN KEY PERFORMANCE INDICATORS (KPI)

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

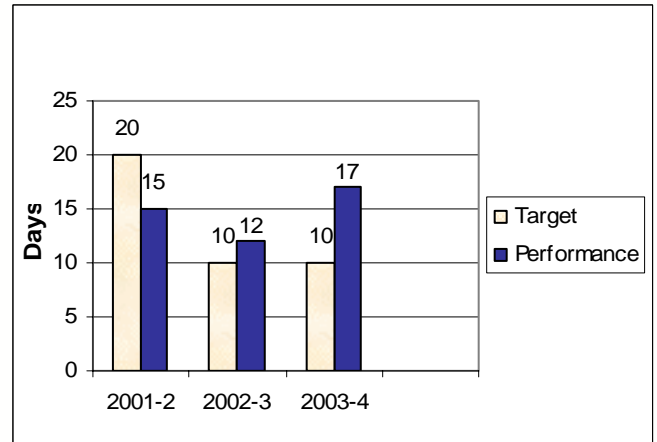
KPI 1. Turnaround Time for Producing New Certificates Title



Graph 3. Turnaround Time for Titles Issued

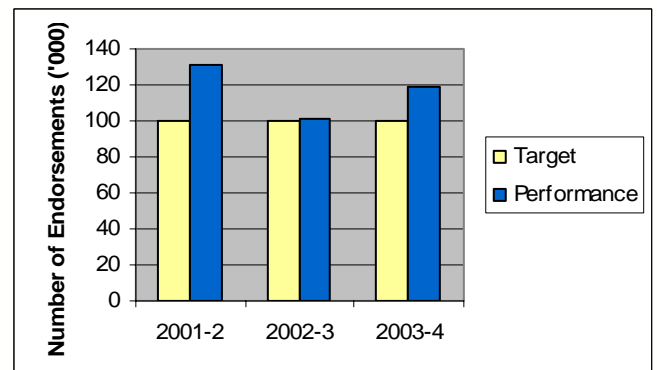
There was an improvement of 3 days in the time taken to issue new Certificates of Title with plans from 35 days to 32 days, while there was deterioration in the time taken to issue new Titles without plans by 6 days, resulting in an average of 25 days for the year. The number of titles issued, also reduced from 17,254 to 15,637, a reduction of nine percent on the amount for 2002-3 and 15 percent from the 18,288 issued for 2001-2.

KPI 2. Turnaround Time to Process Endorsements



Graph 4. Turnaround Time for Endorsements

The deterioration in the turnaround time for completing endorsements was partially attributable to the change-over to the Land Registration System that presented some problems for the Agency. The average turnaround time for the previous year 2002-3 was 12 days, while for 2003-4, the average time taken was 17 days.

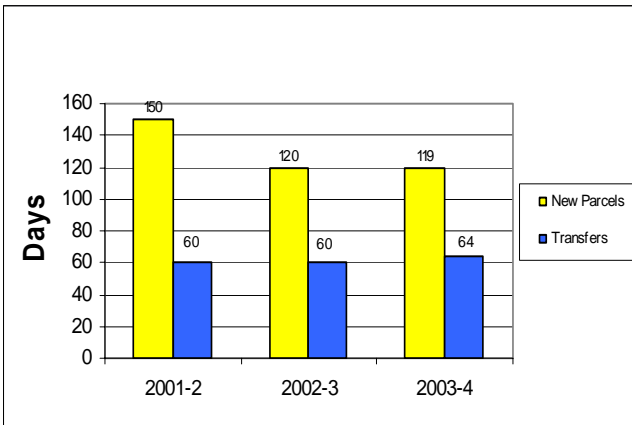


Graph 5. Number of Endorsements

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

The number of Endorsements completed was 118,380 which exceeded that of the previous year by 17 percent or 17,361. The number of transactions received that resulted in the endorsements made was 69,915 or 28 percent more than the 54,630 received in 2002-3.

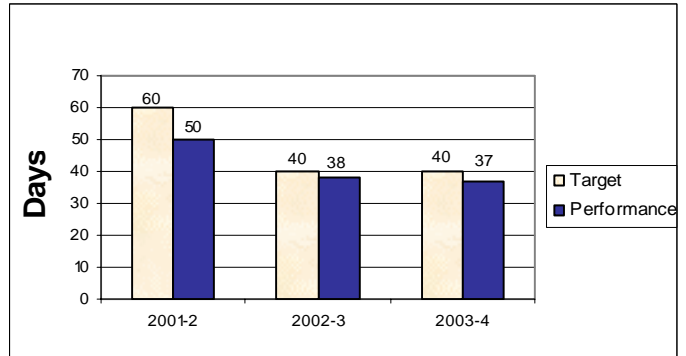
**KPI 3. Amendments to the
Valuation Roll**



Graph 6. Turnaround Time to Amend the Valuation Roll (New Parcels and Transfers)

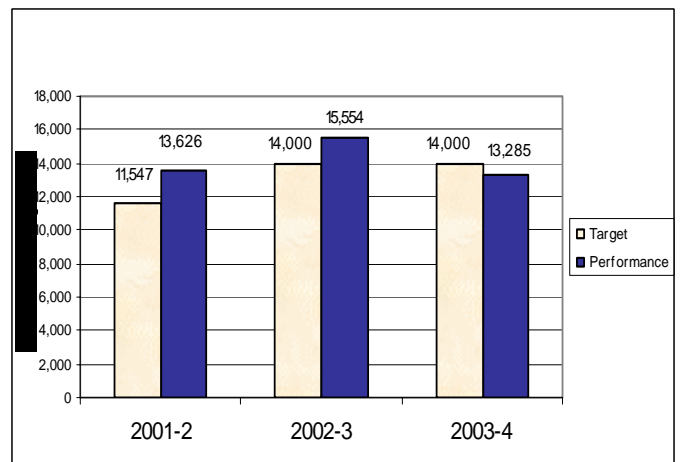
The turnaround time for reflecting changes in information on parcels on the Valuation Roll was 64 days. The time taken for new parcels to be recorded on the valuation roll improved marginally from 120 to 119 days.

KPI 4. Plans Checked for Commissioned Land Surveyors



Graph 7. Turnaround Time for Checking Plans

The improvement in the time taken to check survey plans was one day as the average time for the year was 37 days. At the same time, we were able to satisfy requests at an increased rate relative to submissions, moving from 65 percent for 2002-3 to 88 percent 2003-4.



Graph 8. Number of Plans Checked

There was a decrease in the number of plans checked, as 13,285 plans were checked which was a decrease of 2,269 over the year. The performance was however below the target of 14,000.

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

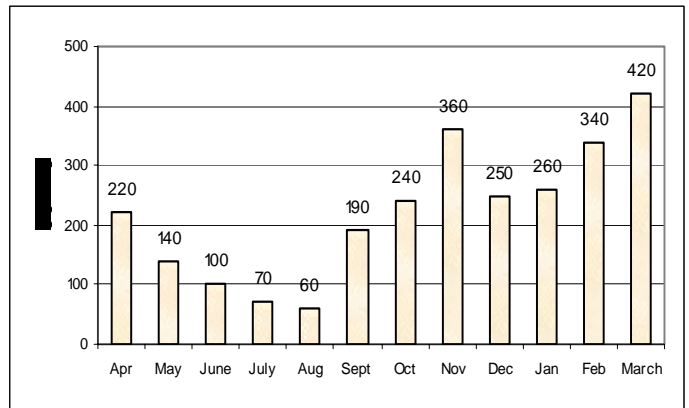
KPI 1. Customer Service Delivery

The Land Registration System was 80 percent complete, while the Parcel Data Management System was 100 percent complete at the end of the year. Among the benefits expected with the completion of both systems is the improved capability to handle larger inflows of applications to the Land Titles Division and improve turnaround time.

Two other computerized systems to assist with the quality of service at the Land Titles Division of the Agency were installed. They were on-line access to the Stamp Office to facilitate verification of the payment of Transfer Taxes and a Dealings Tracking System to assist in monitoring and reporting to customers on the progress of submissions of applications to the Division that were done before the institution of the LRS/PDMS. These systems are used to provide more timely and complete information to customers.

Objective 3:- To improve public access to its products and services through regionalization, 'one-stop-shops' and computerization, including internet access.

KPI1. Availability of eLandjamaica



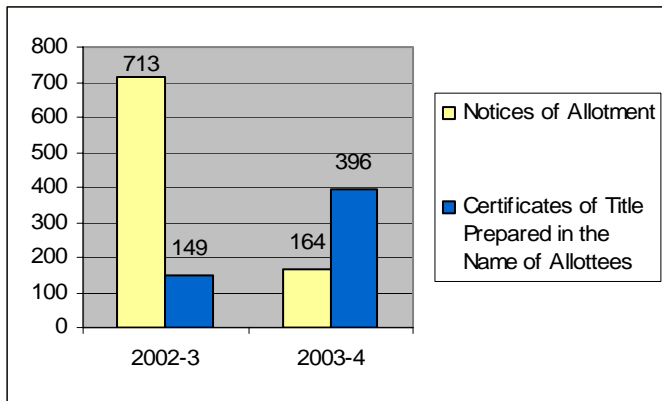
Graph 9. Revenue from eLandjamaica 2003-2004

The Agency maintained 90 percent availability of the e-government service, *eLandjamaica*. The average monthly hits to the website was 65,333. The total number of hits, 784,000 was an increase over the 560,000 in the previous year.

After an initial decline for the first half of the year, revenues from *eLandjamaica* trended upwards to an average of \$312,368 monthly between October 2003 and March 2004, in comparison to an average of \$133,833 from April to September 2003.

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

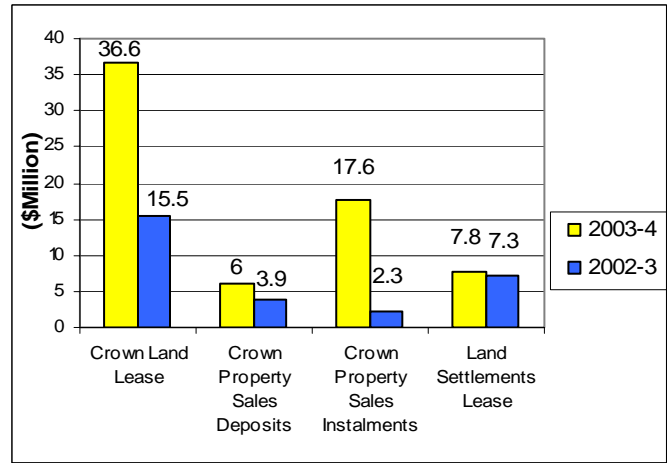
KPI 1. Titles and Notices of Allotments Prepared for Land Settlement Schemes



Graph 10. Notices of Allotment and Certificates of Title Prepared in the Name of Allottees

The number of Notices of Allotment prepared for landowners was 164, significantly below target of 500. The number of Certificates of Title prepared in the name of allottees was 396 which was 166 per cent above the amount in the previous year.

KPI 2. Management of Crown Lands

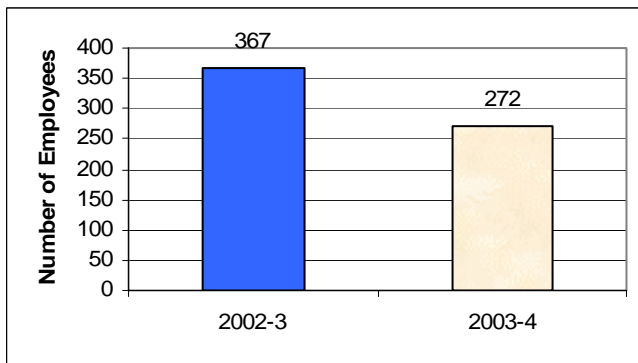


Graph 11. Comparison of Selected Estate Management Collections by Category - 2002-3 and 2003-4

Total collections of \$75.3 million represented an increase of \$9.8 million or 15 percent over the previous year. Leases for Crown lands represented the largest area of increase. Graph 11 provides a comparison of the main area of collections from the Estate Management Division.

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

KPI 1. Minimum Number of Training Hours per Employee



Graph 12. Number of Employees Trained

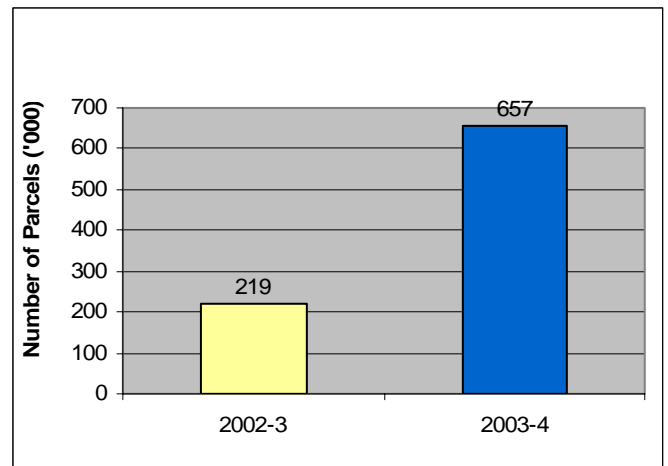
The Agency met the target of an average of 10 hours of training per employee and a total of 272 employees were trained.

KPI 2. Level of Computer Penetration

The level of computer penetration moved from 70 percent to 72 percent, 8 percent below the targeted 80 percent for the year. The targeted full completion of the Wide Area Network was achieved.

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

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



Graph 13. Number of Parcels in the Digital Cadastral Index

At the end of the year, there were 656,623 parcels in the Digital Cadastral Index available for electronic manipulation. At the end of the previous year, 2002-2003, there were 219,000 parcels.



STATISTICAL SUMMARY 2001-2004

Key Performance Indicators	Target 2003/4	Actual 2003/4	Actual 2002/3	Actual 2001/2
Customer Service Delivery:				
Customer Service Satisfaction Index	6.0	4.6 - survey April 2003	2.9	Not available
Number of Days for Registration of memorandum transactions	10	17	12	15
Number of Memorandum Documents Processed	55,000	60,952	30,142	Not Available
Number of Memorandum Endorsements Completed	100,000	118,380	101,019	130,643
Number of days to check plans for commissioned land surveyors	40	37	38	50
Number of Survey Plans Checked	14,000	13,285	15,554	13,626
Number of days to prepare Certificates of Titles With Plans	35	32	35	50
Number of days to prepare Certificates of Title Without Plans	19	25	19	30
Number of New Titles Prepared	16,000	15,637	17,254	18,288
Revenue Generation:				
The NLA will generate revenues at the level of 50% of its budgeted expenditure	50%	51%	52%	51%
Revenue	254,592,000	294,116,527	216,591,184	163,596,038
Expenditure	531,723,000	572,594,000	418,024,851	317,671,075

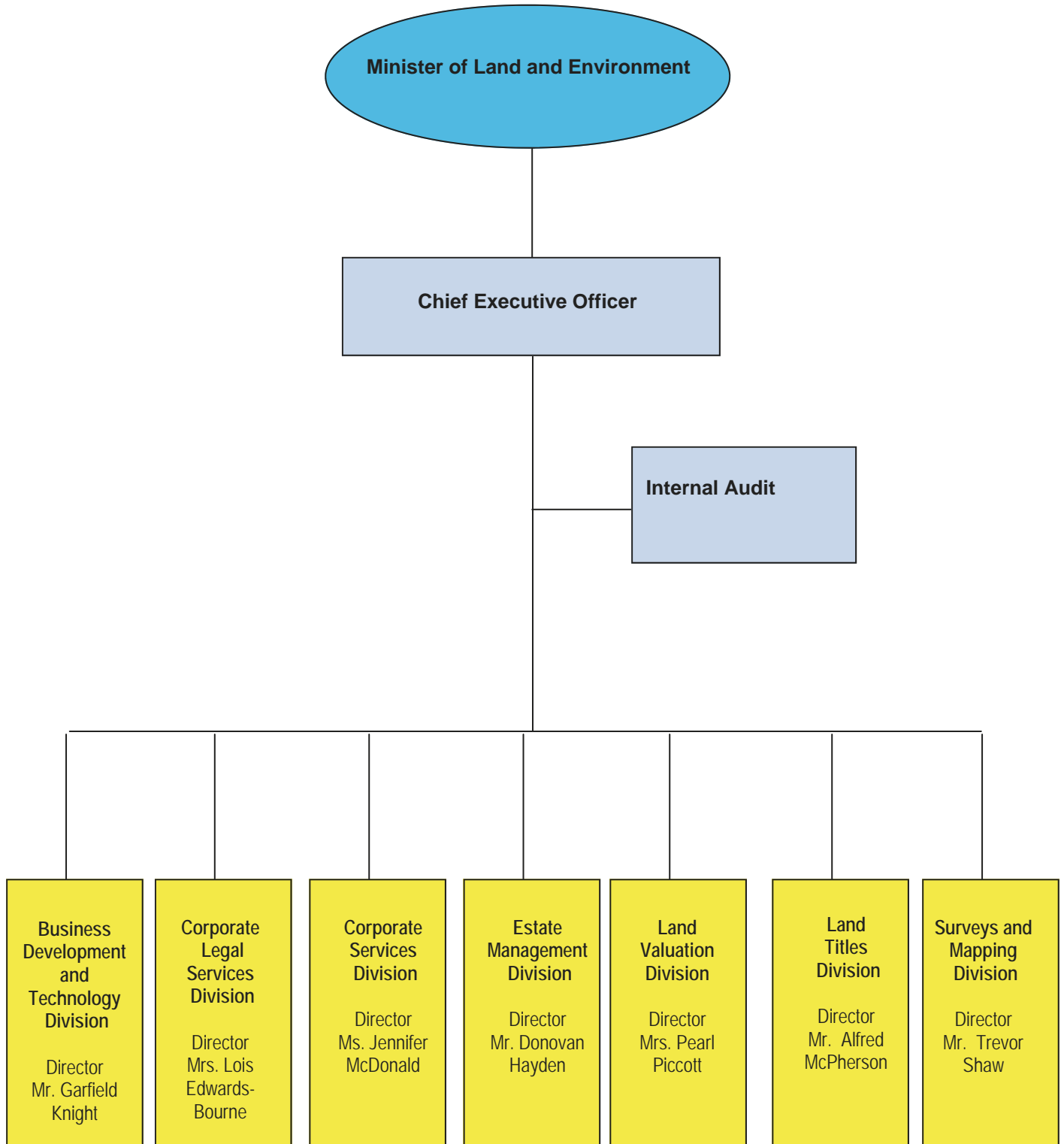


STATISTICAL SUMMARY 2001-2004

Key Performance Indicators	Target 2003/4	Actual 2003/4	Actual 2002/3	Actual 2001/2
Accelerate the regularization of land tenure:				
Number of Certificates of Title prepared in the name of the Allottees	2,000	396	149	848
Number of Notices of Allotment Issued	500	164	713	95
Collections from Estate Management Division	\$35 million	\$75.3 million	\$65.5 million	\$42.7 million
Supportive Work Environment:				
Level of computer penetration	80%	72%	70%	50%
Training	10 hours	10 hours	10 hours	8 hours
Conversion of Paper Records				
Titles	393,000	407,300	385,869	250,554
Caveats	164,020	141,000	136,961	103,556
Deposited Plans	11,000	6,290	6,045	4,742
Strata Plans	2,100	1,402	1,306	1,203
Blue Prints	100	434	248	166
Spatial Data Infrastructure:				
Complete digital cadastral index by March 31, 2005		656,623 of 696,429 parcels or 95%	219,476 of 685,000 parcels or 32%	85,000 of a target of 285,000



ORGANISATIONAL CHART





F

INANCIAL

S

TATEMENTS

AUDIT CERTIFICATE
NATIONAL LAND AGENCY
FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2004

I have audited the Balance Sheet of the National Land Agency as at March 31, 2004 and the Income and Expenditure Account and Cash Flow Statements for the year then ended. These financial statements are the responsibility of the Agency's management.

My responsibility is to express an opinion on the Statements based on my audit.

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

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Agency as at March 31, 2004 and the results of its operations and cash flow for the year then ended in accordance with the Financial Instructions for Executive Agencies.


Auditor General

INCOME AND EXPENDITURE ACCOUNT

For the year ended March 31, 2004

Fiscal Year 2003/04

Account	ACTUAL	MONTH BUDGET	VARIANCE	%	ACTUAL	YEAR-TO-DATE BUDGET	VARIANCE	%
REVENUE								
REGISTRATION FEES	39,606,273.67	20,550,587.00	19,055,686.67	93	283,734,193.57	246,607,000.00	37,127,193.57	15
SURVEY FEES	304,465.25	48.00	304,417.25	***	4,690,984.81	6,266,000.00	(1,575,015.19)	(25)
VALUATION FEES	1,794,924.42	143,250.00	1,651,674.42	***	5,189,859.09	1,719,000.00	3,470,859.09	202
ESTATE MANAGEMENT FEES	120,610.00	0.00	120,610.00		501,489.25	0.00	501,489.25	
TOTAL REVENUE	41,826,273.34	20,693,885.00	21,132,388.34	102	294,116,526.72	254,592,000.00	39,524,526.72	16
EXPENDITURES								
STAFF COSTS	51,204,331.97	57,568,050.00	(6,363,718.03)	(11)	454,114,463.29	426,973,400.00	27,141,063.29	6
TRAVEL AND TRANSPORTATION	2,863,484.14	3,709,346.00	(845,861.86)	(23)	39,528,478.43	39,029,800.00	498,678.43	1
RENTALS	294,840.00	(932,170.00)	1,227,010.00	(132)	2,151,021.70	2,554,000.00	(402,978.30)	(16)
PUBLIC UTILITIES	2,321,606.38	4,154,968.00	(1,833,361.62)	(44)	27,271,111.35	25,397,700.00	1,873,411.35	7
GOODS & SERVICES	3,761,016.52	(2,910,463.00)	6,671,479.52	(229)	37,179,318.60	37,768,100.00	(588,781.40)	(2)
DEPRECIATION	4,640,173.20	0.00	4,640,173.20		12,349,607.07	0.00	12,349,607.07	
TOTAL EXPENDITURES	65,085,452.21	61,589,731.00	3,495,721.21	6	572,594,000.44	531,723,000.00	40,871,000.44	8
OPERATING SURPLUS/(DEFICIT):	(23,259,178.87)	(40,895,846.00)	17,636,667.13	(43)	(278,477,473.72)	(277,131,000.00)	(1,346,473.72)	0
ADJUSTMENTS								
50% REVENUE TO GOJ	(20,918,089.54)	0.00	(20,918,089.54)		(147,058,263.41)	0.00	(147,058,263.41)	
TOTAL ADJUSTMENTS	(20,918,089.54)	0.00	(20,918,089.54)		(147,058,263.41)	0.00	(147,058,263.41)	
SURPLUS/(DEFICIT) PLUS ADJUSTMENTS:	(44,177,268.41)	(40,895,846.00)	(3,281,422.41)	8	(425,535,737.13)	(277,131,000.00)	(148,404,737.13)	54
GOJ FINANCING FROM CONSOLIDATED FUND								
FUNDING FROM GOJ	133,811,000.00	12,520,900.00	121,290,100.00	969	404,222,000.00	191,273,900.00	212,948,100.00	111
TOTAL GOJ FINANCING	133,811,000.00	12,520,900.00	121,290,100.00	969	404,222,000.00	191,273,900.00	212,948,100.00	111
RETAINED SURPLUS/(DEFICIT):	89,633,731.59	(28,374,946.00)	118,008,677.59	(416)	(21,313,737.13)	(85,857,100.00)	64,543,362.87	(75)

E. A. S.
Chief Executive Officer

MARCH 3, 2006
Date

INCOME AND EXPENDITURE ACCOUNT

For the year ended March 31, 2004

	2003/2004	2002/2003
Revenue		
Registration Fees	283,734,194	208,854,862
Survey Fees	4,690,985	5,535,299
Valuation Fees	5,189,859	1,664,193
Estate Management Fees	501,489	536,829
Total Revenue	294,116,527	216,591,184
Expenditures		
Staff Cost	454,114,463	308,624,071
Travel and Transportation	39,528,478	36,544,087
Rentals	2,151,022	1,898,800
Public Utilities	27,271,111	19,906,980
Goods & Services	37,179,319	42,440,357
Grants & Contributions	-	364,307
Depreciation	12,349,607	8,246,249
Total Expenditure	572,594,000	418,024,851
Operating Surplus/(Deficit)	- 278,477,474	- 201,433,667
Adjustments		
50% Revenue to GOJ	- 147,058,263	- 108,294,515
Surplus/(deficit) Plus Adjustment	- 425,535,737	- 309,728,181
GOJ Financing From Consolidated Fund	404,222,000	279,800,000
Retained Earnings	- 21,313,737	- 29,928,181

BALANCE SHEET

For the year ended March 31, 2004

	Notes	\$	\$	\$	\$
		2003/2004		2002/2003	
<u>FIXED ASSETS</u>					
Furniture & Fittings		14,242,558		9,316,906	
Office Equipment		2,955,923		2,798,818	
Plant & Machinery		9,577,067		6,628,485	
Motor Vehicles		13,860,800		13,860,800	
Computer		29,367,058		12,341,683	
Technical/Scientific Instrument		3,671,701		3,671,701	
Total Fixed Assets		73,675,107		48,618,392	
Depreciation Provision	-4	(28,004,234)		(15,654,625)	
Net Fixed Assets			45,670,875		32,963,767
Investment In EAIF			-		-
<u>CURRENT ASSETS</u>					
Cash & Bank	-5	34,491,220		40,935,156	
Debtors	-6	16,768,920		4,792,876	
		51,260,140		45,728,032	
<u>CURRENT LIABILITIES</u>					
	-7	87,717,341		57,238,804	
<u>NET CURRENT ASSETS/LIABILITIES</u>					
			(36,457,201)		(11,510,772)
<u>PROVISIONS</u>					
<u>NET ASSETS</u>					
			9,213,674		21,452,996
<u>FINANCED BY:</u>					
Equity - GOJ Assets	-8		26,132,775		26,132,775
Donated Asset Reserve	-8		40,785,854		16,786,192
Revenue Reserve	-8				14,925,247
General Reserve End of Period			(57,704,956)		(36,391,219)
<u>TOTAL FINANCING</u>					
			9,213,674		21,452,996

March 02, 2005

STATEMENT OF CASH FLOW

For the year ended March 31, 2004

	2003/2004		2002/2003	
	\$	\$	\$	\$
Operating Profit/(Loss)		(425,535,737)		(309,728,181)
Adjust to Operating Profit/Loss				
Depreciation	12,349,607		8,246,249	
Provision for 50% Revenue - GOJ	147,058,263		108,294,515	
Interest	-		-	
(Increase)/Decrease in Current Assets	(11,976,044)		(3,302,996)	
Increase/(Decrease) in Current Liabilities	370,643		12,645,241	
Changes in Estate Management Fees Payables	(268,156)	147,534,313	6,027,045	131,910,054
Net Cash Flows from Operating Activities		(278,001,424)		(177,818,128)
Cash Flows from Investing Activities				
Capital Expenditure	(1,057,052)		(3,209,958)	
Net Cash Flow from Investing Activities		(1,057,052)		(3,209,958)
Cash Flows from Financing Activities				
Payment of Revenue to GOJ	(131,607,462)		(88,790,171)	
Recurrent Financing from Consolidated Fund	404,222,000		279,800,000	
Net Cash Cash Flows from Financing Activities		272,614,538		191,009,829
Increase/(Decrease) in Cash & Cash Equivalents		(6,443,938)		9,981,743
Opening cash balance		40,935,156		30,953,413
CLOSING CASH BALANCE		34,491,220		40,935,156
REPRESENTED BY:				
Cash & Balances with Commercial Banks		34,491,220		40,935,156

For the year ended March 31, 2004

Status and Principal Activity

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

2. Significant Accounting Policies

a) Accounting Convention

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

b) Financial Instrument

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

c) Cash and cash equivalent

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

d) Revenue Reserve Fund

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

e) Depreciation

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

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

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

3. Income

Income represents net amount collected for services delivered to customers.

NOTES TO FINANCIAL STATEMENTS

For the year ended March 31, 2004

4. Fixed Assets

	Furniture & Fittings	Motor Vehicles	Plant & Machinery	Computer Hardware	Office Equip.	Technical & Scientific Instr.	Total
Net Book Value 31/03/2003	7,381,301	6,842,866	4,936,654	8,444,425	2,102,923	3,255,587	32,963,757
Additions at 31/03/04	242,640	-	229,689	472,801	111,923	-	1,057,052
Donated Assets	4,683,013	-	2,718,893	16,552,574	45,182	-	23,999,662
Adjustments	-	-	-	-	-	-	-
Depreciation as at 31/03/04	2,014,652	3,233,967	1,267,121	5,213,651	411,862	208,354	12,349,607
Net Book Value 31/03/2004	10,292,302	3,608,900	6,618,115	20,256,149	1,848,166	3,047,232	45,670,864

5. Cash and Bank

	\$
Cash	1,593,750
Appropriation In Aid Bank A/C	1,867,265
Recurrent Bank	4,500,914
Salaries Bank	-
Nia Deposit Bank	2,585,061
Nia Deposit Bank - Chova Conference	-
Estate Management Deposit Bank A/C	23,544,466
Credit/Debit Card a/c	399,763
Total	34,491,220

NOTES TO FINANCIAL STATEMENTS

For the year ended March 31, 2004

6. Debtors

<u>Accounts Receivable</u>	\$
Accounts Receivable (Returned cheque Re-Revenue)	44,713
<u>Prepaid Expenses and Advances</u>	
Prepaid Expenses and Advances	3,907,017
Salary Advance	12,587,386
Travel Advance	3,750
Other Accounts Receivables	80,344
	16,578,496
Stamp Imprest	79,000
Petty cash Imprest advance	43,500
<u>Other Current Assets</u>	
Credit Notes Received	8,851
Other Advance (Overpayment of Salaries)	14,360
	23,211
Total	16,768,920

***Amount overpaid to Accountant General 2002/2003

80,344

7. Current Liabilities

	\$
<u>Payable - Trade</u>	
Accounts Payable Suppliers	508,873
Contractor's Retention	-
Stale Cheque	-
	508,873
<u>Accounts Payable - A.G</u>	
50 % Gross Revenue Payable - A.G.	42,179,028
100 % Gross Revenue Payable - A.G.	10,932,767
	53,111,795
<u>Other Accounts Payable</u>	
Chova Conference	-
Deferred Income E-Land	2,715,065
Capital 'A' Fund Balance	-
Estate Management Fees	12,566,961
	15,282,026
<u>Accrued Expenses</u>	
Shortpayment Salary/Travel	1,020
	1,020
<u>Other Current Liabilities</u>	
Salaries Payables - Statutory	1,027,032
Salaries Payables - Other	73,059
Gratuity Payables	17,454,523
Customer Deposit Account	108,416
Other Payables	66,130
	18,729,160
Bank Overdrafts - Salaries Bank A/C	84,467
Total	87,717,341

The Estate Management Fees which was previously treated as Revenue Reserves is now being treated as a current liability

For the year ended March 31, 2004

Statement of Changes in Equity

Description	Accumulated Deficit	Equity-GOJ Assets	Donated Assets	Total
Balance as at April 1, 2003	(36,391,219)	26,132,775	16,786,192	6,527,748
Additions			23,999,662	23,999,662
Adjustments		-		-
	(36,391,219)	26,132,775	40,785,854	30,527,410
Surplus/(Deficit) for the Year	(21,313,737)			(21,313,737)
Balance at March 31, 2004	(57,704,956)	26,132,775	40,785,854	9,213,673

For the year ended March 31, 2004

SUMMARY OF NON-TAX REVENUE COLLECTED

Revenue Type	TOTAL
Registration Fees	
Discharges	1,002,385.00
Strata Plan	14,520.00
Lost Title	152,060.00
Replacement Title	931,410.00
Ammenment	8,280.00
Surrender 77	4,403,496.00
Application	5,798,762.78
Transfer	135,130,568.03
Mortgage	89,817,073.19
Caveat	3,402,222.35
Certified Copies	21,721.00
Search Certificate	1,511,215.00
Transfer of Mortgage	287,680.00
Withdrawal of Caveat	6,320.00
Warning (Notice to Caveator)	3,250.00
Deposited Plan	33,750.00
Court Order	8,780.00
Power Of Attorney	15,240.00
Death Entry	73,780.00
Restrictive Covenant	400.00
Transmission Application	724,468.00
Foreclosure	600.00
Leases	400.00
Modification of Covenant	4,600.00
Revocat. Of Power of Att	200.00
Caveat Fee	6,184,380.00
Marraiges	16,940.00
Miscellaneous Registration Fee	15,676,067.71
Photocopy Services	1,207,073.00
Application (registered title)	9,863,541.51
General Search	1,265,390.00
Specific Search	5,776,080.00
Assurance Fund	391,540.00
	283,734,193.57

For the year ended March 31, 2004

SUMMARY OF NON-TAX REVENUE COLLECTED

Survey Fees	
Surveys	1,535,886.69
Sale of Monuments	1,440.00
Sale of Maps	1,473,156.22
Hydrographic Surveys	-
Photocopy Services	47,380.00
Mapping Services	1,433,213.90
Other Survey Fees	199,908.00
	4,690,984.81
Valuation Fees	
Subdivision Certificate	448,863.50
Certification Fee	583,408.41
Valuations	276,810.00
Search Fee	241,075.00
Other Valuation Fees	3,639,702.18
	5,189,859.09
Estate Management Fees	
Attorney Cost	409,354.25
Miscellaneous Land Revenue	92,135.00
	501,489.25
Grand Total	294,116,526.72

For the year ended March 31, 2004

STATEMENT OF CAPITAL EXPENDITURE

<u>Description</u>	<u>Amount</u>
Furniture & Fitting	242,640
Technical & Scientific Instr.	-
Plant & Machinery	229,689
Office Equipment	111,923
Computer Hardware	472,801
Total	<u>1,057,052</u>

For the year ended March 31, 2004

SCHEDULE OF DONATED ASSETS

DONATED BY:	Furniture & Fittings	Motor Vehicles	Plant & Machinery	Computer Hardware	Office Equipment	Totals
PSMP	5,225,012.74		2,718,893.00	26,856,836.67	45,182.00	34,845,924.41
World Bank	794,011.51	3,468,000.00				4,262,011.51
Revaluation Project	722,306.20		52,098.00	567,916.06	335,598.00	1,677,918.26
TOTALS	6,741,330.45	3,468,000.00	2,770,991.00	27,424,752.73	380,780.00	40,785,854.18

For the year ended March 31, 2004

Estate Management Bank Accounts

The Estate Management Deposit Bank Account is a Deposit Account in which funds collected by the Estate Management Division are held in trust to be paid over to various Agencies, eg, Ministry of Water and Housing and the Accountant General's Department

Other Accounts Payable**1 Deferred Income E-Land**

Deferred Income E-Land refers to monies collected by the Agency from clients for use of the electronic Property Search System. Revenue will be recognized when the service required

2 Capital 'A' Fund

This refers to expenditure incurred by the Agency for Capital 'A'

3 Customer Deposit Account

This is a holding account for monies paid into the Agency by customers with regards to services to be provided through the ILS system. Revenues are recognized when the services are utilized

NATIONAL LAND AGENCY SCHEDULES 2003-2004

For the year ended March 31, 2004

Credit Notes Received

	\$
Amount from previous (2001/2002) year	5.00
Azans Supercenter	610.00
Appliance Traders	1,596.00
Citrad Ltd	3,120.00
IGL	219.64
Computer & Control	<u>3,300.00</u>
	<u>8,850.64</u>

Staff Travel Advance

Linton Grierson	<u>3,750.00</u>
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Automatic Salary Advance

Amount from previous (2001/2002) year	246.43
Jacqueline Eccelston	14,114.01
	<u>14,360.44</u>

Returned Cheques

Clough, Long & Co	Chq #001037 dated 06.06.02	(20000+180)	20,180.00
National Housung Trust	Chq #0209555 dated 01.04.01	(1837.50+180)	2,017.50
Refin Trust Limited	Chq #5010959 dated 19.01.01	(600+180)	780.00
National Housung Trust	Chq #0233856 dated 29.09.00	(1445+180)	1,625.00
National Housung Trust	Chq #0231643 dated 11.02.01	(13430+180)	13,610.00
Amount from previous (2001/2002) year			<u>4,320.00</u>
			<u>42,532.50</u>

NATIONAL LAND AGENCY SCHEDULES 2003-2004

For the year ended March 31, 2004

Prepaid Expenses & Advances

	2001 - 2003	2003 - 2004
Amount from previous (2001/2002) year	271,156	
Prepaid Expenses	598,387.18	144,212.42
Capital 'A'	1,129,815.00	1,201,817.62
OPM	9,585.00	
Seabed Authrity	315,289.00	
Ministry of Water and Housing		236,755.26
	2,324,232.18	1,582,785.30

Staff Salary Advance

	2001 - 2003	2003 - 2004
Amount from previous (2001/2002) year	356,663.00	
Salary Advance	96,219.05	106,553.89
Capital 'A'	1,084,906.00	10,878,632.04
OPM	64,378.00	
	1,602,166.05	10,985,185.93

For the year ended March 31, 2004

**Salary Levels as at March 31, 2004
\$1 Million and Over**

	Salary Band (\$)	No. of Employees
A	1 Million — 1.25 Million	11
B	1.25 Million — 1.5 Million	17
C	1.5 Million — 1.75 Million	nil
D	1.75 Million — 2 Million	16
E	2 Million — 2.25 Million	2
F	2.25 Million — 2.5 Million	1
G	2.5 Million — 2.75 Million	6
H	2.75 Million — 3 Million	1
I	3 Million – 3.25 Million	nil
J	3.25 Million – 3.5 Million	nil
K	3.5 Million – 3.75 Million	1
	TOTAL	55

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Land Titles Division
 93 Hanover Street
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 Fax: (876) 922-3858

Surveys and Mapping Division
 23 ½ Charles Street
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 Tel: 876 922-6630-5
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Estate Management Division
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