

Providing an Integrated Spatial System



Annual Report 2004/2005

MISSION

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

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

VISION

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.

Table of Contents

	PAGE
Letter to the Minister	2
Minister's Message	3
Chief Executive Officer's Report	4-6
Mandate	7
Strategic Objectives	8
Achievements in Key Performance Indicators	9-19
Portmore Master Map	20
Simultaneous Lodgement—Express Service	21
A Model for the Developing World	22
We Appreciate Our Staff	23
Excelling in GIS	24
Organizational Structure	25
Financial Statements	26-41

Letter to the Minister

October 6, 2005

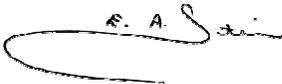
Honourable Dean Peart
Minister of Land and Environment
16A Half-Way-Tree Road
Kingston 5

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 2004/05.

The Report contains a copy of the audited Financial Statements of the Agency 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 large, sweeping underline that extends to the left.

Elizabeth Stair
Chief Executive Officer

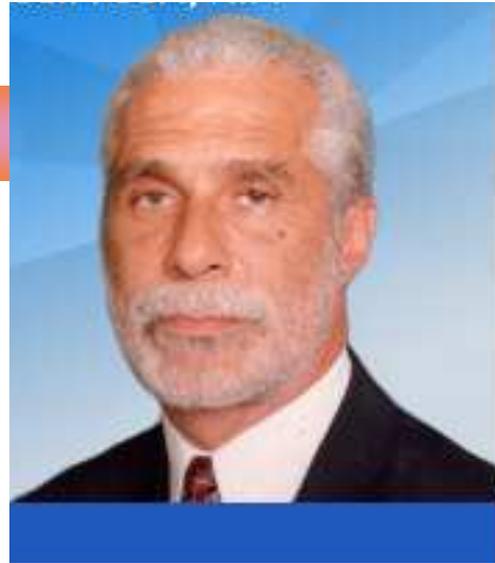
Minister's Message

I take great pleasure in acknowledging National Land Agency's continued drive to provide improved services for the on-going commitments of efficient operations in land registration and titling, mapping, acquisition and divestment of government lands among others.

In 2004/05 the Ministry of Land and Environment and its agencies undertook a number of projects to increase productivity and reduce the turnaround time through enhanced service delivery, use of modern technology, and consultations. In keeping with the mandate, the National Land Agency's Advisory Board was established to advise the Chief Executive Officer in the strategic and business planning responsibilities of the Executive Agency. Additional responsibilities were also entrusted to the National Land Agency during the financial year in order to consolidate and better manage government assets. The tasks of managing the repairs, furnishing and renting of government houses were shifted to National Land Agency from the previous Ministry of Water and Housing.

Despite all challenges, I am proud of the Agency's achievements and in particular their initiative in building corporate economic alliance through partnership. The recent collaboration with National Housing Trust to allow for transactions to be done at a special window in order to expedite the process of titling is testimony to innovative operations.

We take the opportunity to thank several persons for their part in the success of the Minis-



Hon. Dean Peart
Minister of Land and Environment

try of Land and Environment and its agencies operations: our customers for making greater use of our services and their feedback, the conveyance community, Boards and Committees with whom we develop our ideas and plans to implement, and last but not the least our staff for their skill and dedication.

We recognize the challenge ahead with changing times and pressure for faster results with limited financial resources. However, we remain committed to increasing and expediting production accurately, ensuring that the services we provide are done in an efficient manner thus enhancing opportunities for sustainable land development that will lead to betterment of our citizens and the nation.

A handwritten signature in black ink, appearing to read 'Dean Peart', written over a light blue horizontal line.

Dean Peart
Minister of Land and Environment

Chief Executive Officer's Report



Mrs. Elizabeth Stair
Chief Executive Officer

In 2004-2005, the Agency continued work to improve existing systems and procedures to reduce turnaround times for our customers. Considerable attention was given to feedback from our customers and as a result, two (2) new products/services were introduced: the **Portmore Master Map** and **Simultaneous Lodgement**.

The Portmore Master Map is presented in 10 layers and shows features such as schools, churches, roads and drains. It is Global Positioning System (GPS) compatible and is referred to as an "intelligent" map.

Simultaneous Lodgement is an express service which allows for a developer to apply and receive splinter titles for developments within 40 days. In the past, the survey plans would be taken to the Survey Department for checking. Then application would be made to the Titles Office for the splinter titles to be prepared. This process was quite lengthy. This service, which allows the developer to lodge documents simul-

taneously for both processes, reinforces the recommendation made several years ago in the National Land Policy, to merge the land administration services of the Government into one Agency.

The Land Registration System/Parcel Data Management System (LRS/PDMS) was fully operational in 2004-5 for transactions done on existing titles. This is a computerized system that integrates some of the operations of the Land Titles and the Surveys and Mapping Divisions. The LRS component deals with the Land Registration matters at the Land Titles Division and the PDMS component deals with Geographic Information Systems (GIS), within the Surveys and Mapping Division.

The benefits of this new system include:

1. reduced turnaround time for memorandum matters (dealings in existing titles such as mortgages, transfers, notation of marriages and death) and
2. the capacity to deal with a greater volume of transactions.

The impact was indeed felt, as the turnaround time for dealings in existing titles was seventy-nine (79) percent of all matters completed in 15 days, as compared to 17 days in 2003/4.

Having completed three (3) years of operations, greater attention was given to the measurement of performance indicators in order to improve service to our customers.

Targets which previously stated turnaround times in days only, were revised to state percentage completed within a specific time. For example, in 2003/4, the targeted turnaround time for memorandum transactions on existing titles was given in days, but in 2004/5 the target was set at 80 percent of these transactions to be completed in 15 days.

Similarly, the target for producing Certificates of Title with plan was revised to producing at least 80

percent of the requested titles in 30 days and that for producing Certificates of Title without plans was revised to producing at least 80 percent within 20 days. The respective performances were 65 and 49 percent.

There was an increase in the number of amendments to the Valuation Roll, as more than twice the number done in the previous year was completed during 2004-5. In total, 54,411 amendments were done in comparison to 22,473 in 2003-4. This was facilitated by the improvement of business processes and the LRS/PDMS, which is able to deliver electronic reports for use in updating the Valuation Roll.

There was a concentration during the year on improving the accuracy of the digitized parcels in the cadastral index. This work resulted in an increase in the number of parcels in the cadastral index from 656,623 parcels at the end of 2003-4, to 679,096 parcels. At the end of the year, the population of the digital cadastral index represented all parcels recorded on the valuation roll.

At year end, there were 426,543 titles, 152,333 caveats, 6,885 deposited plans, 4,143 strata plans and 734 blue prints available for electronic viewing.

The number of Certificates of Title prepared for land settlement schemes was 825, which was a marked improvement over the 396 produced during 2003-4 and 149 prepared during 2002-3. The annual target of 2,000 has not been attained in any of the recent three years due to a myriad of factors, including lack of surveys and problems with subdivision approval. We also have hundreds of titles in office for allottees who we are unable to locate, despite advertisements in the newspapers.

There were 213 notices prepared for Ministerial signature under the Land Acquisition Act, including those for acquisition of land for the downtown Kingston inner city housing project.

During the year, the Agency conducted five hydro-

graphic surveys as was planned. These surveys were done in response to requests from government agencies, as well as private companies. The surveys were conducted in Montego Freeport and Kingston Harbour. In some instances, the depth of the Harbours had to be checked so that ships can transit safely. In other instances, verification is required for excavation work.

During the year, the Agency was involved in two new areas:

1. partnership with the National Housing Trust (NHT), and
2. responsibility for the management of government houses.

The alliance with the National Housing Trust allows for NHT transactions to be done – at a special window - in order that not only their process be expedited, but that the turnaround times for our other customers will also be reduced. NHT matters account for approximately 25 percent of our transactions.

In keeping with the Government's effort to consolidate property management services, the Agency was given the responsibility to manage the repairs and rental of Government houses. This responsibility was previously with the Ministry of Water and Housing.

The results of our Customer Satisfaction Survey conducted in March 2005 showed a Customer Service Index of 8.1, a significant increase over the 2.9 recorded in a similar Survey in November 2001. There was an improvement in satisfaction with our turnaround time: 67 percent of satisfied respondents when compared to 17 percent for the previous survey. The staff was adjudged very favorably in relation to their interaction with the public, level of competency, response by telephone and face to face responses to complaints.

The Agency also scored very highly in terms of ease of access to its services - 89 percent satis-

faction, and responsiveness by staff to requests for information, 90 percent satisfaction. The Agency's customers are least satisfied with responses to letters and reported that the area of least improvement since their last visit was the speed with which services are offered, where the level of satisfaction was 52 percent.

In order to keep our customers aware of the achievements of the Agency, an agreement was reached with the Jamaica Information Service (JIS) for a public education programme for the fiscal year 2004-5. Under this arrangement, a number of newspaper articles and radio and television stories are produced and placed on JIS' website.

The revenue for fees and services was \$387.7 million (excluding collections from Estate Management Division), representing an increase of 32 percent over revenues from the previous year. The year's revenue from fees and services were 61 percent of actual expenditures of \$630.6 million for the year, an improvement of ten (10) percent over the previous year's ratio of 51 percent (see Figure 1).

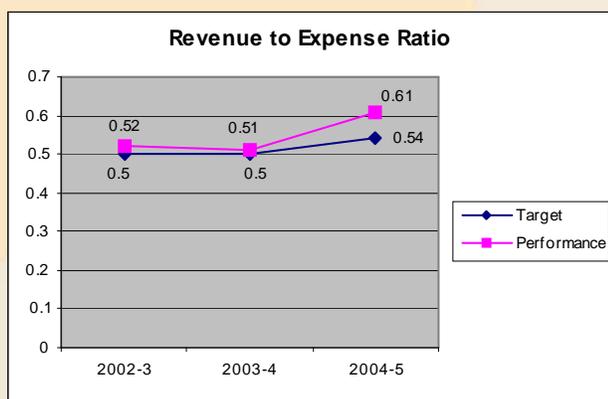


Figure 1. Revenue to Expense Ratio.

Collections from Estate Management were \$141.8 million, representing an 88 percent increase over the collections of \$75.3 million for the previous year.

Revenues from *eLandjamaica* for 2004-5 were \$7.1 million, representing an increase of 165 percent over 2003-4. Total revenue from customized requests for sale of map products amounted to \$2.8 million.

The value of total assets (net fixed assets plus current assets) of the Agency at March 31, 2005 of \$211.8 million was 118 percent more than at the end of March 2004. Total assets as at March 2004 were \$96.9 million.

The training target for the year of 35 percent of employees receiving at least eight (8) hours training was exceeded, as 54 percent received eight (8) hours training. This was principally because of a concerted effort on the part of the Agency to provide awareness training to all members of staff to further enhance our integration and support the thrust towards a seamless organization.

As usual, none of these achievements or our future prospects would be possible without the dedication and commitment of the staff of the Agency. As we enter another challenging year, we will work assiduously to further improve our turnaround times and the general satisfaction levels of our customers.

Elizabeth Stair
Chief Executive Officer/
Commissioner of Lands

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

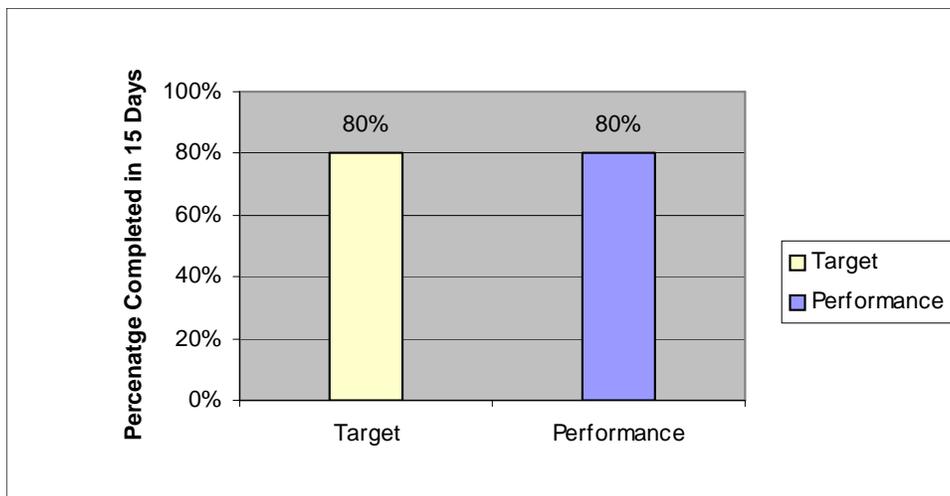
Each strategic objective contains Key Performance Indicators (KPIs) as stated on the following pages.

ACHIEVEMENTS IN KEY PERFORMANCE INDICATORS (KPIs)

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

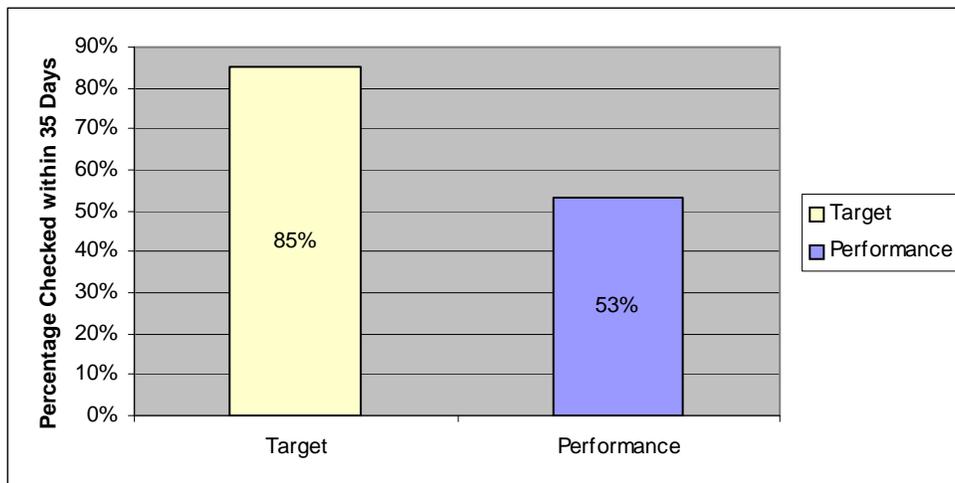
KPI 1. Number of Days for Registration of Memorandum Matters

The targeted turnaround time of 80 percent completion within 15 days was met as the performance for 2004-5 was 80 percent of all matters received were completed in 15 days. The average turnaround time for the previous year was 17 days for the completion of endorsements.



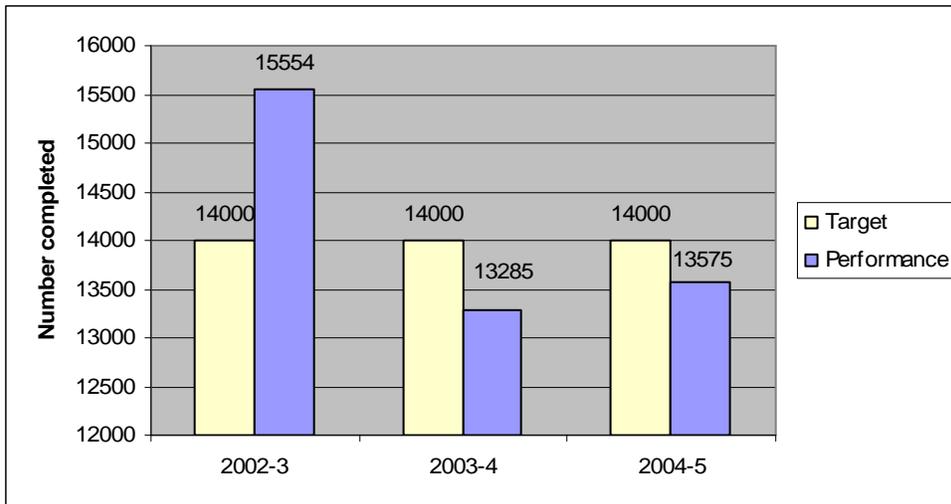
Graph 1. Turnaround Time for Memorandum Matters

KPI 2. Number of Days to Pre-check Plans for Commissioned Land Surveyors



Graph 2. Turnaround Time to Pre-check Plans for Land Surveyors

Performance was 53 percent completed in 35 days, which is compared with a target of 85 percent completed in 35 days. However, on average, plans were completed in 39 days, which compares with 37 days in 2003/4.



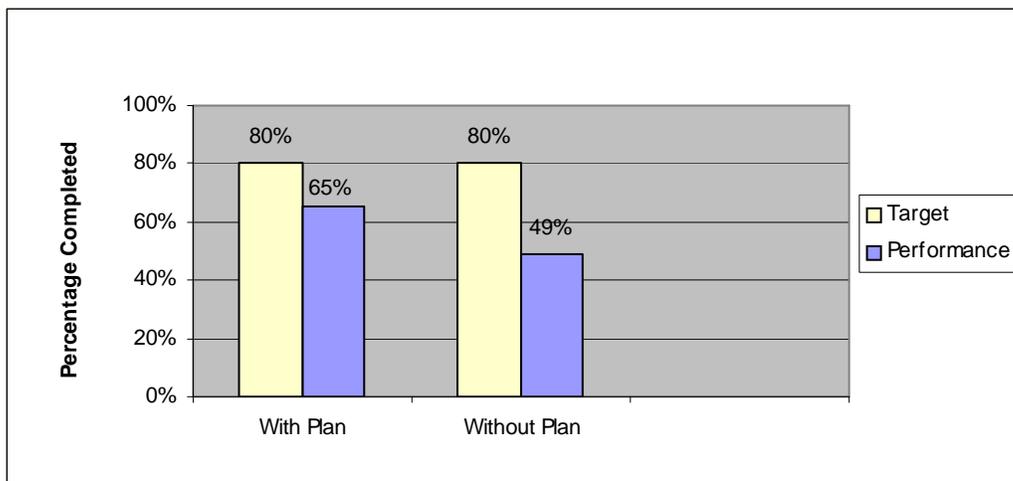
Graph 3. Number of Plans Checked for Commissioned Land Surveyors

KPI 3. Number of Days to Prepare Certificates of Title with Plans

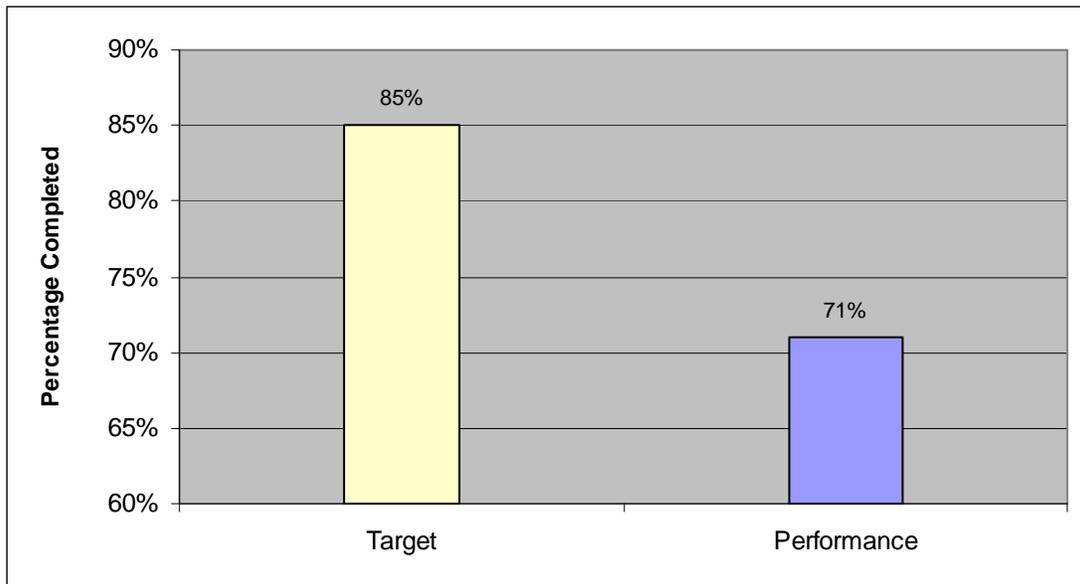
The targeted 80 percent completion in 30 days, for producing Certificates of Title with plans was not achieved as the actual percentage completed in 30 days was 65 percent. The average turnaround time for completion for the previous year 2003-4 was 32 days.

KPI 4. Number of Days to Prepare Certificates of Title without Plans

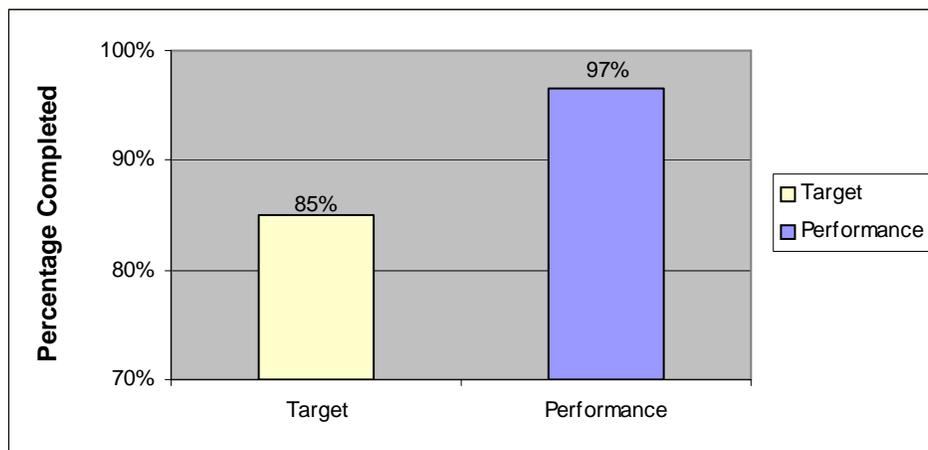
The targeted performance of 80 percent within 20 days for completing Certificates of Title without plans was not achieved. During the year, only 49 percent were completed within 20 days. The average turnaround time for 2003-4 was 25 days.



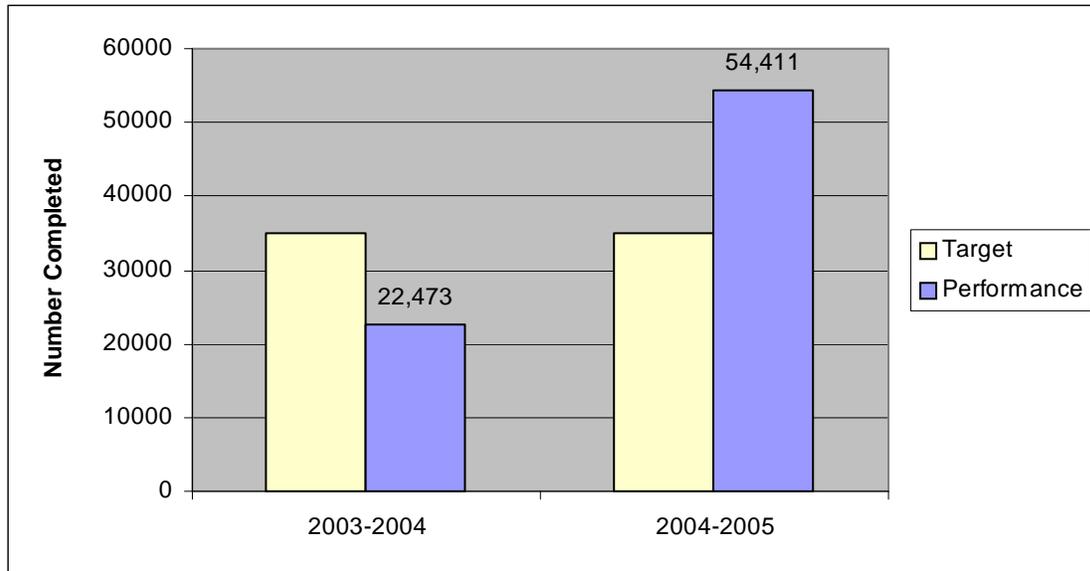
Graph 4. Turnaround Time for Producing Certificates of Titles

KPI 5. Turnaround Time to Complete Valuations**Graph 5. Turnaround Time to Complete Valuations**

The targeted turnaround time of 30 days to complete valuations was achieved in 71 percent of cases for the year. This was however below the target of 85 percent completed in 30 days. The average turnaround time for the previous year 2003-4 was 57 days.

KPI 6. Turnaround Time to Prepare Certificates for Subdivision Approval**Graph 6. Turnaround Time to Prepare Certificates for Subdivision Approval**

The target for preparing Certificates for Subdivision Approval was 85 percent within six (6) days. This was exceeded, as the actual performance was 97 percent prepared in six (6) days.

KPI 7. Number of Amendments to the Valuation Roll**Graph 7. Number of Amendments Completed**

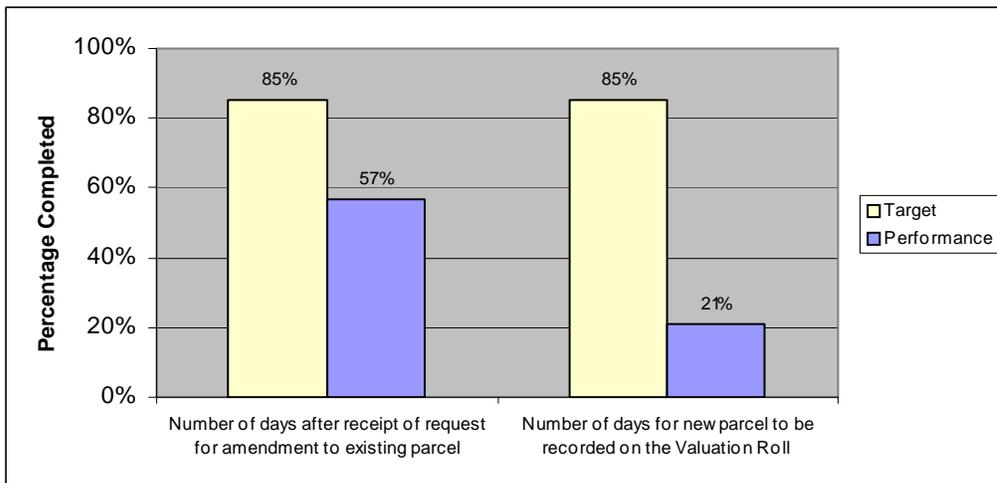
In 2004-5, the targeted number of amendments to the Valuation Roll was 35,000. The number of amendments completed was 54,411, an increase of 142 percent over the 22,473 amendments completed in 2003-4. The improvement is due to significant business process improvements, including the integration of information from the Land Registration System/Parcel Data Management System.

KPI 8. Number of Days after Receipt of Request for Amendment to Existing Parcels

The targeted turnaround time of 20 days to record amendments to existing parcels, such as a change of ownership, was achieved for only 57 percent of cases against a target of 85 percent. The average turnaround time to record such amendments in the year 2003-4 was 64 days.

KPI 9: Number of Days for New Parcels to be Recorded on the Valuation Roll

The targeted turnaround time of 85 percent completed in 40 days for recording a new parcel on the Valuation Roll was achieved for 21 percent of cases received. The average turnaround time for recording a new parcel was 119 days in 2003-4.



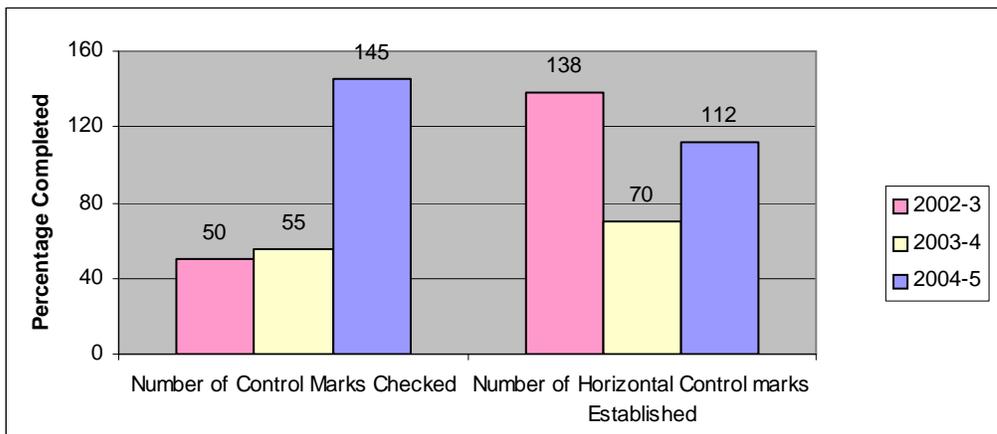
Graph 8. Turnaround Time for Amendment to the Valuation Roll

KPI 10: Number of Horizontal Control Marks Established Per Year

The number of Control Marks established for 2004-5 was 112, which exceeded the annual target of 100 by 12 percent. This represents an increase of 58 percent above the amount of 71 checked for 2003-4.

KPI 11: Number of Control Marks Checked Per Year

The number of Control Marks checked was 145. This exceeded the annual target by 85 or 142 percent and is 154 percent above the 57 Control Marks checked for 2003-4.

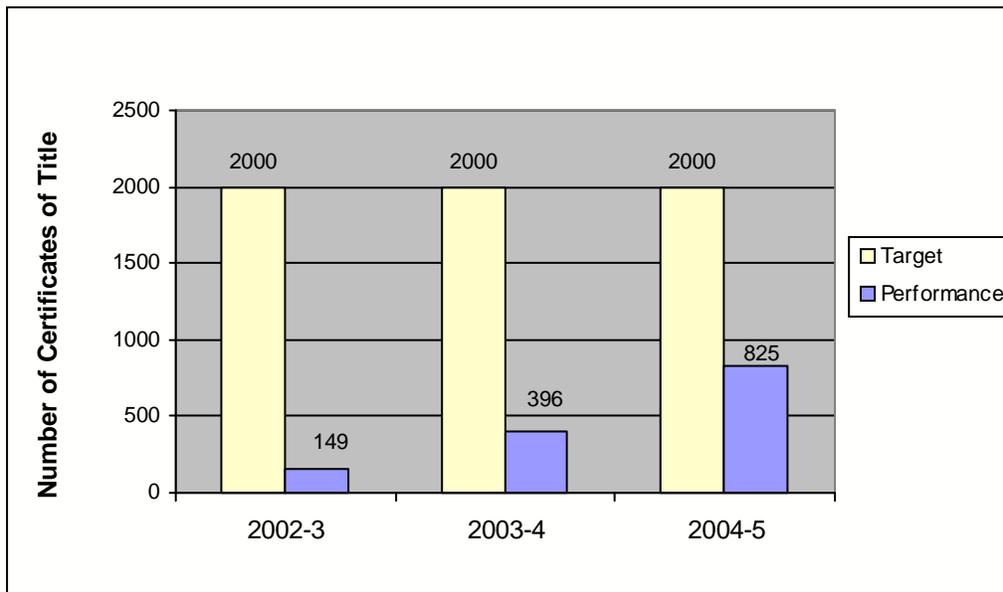


Graph 9. Number of Control Marks Checked and Established

Objective 2: To establish an efficient and coherent policy for the management of Crown Lands

KPI 1 – Number of Certificates of Title Prepared for Land Settlement Schemes

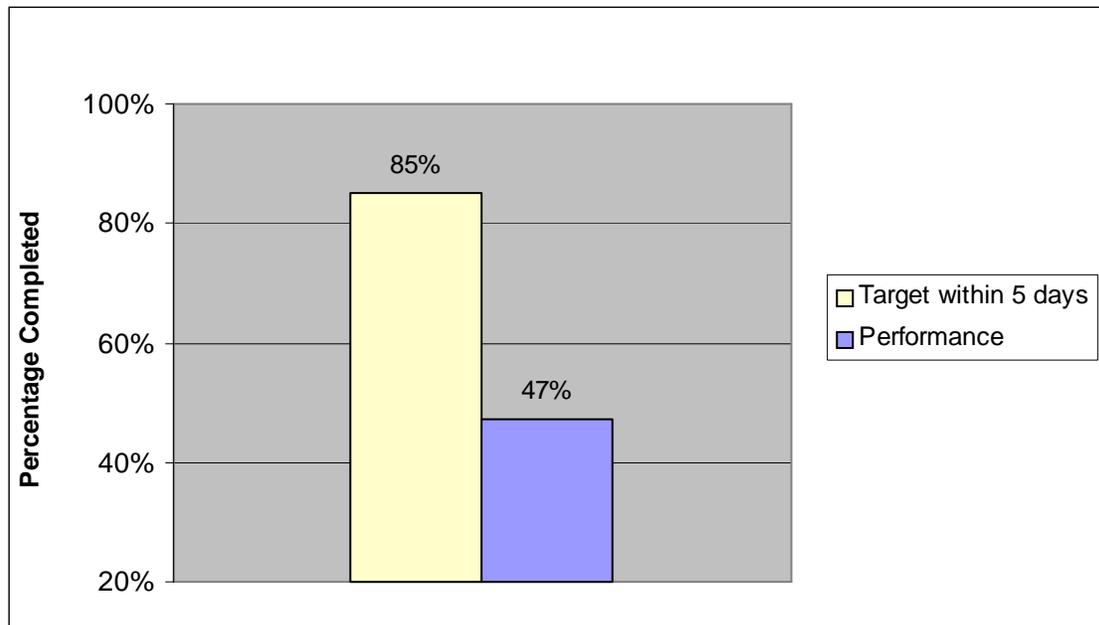
The number of Certificates of Title prepared in the name of allottees was 825, which is 41.25 percent of the annual target of 2,000. In the previous year, 396 Certificates were prepared.



Graph 10. Number of Certificates of Titles Prepared for Land Settlement Schemes

KPI 2: Preparation of Sale/Lease Agreements for Execution of the Parties after Ministerial Approval

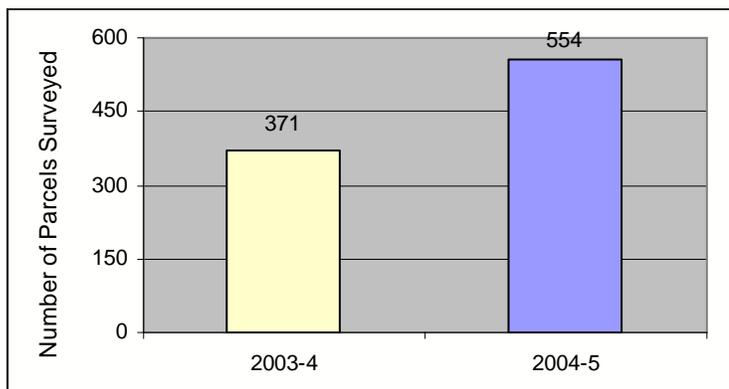
The target for preparing sale/lease agreements for execution of the parties after approval by the Minister was 85 percent within 5 days. This was achieved for only 47 percent of approvals. The average time taken for the year 2003-4 was 7 days.



Graph 11. Turnaround Time to Prepare Sale/Lease Agreements for Execution by the Parties after Ministerial Approval

KPI 3: Number of Parcels Surveyed

The number of parcels surveyed in relation to the management of land settlement schemes for 2004-5 of 554, is below the targeted 650 by 15 percent. The performance for 2004-5 was, however, 149 percent more than the amount surveyed in the previous year, which was 371.



Objective 3: To become a client focused organization, through on-going consultation with stakeholders

KPI 1: Regional Service – One-stop-Shop

The NLA will have one-stop-shops in place in each of the four regions . The targeted two additional one-stop shops were not implemented during the year.

KPI 2: Number of New Services Implemented

The Agency planned to introduce three (3) new services. However, only two were implemented: The Portmore Master Map and Simultaneous Lodgement.

KPI 3: Level of Awareness of Agency's Services

During the year, The Agency participated in 4 major events aimed at improving the level of awareness of its services, such as hosting a booth at the Annual Denbigh Agricultural Show and Geographic Information Systems (GIS) Day. The services of the Jamaica Information Service were retained, resulting in seventeen feature stories for the print media on our services and activities, twelve Radio interviews and two TV interviews.

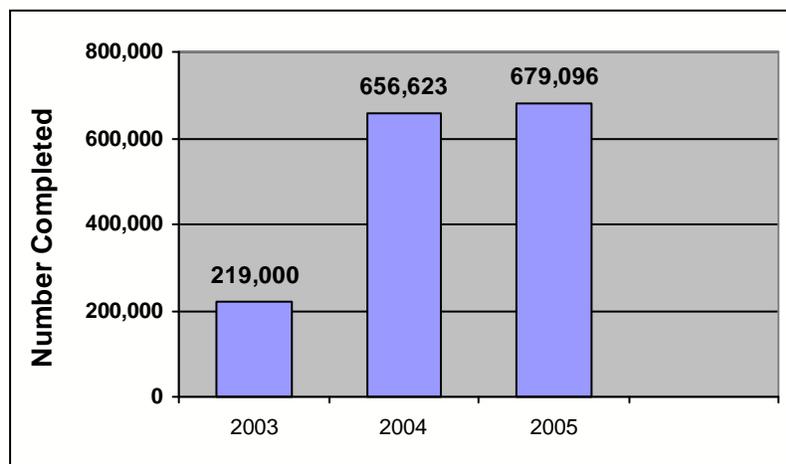
KPI 4: On-line Service Delivery

The Agency will have two (2) services online under its e-government programme.

The Agency did not achieve the targeted additional two (2) services online under its e-government programme. However, preparatory work was done as stated in KPI 5 below, to populate the digital cadastral index.

KPI 5: Population of Digital Cadastral Index

At the end of the year, there were 679,096 parcels in the Digital Cadastral Index.

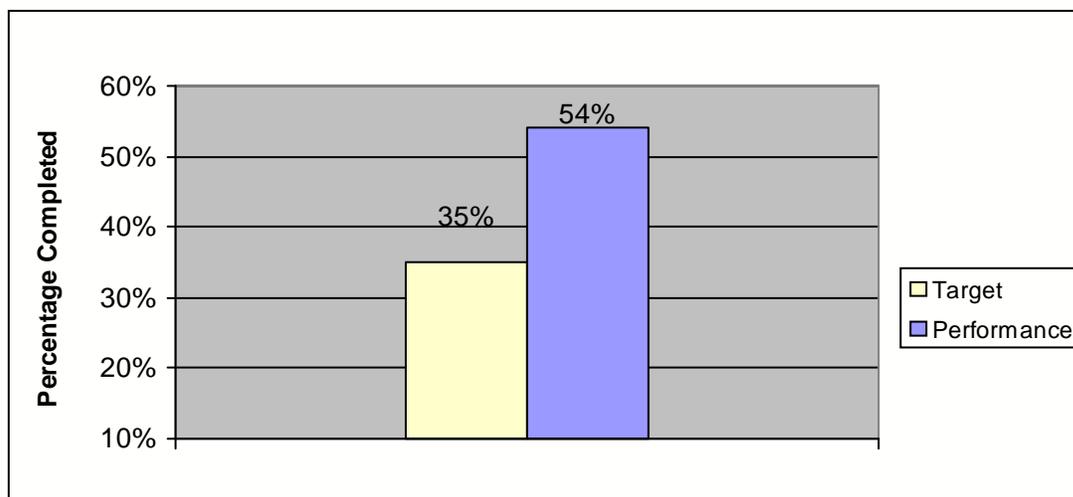


Graph 12. Number of Parcels in the Digital Cadastral Index

Objective 4: To build a strong organization with a highly qualified and motivated staff in a supportive environment

KPI 1: Number of Staff Receiving Minimum Training Hours

The targeted 35 percent of staff receiving a minimum of 8 hours training was exceeded by 19 percent. The performance for the year was 267 staff members or 54 percent receiving both external and internal training. Training during the year covered areas such as, Awareness of the Agency and the Services Provided, Land Administration, Legal and Regulatory Issues, Performance Management and Geographic Information Systems (GIS).



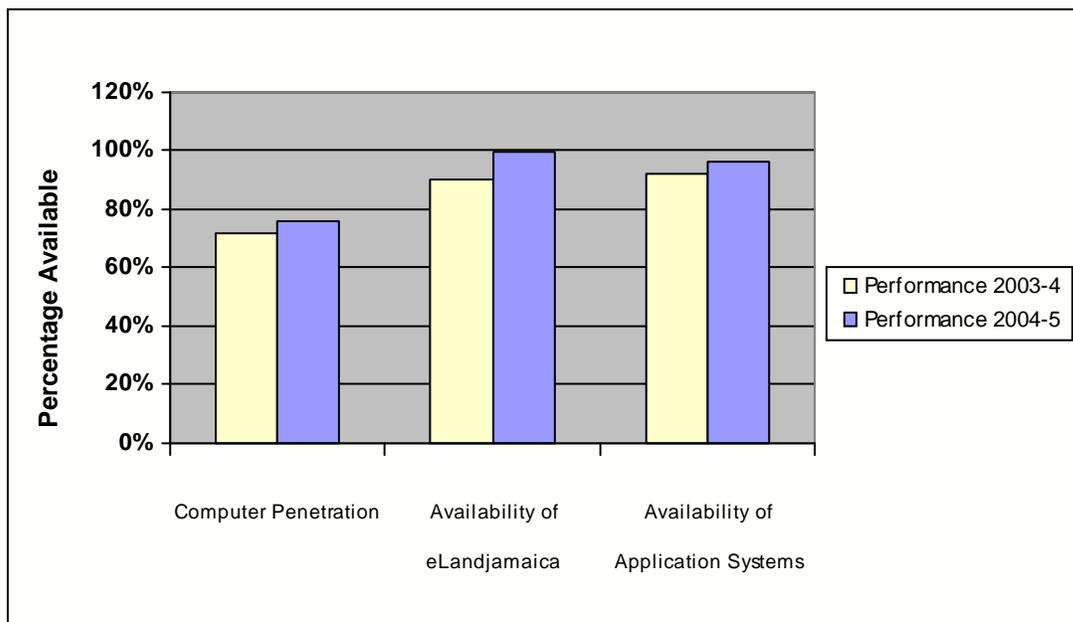
Graph 13. Percentage of Staff Attaining Minimum of 8 Hours Training

KPI 2: The Level of Computer Penetration

The level of computer penetration moved from 72 to 76 percent.

KPI 3: Availability of Application Systems

The technology support for the Agency surpassed last year's levels with respect to the availability of *eLandjamaica* and the other application systems, such as Document Scanning System and Property Search. The availability of *eLandjamaica* was 100 percent in comparison to 90 percent for the previous year 2003-4. The availability of the other application systems was 96 percent in comparison to 92 percent for the previous year 2003-4.

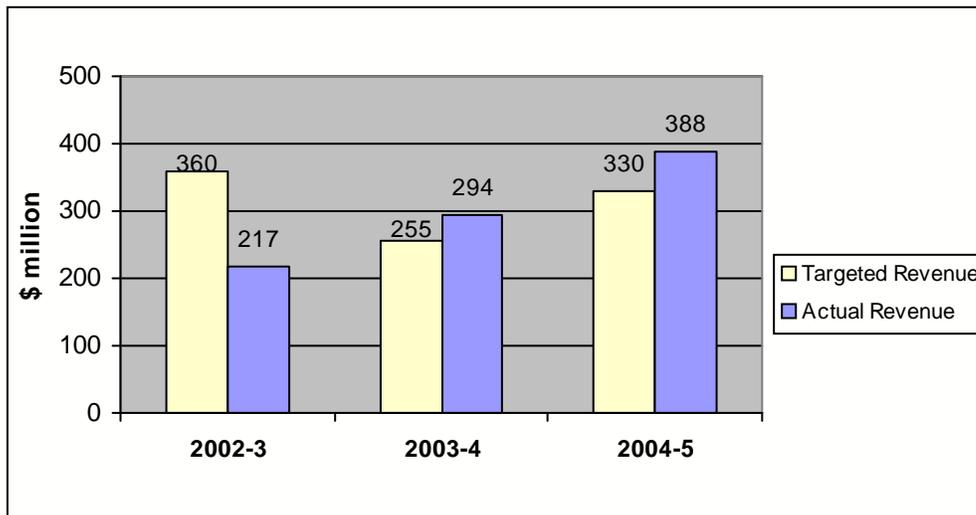


Graph 14. Computerisation

Objective 5: To improve the quality of finance and financial management

KPI 1: Revenue Generation

The Agency continued to improve its financial strength, as the revenue generated from operations, as a ratio of total expenditure, exceeded the target for the third consecutive year. Total revenues of \$387.7 million when compared to expenditures of \$630.6 million, was 0.61 in comparison to the target of 0.54. Revenues were 17.5 percent above the targeted \$330 million for the year. Revenue includes collections from Land Titles, Land Valuation and Surveys and Mapping Divisions and excludes Estate Management Division.

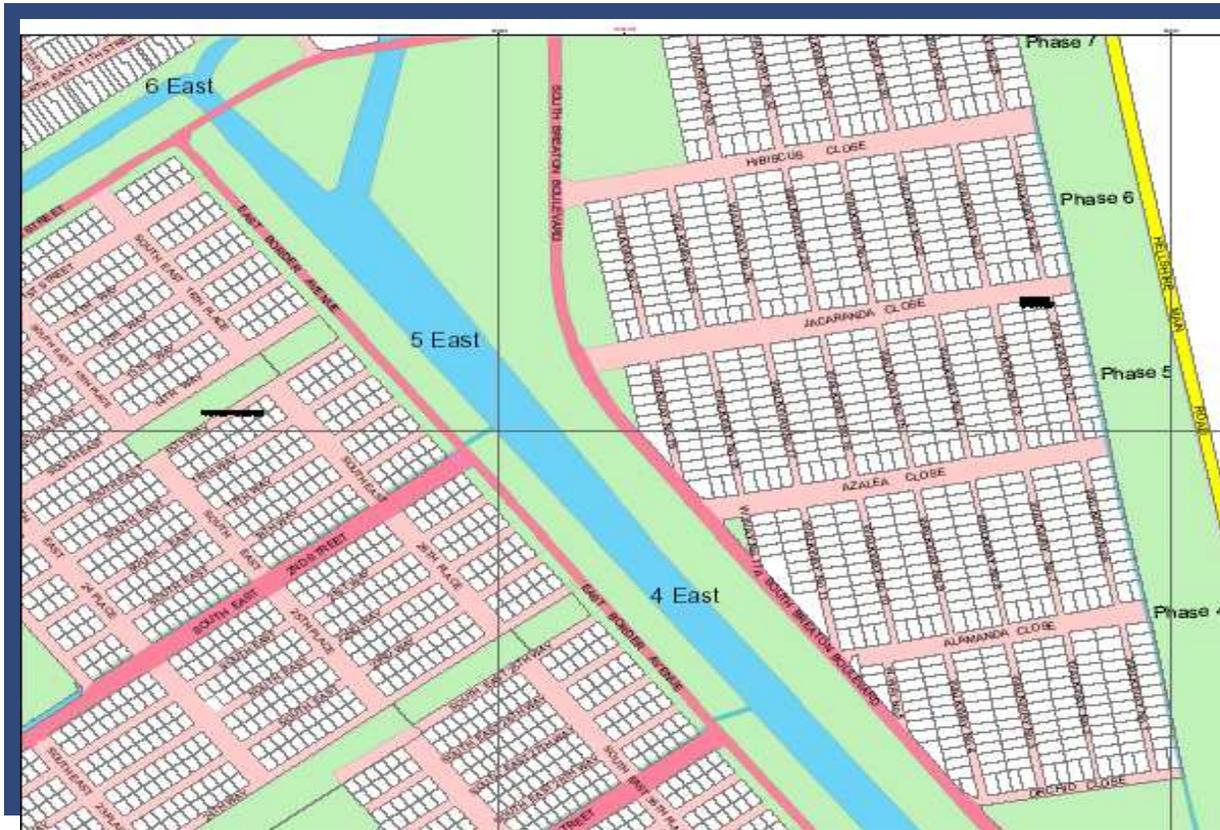


Graph 16. Revenue Collection 2002-2005

KPI 2: Increased Revenues from eLandjamaica

Revenues from *eLandjamaica* for 2004-5 increased by 265 percent over the year 2003-4. Total revenues for 2004-5 were \$7.11 million, while revenues for the previous year were \$2.68 million.

Portmore Master Map



Portmore Master Map showing a section of Greater Portmore

In March 2005 the NLA launched a revolutionary map of Portmore and its environs, the Portmore Master Map.

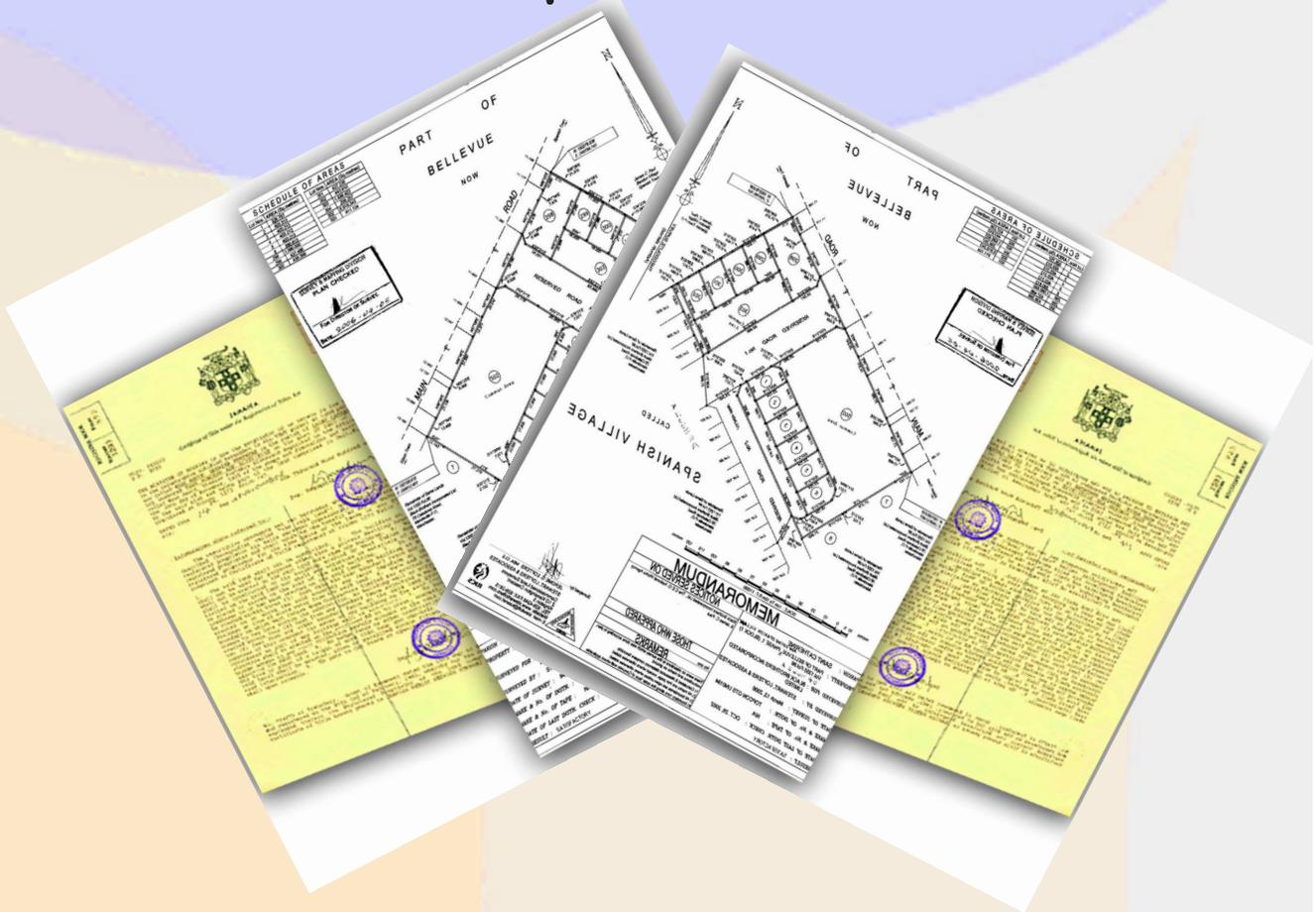
The Portmore Master Map is presented in several layers and can be customised to suit the needs of the customer. It can be used as a road map and for vehicle tracking. It can also be used to show:

- 1) the location of parcels
- 2) special areas such as shopping and health centres, industrial facilities, school zones,

- utility areas and common parking areas
- 3) drains and green areas
- 4) swamps, topography, which provides contour and spots height information
- 5) survey control, which is of specific interest to the surveying community

It is the first of its kind for the Agency and is available in digital and hard copy formats.

Simultaneous Lodgement Express Service



In its commitment to improve customer service delivery, the Agency has, among other things, developed an express service, Simultaneous Lodgement, which allows the survey plans and application for land titles for a subdivision, with 10 lots or more, to be processed at the same time. The development of this service was in direct response to requests from the Jamaica Developers Association to reduce the turnaround time to complete the processing of splinter titles for development projects.

Simultaneous Lodgement is optional as customers may choose to utilize the regular service to

apply for splinter titles. The express service reduces the entire processing time and titles can be produced and delivered within 40 working days. The Land Titles and the Surveys and Mapping Divisions jointly execute the processing of the required documents.

Simultaneous Lodgement was first introduced in late 2003 as a pilot project and became available to customers in July 2004 at a cost of \$15,000 per lot.

A MODEL FOR THE DEVELOPING WORLD

The integrated Land Registration and Parcel Data Management Systems (LRS/PDMS) at the Agency has become a model for other countries that seek to modernise their own systems.

On September 7, 2004, a group consisting of nine (9) persons from Azerbaijan, a country in Eastern Europe, came on a study tour of the National Land Agency. The focus of the visit was to observe the operations of the newly implemented LRS/PDMS that has enabled the Agency to achieve significant improvements in its Land Titling and Digital Cadastral Index/Map

maintenance business processes, in a relatively short period of time. The Azeris were introduced to the NLA's automation and Information Technology (IT) strategies.

The official language of Azerbaijan is Azerbaijani or Azeri but some of the nationals also speak Russian.



A group from Azerbaijan on a study tour of the Surveys and Mapping Division of the NLA. Seated is Anthony Evelyn, Map Compiler (NLA). Standing (right) is Trevor Barrett, Manager, Cadastral Surveys (NLA).

THE STAFF – The Success Behind LRS/PDMS Project

It is said that the most important resource in an organisation is its human resource. This phrase has held true at the NLA. The implementation of the Land Registration System (LRS) and the Parcel Data Management System (PDMS), would not be a success without the hard work and dedication of the staff. To show its appreciation, the NLA honoured the members who had made significant contributions to the project. Approximately 115 employees were acknowledged. Awards were presented in four categories to winners and runner-ups from the LRS and PDMS sides of the project.

Due recognition was also given to the partners to the Project: International Land Systems, Spatial Innovision Ltd, NovaLIS Technologies, ESRI Canada and Fujitsu ICL Caribbean.

The Land Registration System and Parcel Data Management System is a major step forward for the NLA.



Michelle Walters, staff member, accepting the Minister of Land and Environment's Award for Distinguished Learning & Improvement for PDMS from the Honourable Dean Peart.

EXCELLING IN GIS

The National Land Agency has become a leader in the field of Geographical Information Systems (GIS). At the 2004 ESRI International User Conference, held in San Diego, USA, the Agency was awarded a plaque and certificate in recognition of special achievement in this area for successfully implementing the Land Registration System and Parcel Data Management System (LRS/PDMS).

Lisa Kay Lewis, former member of staff, accepted the award on behalf of the NLA at the 2004 ESRI International User Conference in San Diego.



Lisa Kay Lewis and Jack Dangermond, President of Environment System Research Institute (ESRI)

2004 DENBIGH AGRICULTURAL SHOW

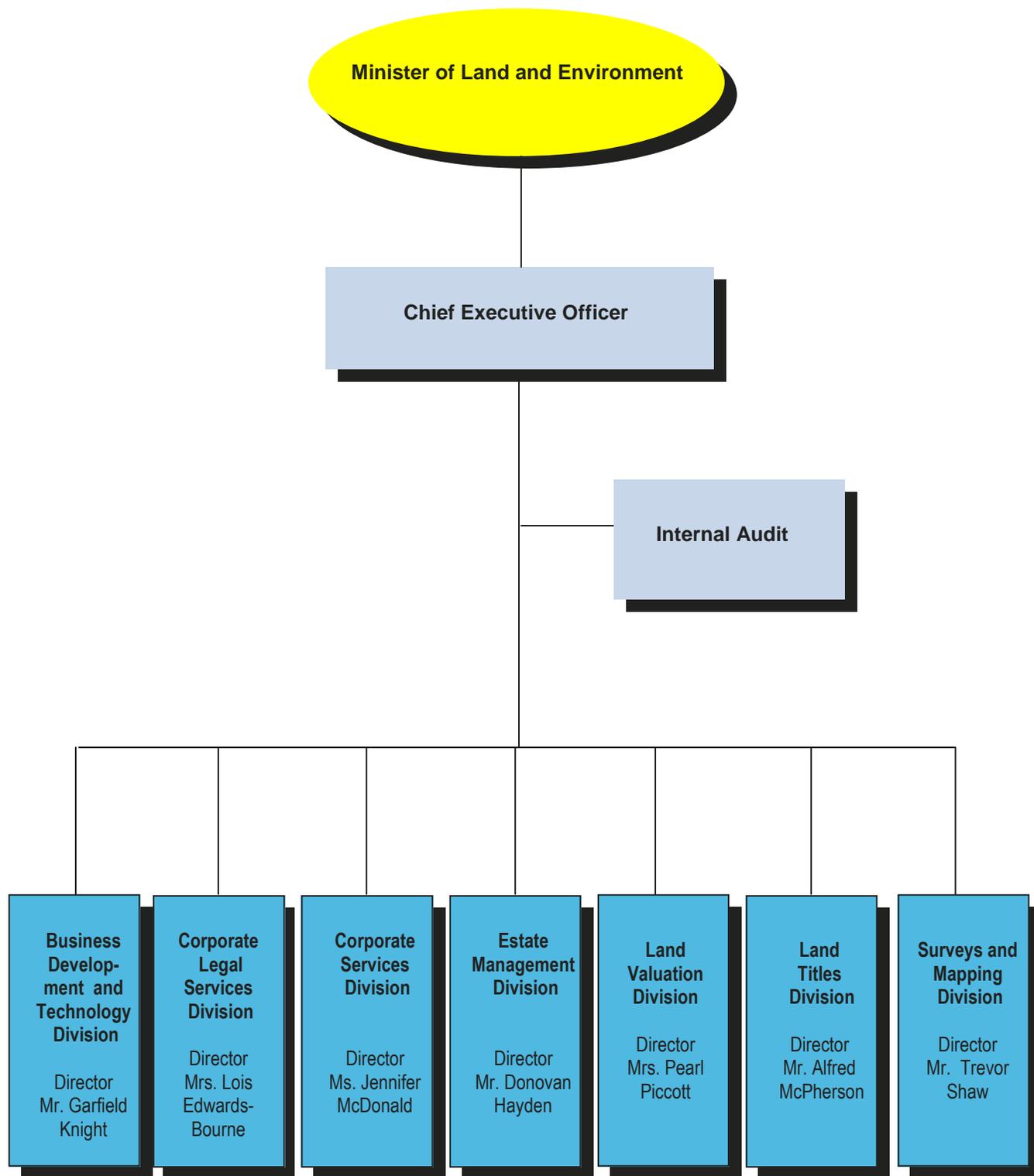


(Standing) a customer at Denbigh being given a demonstration of the Agency's Cadastral Map Index. Seated (middle) Tanesha McKinley, Customer Service Officer of the NLA.

2004 was the Agency's second appearance at Denbigh, having debuted in 2002. Being the main supplier of maps in Jamaica, the Agency used the occasion to promote its customised maps and *eLandjamaica*. In addition the opportunity was used to respond to customers' queries on land related issues such as land settlements, land valuation, surveys and land titling.

Approximately 300 persons visited the Agency's booth over the three days.

ORGANISATIONAL STRUCTURE





Financial Statements

ending March 31, 2005

**AUDITOR GENERAL'S REPORT ON THE
FINANCIAL STATEMENTS OF THE
NATIONAL LAND AGENCY
FOR THE YEAR ENDED MARCH 31, 2005**

I have audited the Balance Sheet of the National Land Agency as at March 31, 2005 and the Revenue and Expenditures 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 these financial statements based on my audit.

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

In my opinion proper accounting records have been kept and the financial statements mentioned above which are in agreement therewith give a true and fair view of the financial position of the National Land Agency as at March 31, 2005 and of the results of its operations and cash flows for the year then ended, in accordance with the Financial Instructions for Executive Agencies.


Auditor General
8/12/2006

Statement of Revenue and Expenditure

For the year ended March 31, 2005

	<u>2004/2005</u>	<u>2003/2004</u>
Revenue		
Registration Fees	373,987,622	283,734,194
Survey Fees	8,263,606	4,690,985
Valuation Fees	4,634,233	5,189,859
Estate Management Fees	811,042	501,489
Total Revenue	<u>387,696,504</u>	<u>294,116,527</u>
Expenditures		
Staff Cost	410,604,975	454,114,463
Travel and Transportation	40,729,611	39,528,478
Rentals	2,179,490	2,151,022
Public Utilities	42,410,792	27,271,111
Goods & Services	113,318,469	37,179,319
Retirement Benefits	8,878,542	-
Depreciation	12,455,437	12,349,608
Total Expenditure	<u>630,577,316</u>	<u>572,594,001</u>
Operating Surplus/(Deficit)	- 242,880,813	- 278,477,474
Adjustments		
50% Revenue to GOJ	- 193,848,252	- 147,058,263
Surplus/(Deficit) Plus Adjustment	- 436,729,064	- 425,535,737
GOJ Financing From Consolidated Fund	515,706,000	404,222,000
Retained Earnings/(Deficit)	<u>78,976,936</u>	<u>- 21,313,737</u>

Balance Sheet

For the year ended March 31, 2005

	Notes	\$	\$	\$	\$
		2004/2005		2003/2004	
<u>FIXED ASSETS</u>					
Furniture & Fittings		16,539,786		14,242,558	
Office Equipment		4,096,593		2,955,923	
Plant & Machinery		10,068,567		9,577,067	
Motor Vehicles		13,860,800		13,860,800	
Computer		35,042,328		29,367,058	
Technical /Scientific Instrument		3,687,701		3,671,701	
Total Fixed Assets		83,295,775		73,675,107	
Depreciation Provision	(4)	(40,459,668)		(28,004,234)	
Net Fixed Assets			42,836,107		45,670,875
Investment In EAIF			-		-
<u>CURRENT ASSETS</u>					
Cash & Bank	(5)	157,441,292		34,491,220	
Debtors	(6)	11,519,728		16,768,920	
		168,961,021		51,260,139	
<u>CURRENT LIABILITIES</u>	(7 & 9)	123,461,132		87,717,341	
<u>NET CURRENT ASSETS</u>			45,499,888		36,457,202
<u>PROVISIONS</u>			-		-
<u>NET ASSETS</u>			88,335,995		9,213,674
<u>FINANCED BY:</u>					
Equity - GOJ Assets	(8)		26,132,775		26,132,775
Donated Asset Reserve	(8)		40,785,854		40,785,854
General Reserve End of Period			21,258,365		(57,704,956)
MOF Financing			159,000		
Total Financing			88,335,995		9,213,674

F. A. S. J.
 Chief Executive Officer

Dec. 4, 2006
 Date

Statement of Cash Flow

For the year ended March 31, 2005

	2004/2005		2003/2004	
	\$	\$	\$	\$
Operating Profit/(Loss)		(436,729,064)		(425,535,737)
Adjustment to Operating Profit				
Depreciation	12,455,437		12,349,607	
Provision for 50% Revenue - GOJ	193,848,252		147,058,263	
Adjustment	65,468			
(Increase) / Decrease in Current Assets	5,249,192		(11,976,044)	
Increase / (Decrease) in Current Liabilities	63,364,600		370,643	
Estate Management Reserves	-	274,982,949	(268,156)	147,534,313
Net Cash Flow from Operating Activities		(161,746,115)		(278,001,424)
Cash Flow from Investing Activities				
Capital Expenditure	(9,620,668)		(1,057,052)	
Net Cash Flow from Investing Activities		(9,620,668)		(1,057,052)
Cash Flow from Financing Activity				
Payment of Revenue to GOJ	(221,388,716)		(131,607,462)	
Recurrent Financing from Consolidated Fund	515,706,000		404,222,000	
Net Cash Inflow/(Outflow) from GOJ		294,317,284		272,614,538
Increase/(Decrease) in Cash & Cash Equivalents		122,950,501		(6,443,938)
Opening Cash Balance		34,491,220		40,935,156
Balance		157,441,721		34,491,220
Unidentified difference		(429)		
Closing Cash Balance		157,441,292		
Represented By:				
Cash & Balances with Commercial Banks		157,441,292		34,491,220

Notes to the Financial Statements

For the year ended March 31, 2005

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 instruments 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 - Estate Management Fees

Certain fees collected by the Agency are held in special accounts pending final processing. These were previously held as reserves. On the advice of external auditors these have been reclassified as current liabilities as of this financial year. Reconciled amounts are paid over to the respective Government agencies and the liability charge reduced accordingly. (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's depreciation is charged in the month of acquisition, but none in the month of retirement or disposal.

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

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

3. Income

Income represents net amount collected for services delivered to customers.

Notes to the Financial Statements

For the year ended March 31, 2005

4. Fixed Assets

	Furniture & Fittings	Motor Vehicles	Plant & Machinery	Computer Hardware	Office Equipment	Technical & Scientific Instruments	Total
Net Book Value 31/03/2004	10,292,302	3,608,900	6,618,115	20,256,149	1,848,166	3,047,232	45,670,865
Additions at 31/03/05	2,297,228	-	491,500	5,675,270	1,140,669	16,000	9,620,668
Donated Assets	-	-	-	-	-	-	-
Adjustments	-	-	-	-	-	-	-
Depreciation as at 31/03/05	1,622,584	2,915,300	1,244,776	6,051,610	412,345	208,821	12,455,437
Net Book Value 31/03/2005	10,966,946	693,600	5,864,839	19,879,809	2,576,490	2,854,411	42,836,096

5. Cash and Bank

	\$
Cash	1,038,036
Appropriation In Aid Bank A/C	1,341,710
Recurrent Bank	25,658,606
Salaries Bank	885,933
NLA Deposit Bank	38,220,924
Estate Management Deposit Bank A/C	19,718,946
EMD Savings Account (SJBS)	67,363,118
Credit / Debit Card A/C	3,214,020
Total	157,441,292

6. Debtors

	\$
Accounts Receivable	
Accounts Receivable (Returned cheque Re-Revenue)	83,474
Accounts Receivables	7,840,141
	7,923,614
Prepaid Expenses and Advances	
Prepaid Expenses and Advances	1,685,348
Travel Advance	3,750
Salary Advance	1,659,306
	3,348,403
Stamp Imprest	179,000
Petty cash Imprest advance	45,500
	224,500
Other Current Assets	
Credit Notes Received	8,851
Other Advance (Overpayment of Salaries)	14,360
	23,211
Total	11,519,728

Notes to the Financial Statements

For the year ended March 31, 2005

7. Current Liabilities

	\$
<u>Payable - Trade</u>	
Accounts Payable Suppliers	52,027
	52,027
<u>Accounts Payable - A.G</u>	
50 % Gross Revenue Payable - A.G.	14,558,219
	14,558,219
<u>Other Accounts Payable</u>	
Deferred Income E-Land	6,140,829
Capital 'A' Fund Balance	219,611
Estate Management Fees	87,137,607
	93,498,047
<u>Accrued Expenses</u>	
Shortpayment Salary/Travel	1,020
	1,020
<u>Other Current Liabilities</u>	
Salaries Payables - Statutory	8,173,434
Salaries Payables - Other	1,333,329
Gratuity Payables	425,273
Customer Deposit Account	590,138
Other Payables	7,496,303
	15,351,819
Total	123,461,132

Notes to the Financial Statements

For the year ended March 31, 2005

SCHEDULE OF DONATED ASSETS

DONATED BY:	Furniture & Fittings	Motor Vehicles	Plant & Machinery	Computer Hardware	Office Equipment	Total
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
Land Valuation Division	722,306.20		52,098.00	567,916.06	335,598.00	1,677,918.26
TOTAL	6,741,330.45	3,468,000.00	2,770,991.00	27,424,752.73	380,780.00	40,785,854.18

Notes to the Financial Statements

For the year ended March 31, 2005

Statement of Changes in Equity

Description	Accumulated (Deficit)/ Surplus	Equity-GOJ Assets	Donated Assets	Total
Balance as at April 1, 2004	(34,764,220)	26,132,775	40,785,854	32,154,409
Additions				
Adjustments	(22,954,350)	-	-	(22,954,350)
	(57,718,570)	26,132,775	40,785,854	9,200,059
Surplus/(Deficit) for the Year	78,976,936			-
				78,976,936
Balance at March 31, 2005	21,258,366	26,132,775	40,785,854	88,176,995

Notes to the Financial Statements

For the year ended March 31, 2005

9 - Estate Management Funds

The following is a schedule of Estate Management Funds as at March 2005 as verified by the Estate Management Bank Balances

Revenue Description	Fund Balance at April 01, 2004	Fee Income for 2004/2005	Adjustments	Subtotal	Amounts paid over to Collecting Agencies	Fund Balance at March 31, 2005
Estate Management Reserves cfwd	419,031	-	17,956	436,987		436,987
Crown Property Sales (Deposit)	11,848,096	27,055,100		38,903,196	- 6,926,307	31,976,889
Land Settlement Deposits	2,135,415	3,836,345		5,971,760	- 2,336,166	3,635,594
Crown Property Sales (Installments)	7,106,268	66,491,668		73,597,936	- 37,480,788	36,117,148
Accommodation (Residential)	1,154,927	9,855,993	384,958	11,395,878	- 9,715,325	1,680,553
Accommodation (Commercial)		461,289		461,289	- 321,119	140,170
Sale of Accomadation Residential		7,592,600		7,592,600	- 5,600,000	1,992,600
Crown Lands Lease	153,217	16,619,118		16,772,335	- 10,166,870	6,605,465
Land Settlement Lease	579,749	9,283,340		9,863,089	- 5,594,616	4,268,473
Rental Received Commercial	-	-		-	- 674,307	- 674,307
Other Deposited Funds		-		-		-
Miscellaneous Revenue	7,000	7,516	207,995	222,511	- 7,516	214,995
Interest Earned	-	446,865		446,865		446,865
Land Settlement ½ Registration Cost	140,764	155,413		296,177		296,177
Other Bank Adjustment Income	-	-		-		-
Totals	23,544,467	141,805,245	610,909	165,960,621	- 78,823,014	87,137,607
<i>Less Bank Charges</i>						- 55,543
<i>Balances as per Estate Bank accounts</i>						87,082,064

Notes to the Financial Statements

For the year ended March 31, 2005

SUMMARY OF NON-TAX REVENUE COLLECTED

<u>Revenue Type</u>	<u>TOTAL</u>
<u>Registration Fees</u>	
Discharges	1,002,920.00
Strata Plan	9,100.00
Lost Title	100.00
Replacement Title	1,727,690.00
Ammenment	33,460.00
Surrender 77	6,727,345.54
Application	6,153,166.00
Transfer	161,989,768.82
Mortgage	160,890,942.15
Certified Copies	34,410.00
Search Certificate	2,557,043.00
Transfer of Mortgage	142,520.00
Change of Name	100.00
Withdrawal of Caveat	9,120.00
Warning (Notice to Caveator)	-
Deposited Plan	56,250.00
Court Order	86,370.00
Power Of Attorney	4,900.00
Death Entry	108,962.00
Restrictive Covenant	4,900.00
Transmission Application	733,330.00
Foreclosure	2,440.00
Variation Mortgage	800.00
Leases	3,000.00
Modification of Covenant	16,400.00
Revocat. Of Power of Att	143,380.00
Caveat Fee	7,743,468.00
Marraiges	20,700.00
Miscellaneous Registration Fee	8,510,571.05
Photocopy Services	196,230.00
Application (registered title)	552,389.00
General Search	2,414,587.50
Specific Search	11,709,800.00
Assurance Fund	401,459.00
Total Registration Fees	373,987,622.06

Notes to the Financial Statements

For the year ended March 31, 2005

SUMMARY OF NON-TAX REVENUE COLLECTED

Survey Fees

Surveys	5,105,047.00
Sale of Monuments	8,265.00
Sale of Maps	374,505.00
Hydrographic Surveys	15,160.00
Photocopy Services	29,360.00
Mapping Services	2,094,067.33
Other Survey Fees	503,302.00
Digital Maps	133,900.00
Total Survey Fees	8,263,606.33

Valuation Fees

Subdivision Certificate	-
Certification Fee	232,920.00
Valuations	317,479.38
Search Fee	282,341.00
Other Valuation Fees	3,801,492.89
Total Valuation Fees	4,634,233.27

Estate Management Fees

Attorney Cost	479,472.09
Photocopy & Transfer Fees	331,570.00
Total Estate Management Fees	811,042.09

Grand Total	387,696,503.75
--------------------	-----------------------

Notes to the Financial Statements

For the year ended March 31, 2005

STATEMENT OF CAPITAL EXPENDITURE

<u>Description</u>	<u>Amount</u>
Furniture & Fittings	2,297,228
Technical & Scientific Instruments	16,000
Plant & Machinery	491,500
Office Equipment	1,140,669
Computer Hardware	5,675,270
Total	<u>9,620,668</u>

Notes to the Financial Statements

For the year ended March 31, 2005

EXCEPTIONAL REPORTS

Estate Management Bank Accounts

The Estate Management Deposit and SJBS accounts are deposit bank accounts in which funds, collected by the Estate Management Division, are held in trust to be paid over to various collecting Agencies eg, Ministry of Water and Housing and Accountant General 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 relating to Capital 'A' projects

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

Notes to the Financial Statements

For the year ended March 31, 2005

Salary Levels as at 31st March 2005 \$1 Million and Over

Salary Band (\$)	No. of Employees
1 million — 1.25 million	10
1.25 million — 1.5 million	17
1.5 million — 1.75 million	-
1.75 million — 2 million	16
2 million — 2.25 million	2
2.25 million — 2.5 million	-
2.5 million — 2.75 million	6
2.75 million — 3 million	1
3.5 million— 3.75 million	1
TOTAL	53

Notes

Corporate Information

**National Land Agency
Corporate Office**
8 Ardenne Road
Kingston 10
Tel: (876) 978-2181-7/ 927-7671-4
Fax (876) 978-0021

Website: www.nla.gov.jm
Email: asknla@nla.gov.jm
Hotline: 1-888-991-LAND (5263)

Business Offices:

Land Valuation Division
8 Ardenne Road
Kingston 10
Tel: (876) 978-2181-7
Fax (876) 978-7205

Land Titles Division
93 Hanover Street
Kingston
Tel: (876) 922-8535-7/922-7887 /
922-7565/922-8702
Fax: (876) 922-3858

Surveys and Mapping Division
23 ½ Charles Street
Kingston
Tel: 876 922-6630-5/ 948-4112/
922-4278/967-1672
Fax: (876) 967-1010

Estate Management Division
20 North Street
Kingston
Tel: (876) 967-3879-81/ 967-3880-1/
967-3890-94
Fax: (876) 967-5083

Central Regional Office
Shop G1-G6
Golf View Shopping Centre
5 ½ Caledonia Road
Mandeville, Manchester
Tel: (876) 962-4261 / 962-4265

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

Estate Management Offices:

RADA
Belfast, Morant Bay
St. Thomas
Tel: (876) 982-2234 / 2205
Fax: (876) 982-1443

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

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

RADA
Folly Road
Port Antonio, Portland
Tel: (876) 993-2763 / 2687

RADA
Claremont
St. Ann
Tel: (876) 972-4216 / 3258

Ministry of Agriculture
Bodles
Spanish Town, St. Catherine
Tel: 983-2281

RADA
Vanity Fair
Linstead
St. Catherine
Tel: (876) 985-6324-5

RADA
63 Coke Drive
Santa Cruz
St. Elizabeth
Tel: (876) 966-2285

RADA
Llandilo
Savanna-la-mar
Westmoreland
Tel: (876) 955-2767 / 4446

RADA
Denbigh
Clarendon
Tel: (876) 786-0784

RADA
Catherine Hall
Montego Bay, St. James
Tel: (876) 952-1876 / 1879
Fax: (876) 971 3251

RADA
9 Seaboard Street
Falmouth, Trelawny
Tel: (876) 954-5601

