



ENHANCING SERVICE
THROUGH TECHNOLOGY

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.

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Letter to the Minister

October 6, 2003

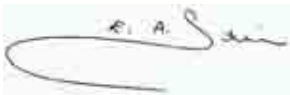
Honourable Dean Peart
Minister of Land and Environment
16A Half-Way-Tree Road
Kingston 5

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 2002/03.

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', is written over a light blue rectangular background.

Elizabeth Stair
Chief Executive Officer

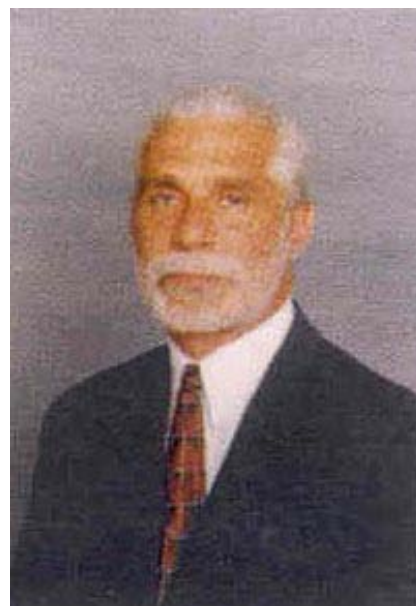
Minister's Message

The GOJ is committed to the implementation of its National Land policy through the enactment or revision of legislation and application of modern technology to achieve sustained development that will improve the economic and social well-being of its people.

The Ministry of Land and Environment and its agencies have been implementing a number of projects and programmes through various bilateral arrangements, the assistance of international organizations and loans from multilateral agencies. In 2002/03 further restructuring of the NLA was undertaken through the introduction of world-class technology in order to provide quality service to both local and international customers. During the year, some of the achievements made in enhancing services to customers included: the publication of the Citizen's Charter and the launch of *eLandjamaica*.

I am proud of NLA's initiative to introduce the Citizen's Charter that expresses the aims of that institution to improve the public sector service standards and operations within the framework of excellence. The Charter will be used to guide the process of enhancing the delivery of service and customer satisfaction, leading not only to the prompt answering of telephones, but an emphasis on reducing its turnaround time and improving productivity.

The *eLandjamaica* service now allows clients to stay in the comfort of their home or office and to access and retrieve information from the records of the Agency over the internet. Information on the value of the property, map information and printing of copies of titles can now be obtained at a cost through the click of a button. *eLandjamaica*, funded by USAID under their New Economy Project, was implemented at a cost of US\$170,000. The preparation of digital documentation for the programme was jointly



**Honourable Dean Peart, M.P.
Minister of Land and Environment**

funded by GOJ, World Bank under the Public Sector Modernization Project and IDB under the Land Administration and Management Programme.

During the year, work started on modernizing the land titling and surveying operations using a Land Registration and Parcel Data Management System. The system incorporates modern technologies such as document imaging, image retrieval, workflow and geographic information systems (GIS). It will allow customers to eventually conduct lodgements of various documents at NLA regional offices and generally reduce the turnaround times for delivery of some new titles transactions.

I am confident that NLA will continue to progress in its efforts to provide exemplary service. We wish to encourage the cooperation of individuals and organizations in our efforts to improve, by working together for our mutual benefit and in the interest of the nation.

We anticipate in the coming years to reap the benefits of our integrated operations and newly introduced technology.

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

**Honourable Dean Peart, M.P.
Minister of Land and Environment**

The Chief Executive Officer's Report



Mrs. Elizabeth Stair
Chief Executive Officer

“The Agency has made several positive strides in this its second year of operation.”

The Agency has made several positive strides in this its second year of operation. We saw the successful launch of our first e-government service, *eLandjamaica*, and introduced the Citizens Charter. The installation of computer hardware totalling US\$393,000 afforded us improved business processes and intranet and internet facilities for our internal and external customers.

Preparatory work for the implementation of the Land Registration and Parcel Data Management Systems (LRS/PDMS) commenced. Under this project, a significant percentage of the manual processes involved in bringing land under the Registration of Titles Act as well as transactions relating to previously registered properties, are to be automated. The PDMS will update, maintain and improve the quality of land information in a digital environment. The systems are targeted for commission by July 2003 and should deliver enhancements in terms of the turnaround times for titles, surveying and mapping services; expand the database for *eLandjamaica* and provide the organization with an improved level of management information and reporting capabilities.

A cadastral index is currently being prepared for Jamaica. This index will show the relative location of all land parcels in an area in a digital for-

mat. Approximately 220,000 parcels or 32% of the island was completed during the year, with some assistance from other Government Agencies.

As part of our modernisation efforts, a website was established for the Agency. In both January and February 2003, the number of hits to this website was approximately 60,000 in each month - the highest recorded since its inception.

Our revenue collections exceeded the previous year by 36.9 percent. In 2001-2, revenue collections were \$206.1 million and increased to \$283.1 million in 2002-3. The collection of revenue for Crown Lands increased by 53 percent during the year, due to an improvement in the management of these lands.

“In both January and February the number of hits to the website approximated 60,000 in each month.”

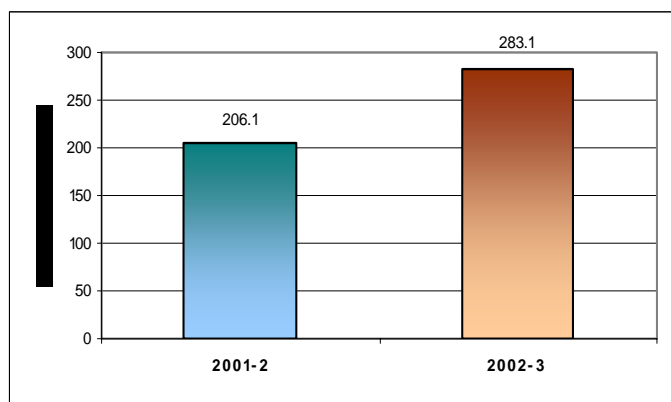
The reduction of the turnaround time for pre-checking survey plans was reduced to 38 days from 50 days.

There was a reduction in the number of days for the completion of memorandum transactions to 12 days from 15 at the start of the year. We were also able to respond to an increased demand for mapping services which contributed to an increase in the revenues generated for the period.

A total of 5,416 objections to valuations were received with respect to the re-valuation exercise of the previous year. The review of objections will form one of the major activities of the Agency during the coming year as we seek to provide a Valuation Roll to ensure equitable taxation.

The challenges of preparing ourselves for the technological improvements and attempts to respond to an increasingly demanding public, were met with an attitude of willingness and co-operation by the staff. They are to be commended for their commitment and dedication.

The Agency has made several positive strides in this its second year of operation. We will continue to build on this solid foundation.



Revenue Comparison

CITIZEN'S CHARTER



CEO handing a copy of the Citizen's Charter to Mr. Glendon Newsome, Commissioned Land Surveyor and President of the Land Surveyors Association of Jamaica

The Agency's Citizen's Charter was launched during NLA Week in January 2003 and copies were given to representatives of our clientele as a signal of our intention to provide service at a high level and to be held accountable for so doing.

OUR MANDATE

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



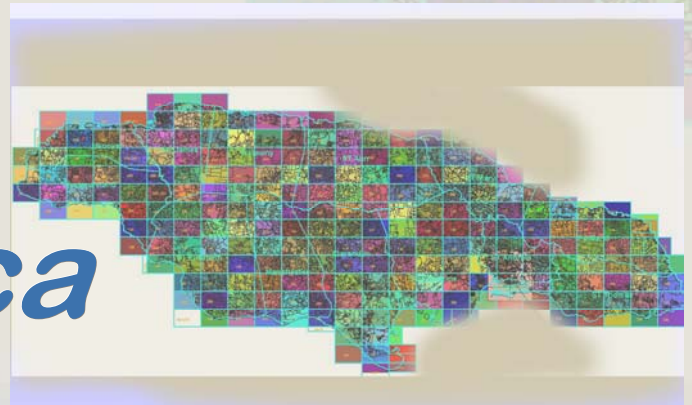
NLA Week Exhibition about to be opened with the cutting of the ribbon by the Honourable Dean Peart, Minister of Land and Environment. Left to Right: Ms. Mosina Jordan, Mission Director, USAID, Mr. Garfield Knight, Director, Information Technology, Mrs. Lois Edwards Bourne, Director, Corporate Legal Services, Mrs. Elizabeth Stair, Chief Executive Officer (Photo courtesy of Gleaner Company)

The Agency's flagship service, *eLandjamaica* was launched at the Hilton Kingston Hotel with all the fanfare deserving of a landmark service in the Public Sector - the provision of selected land information maintained by the National Land Agency over the Internet. Subscribers will be able to view approximately 380,000 scanned Certificates of Title, 1,500 Strata and 4,500 Deposited Plans. Additionally, 680,000 Valuation Roll Reports will provide information on properties as recorded on the Valuation Roll and Topographic and Planimetric Maps.

Two search levels have been incorporated in the service, a free Basic Search, which yields NLA's Valuation Number for a specific parcel. This number can be used to search for the associated Volume and Folio numbers. Individuals needing property tax information will find this service particularly useful, and an Advanced Property Search which allows clients to view and print information from the Land Valuation and Land Titles databases at a cost.

All visitors to the site can conduct Basic Searches, however, remote access for Advanced Searches will be limited to 30 pre-

eLandjamaica



.... *The Launch*



Dr. the Honourable Carlton Davis, Cabinet Secretary

selected subscribers until later this year. NLA's clients who include Attorneys-at-law, Land Surveyors, Valuation Surveyors, Real Estate Agents, Developers, Planners, Engineers and Financial Institutions will find the service valuable and convenient.

According to the Honourable Dean Peart, Minister of Land and Environment, who was the guest speaker at the *eLandjamaica* launch, "the Agency is using technology to improve the quality of service to its clients and the

Jamaican people, at home and abroad. The technology-based service is being launched today in keeping with our policy of making information more accessible to the public."

In reflecting a worldwide trend, Miss Mosina Jordan, Mission Director, USAID, also speaking at the Kingston launch at the Hilton Kingston Hotel, noted that "modern practices and information technologies can radically transform how government conducts its business and works with the private sector. "Such Government practices", she stated, " have shown reduction in administrative costs by 70% and cut the processing time required by more than 50%." The USAID Director also congratu-



Left-Right: Garfield Knight, Director, Information Technology, Jacqueline daCosta, Permanent Secretary in Ministry of Land and Environment, Elizabeth Stair, CEO, Cecile Blake, National GIS Coordinator in the Ministry of Land and Environment, Jennifer McDonald, Director, Corporate Services, Donovan Hayden, Director, Estate Management and Michael Hamilton, Manager, Application Support



Mrs. Elizabeth Stair, Chief Executive Officer

lated the staff of the Agency along with the government "for moving in a direction that demonstrates and promotes competitive service strategies."

Congratulations were also heralded by the Cabinet Secretary, Dr. the Honourable Carlton Davis who noted that the expectations from the public of executive agencies is high and expressed confidence in the ability of the staff to deliver.

AT THE TOP OF OUR GAME



Above: National Land Agency's Football Team — Winner of the Jamaica Civil Service Association 2002 Six-a-Side Football Competition

Right: Lennox Broderick, Assistant Records Information Manager, receiving the Sportplayaz Six-A-Side Trophy from Ferris Zaidie of Sportplayaz on behalf of the National Land Agency at the Jamaica Civil Service Association 2002 Six-a-Side Football Competition



The National Land Agency has excelled in the field of sports.

During the Jamaica Civil Service Association 2002 six-a-side football competition, ten organisations competed for the Sportplayaz Six-A-Side Trophy, with the National Land Agency walking away with the Trophy plus \$10,000. The trophy was presented by Mr. Ferris Zaidie from Sportplayaz, the main sponsor of the Competition.

The Agency entered two teams - Team A and Team B. **Team A** played 6 games, lost 3, won 2 and

drew one. **Team B**, out of 5 games, won 4 and drew one and advanced to the semi-finals where they played against Correctional Services winning that game 1-0. They then went to the finals along with Post and Telecommunications Department and won the trophy with a 3-0 victory.

The football team also took first place in the dress parade.

STRATEGIC OBJECTIVES

The NLA continues to be committed to meeting the following strategic objectives:

1. To improve quality and ensure timely delivery of services.
2. To establish an efficient and coherent policy for the management of Crown lands.
3. To become a client-focused organisation, through on-going consultation with stakeholders.
4. To build a strong organisation with a highly qualified and motivated staff.
5. To establish basic spatial data infrastructure for development and public safety.

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

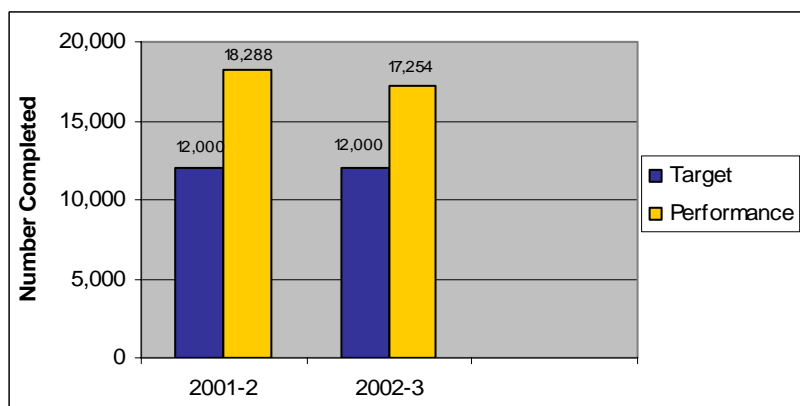


Achievements in Key Performance Indicators (KPI)

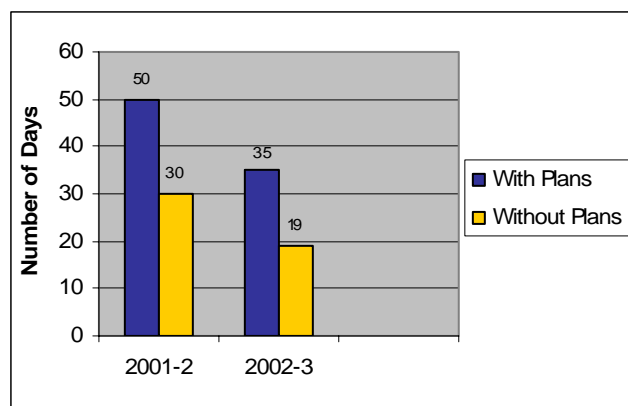
Objective 1:- To improve quality and ensure timely delivery of services

KPI 1. New Titles in Duplicate

The number of new Certificates of Title produced was 17,254 in comparison to the performance for 2001-2 when 18,288 were produced. In both years the performance was significantly above the targeted 12,000. The turnaround time for titles with plans was reduced by 15 days to 35 days, and the turnaround time for titles without plans reduced by 11 days to 19 days. The respective targets for creating titles with and without plans were 30 and 15 days. The combined average turnaround time for the two types of submissions was 31 days in comparison to 70 days for 2001-2.



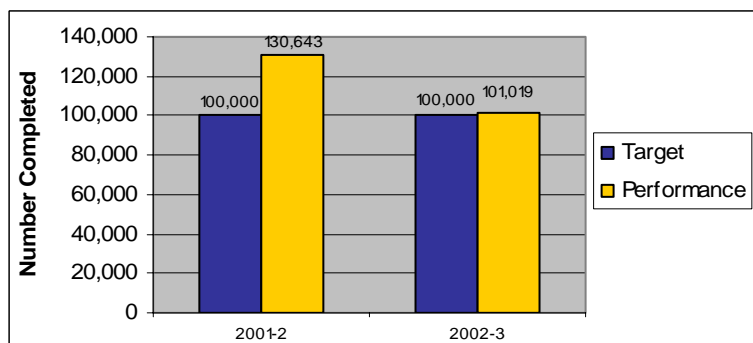
Graph 1. Number of New Titles Produced



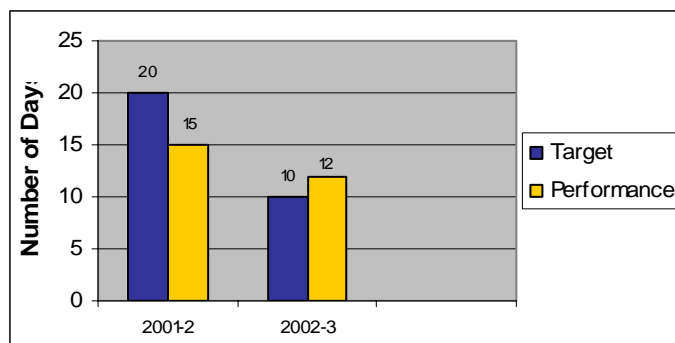
Graph 2. Turnaround Times for Titles

KPI 2. Turnaround Time to process Endorsements

Endorsements include matters such as transfers of ownership and mortgages. The number of endorsements signed for the year was 101,019; this was below the number signed in the previous year 2001-2 by 23 percent. A total of 130,643 endorsements were made in 2001-2. The targeted 100,000 endorsements were exceeded in both years. The turnaround time improved by 20 percent from 15 days to an average 12 days which was more than the targeted 10 days.



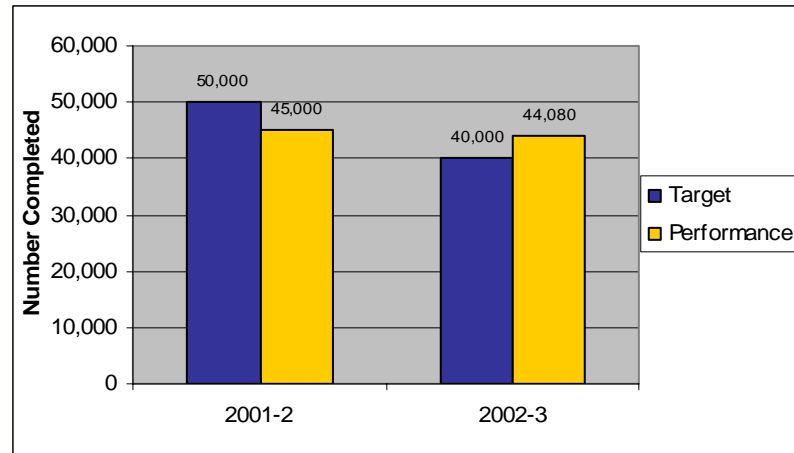
Graph 3. Number of Endorsements



Graph 4. Turnaround Time for Endorsements

KPI 3. Number of Title Searches Completed

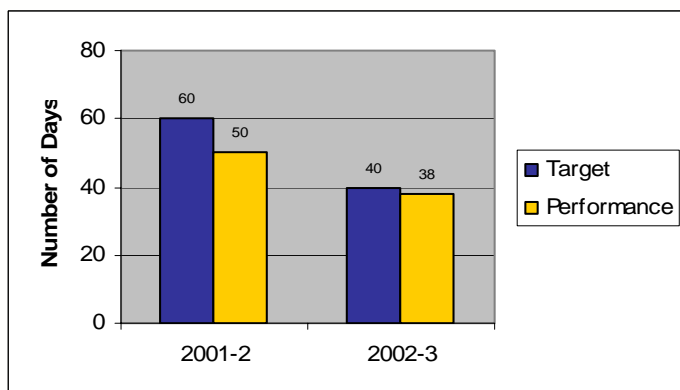
The number of title searches conducted was 44,080. Title searches are done based on requests from the public.



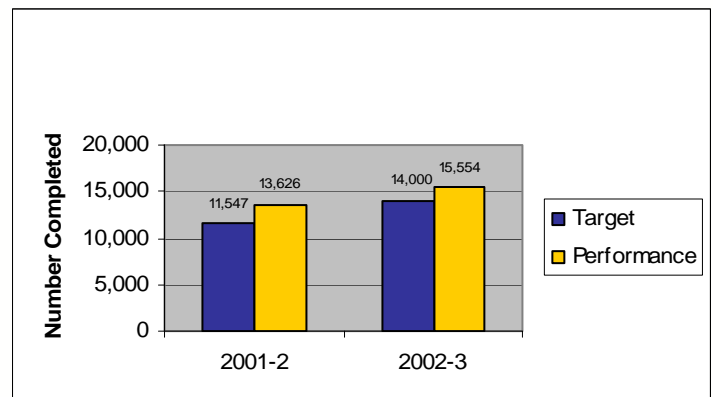
Graph 5. Number of Title Searches

KPI 4. Plans Checked for Commissioned Land Surveyors

There was continued improvement in the turnaround time for completion of the checking of survey plans for commissioned land surveyors. The turnaround time was reduced to an average of 38 days from an average of 50 days for the previous year. There was also an increase in the number of plans checked due to improvements in the business processes.



Graph 6. Turnaround Time for Checking Plans



Graph 7. Number of Plans Checked for Commissioned Land Surveyors

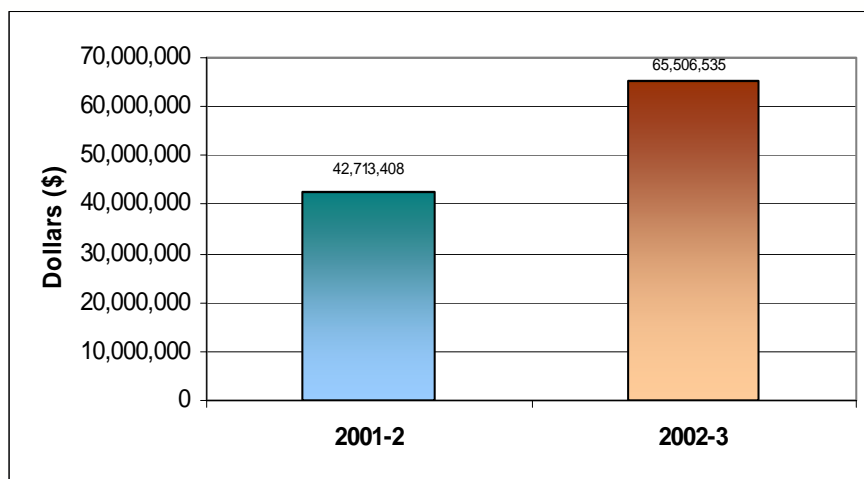
Objective 2: To establish an efficient and coherent policy for the management of Crown lands

KPI 1. Titles Prepared for Land Settlement Schemes

The number of duplicate Certificates of Title prepared in the name of the Commissioner of Lands and Allottees were both below target, as only 60% of the target was achieved for the Commissioner of Lands and 7.5% of the target for allottees. In many instances, the allottees had died and Grants of Representation were not available.

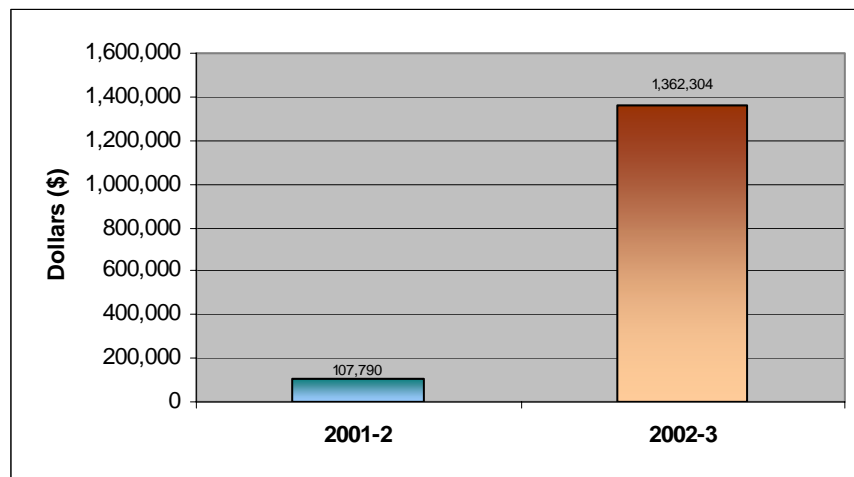
KPI 2. Estate Management Collections

In 2002/2003, the total collections were \$65,506,535. This was a 53% increase over 2001/2002 which was \$42,713,408 (see Graph 8). The \$42,713,408 included \$5,721,886 that was paid to the Ministry of Water and Housing for rentals collected for residential accommodation and \$36,991,542 that was paid over to the Accountant General. In 2002/2003, \$5,494,785 was paid to the Ministry of Water and Housing and \$60,011,750 to the Accountant General.



Graph 8: Total Estate Management Collections

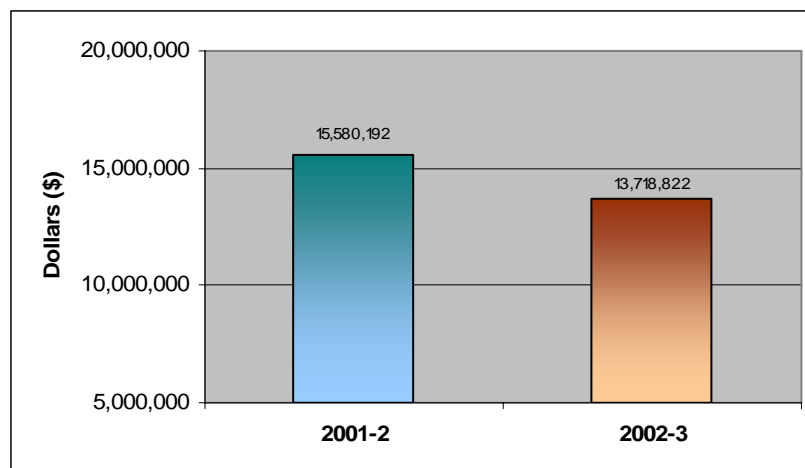
Estate Management Collections (continued)



Graph 9: Total Land Settlement Deposits

There were conversions of properties from Project Land Lease (PLL) to freehold properties (land settlements) that positively impacted on the collections. This was due to the conversion of approximately 7 properties in the parishes of St. Thomas and Clarendon which led to the 1,164 percent increase in these deposits (see Graph 9).

The Commissioner of Lands has a total of 580 properties representing Crown Land Leases islandwide. In 2002/2003, collections were \$13,718,822 in comparison to \$15,580,192 in 2001/2002 (see Graph 10). There are several leases in arrears and Court action has started to recover these arrears.



Graph 10: Total Collections for Crown Land Leases

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

KPI 1. Customer Service Delivery

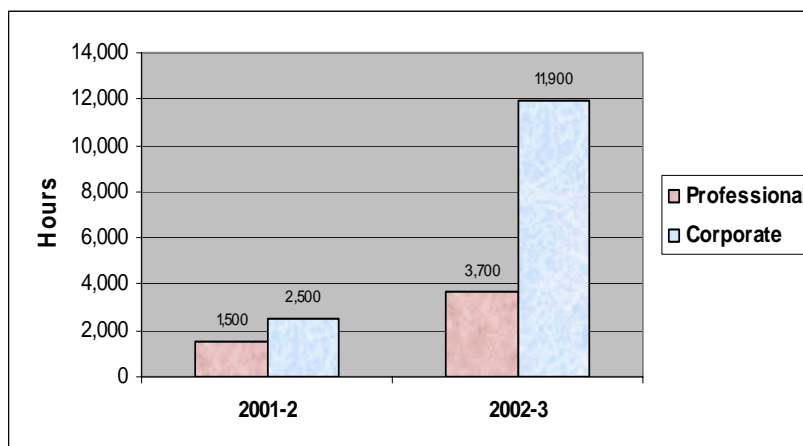
Two of four electronic services targeted were incorporated and implemented in *eLandjamaica*, namely Title searches and Valuation Roll reports. During the *eLandjamaica* launching ceremony, the public was presented with our Citizen's Charter and logo.

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

KPI 1. Minimum Number of Training Hours per Employee

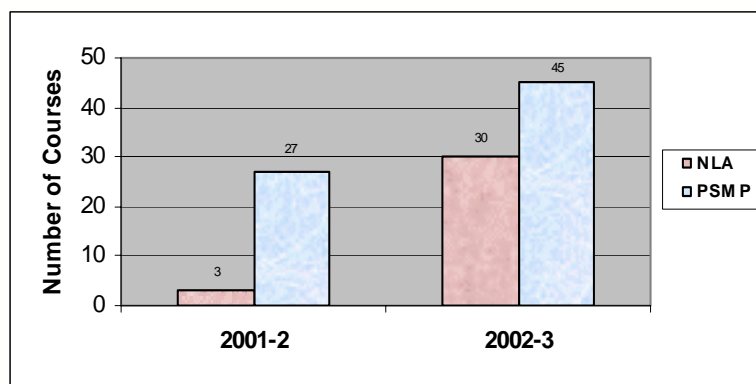
The Agency exceeded its targeted 8 hours training per employee by achieving 10 hours of training on average. There were 63 different types of training programmes and seminars that were attended by members of staff, covering areas such as AutoCAD, Real Estate, Project Management, Change Management and Team Building.

Training can be considered under two components: Corporate and Professional. Corporate Training is not restricted to one division but is relevant to all divisions and would include areas such as customer service and team building. In 2002/2003, 11,900 hours were spent on Corporate Training. Professional Training contributes to the highest levels of professional competence among professional staff and would include areas such as paralegal studies and secretarial upgrading (see Graph 11). A total of 3,700 hours were spent on professional training.



Graph 11: Total Training Hours

The major part of the training costs was sponsored by the Public Sector Modernization Project (PSMP). There were 9800 training hours under this programme from 45 courses. Training in customer service standards involved all members of staff. Two officers at the Director level participated in a course on Strategic Planning and Management of Land Administration and Geographical Information Systems conducted in Sweden. In total, there were eight overseas courses including a Workshop on Land Policy and Administration Management.



Graph 12: Number of training courses by source of funding

KPI 2. Level of Computer Penetration

At the end of the financial year, the level of computer penetration had moved from 50 percent in 2001/2002 to 70 percent. The implementation of the wide area network was 98 percent complete. This will enable the provision of an Intranet service for communication to a wider cross section of staff, including the regional offices, and allow for expanded access to the various computer systems of the Agency.

Objective 5: To establish a basic spatial infrastructure for development and public safety

KPI 1. Digital Cadastral Maps (parcels compiled)

The number of parcels in the digital cadastral mapping database that was referred to the National Grid System increased by 5,255. This compares with the target of 5000, and gives a total of 219,000 parcels in the system currently.

KPI 2. Digital Contours of 1:12,500 Map Series

The targeted number of map sheets in the digital contour of 1:12,500 series, 37, was achieved. There was an increased demand for mapping services during the year.

KPI 3. Expand and Maintain the National Geodetic Network

The number of survey control points established islandwide was 136 compared to 115 for the previous year. The target in 2002/2003 was 55.

NLA Week



**Church Service — (NLA Chorale)
University Chapel**

Information on the Agency's role and contribution to the business community and the society as a whole, its commitment to the provision of quality service and public visibility were all enhanced over a week of activities— NLA Week. The staff of the Agency exhibited exemplary teamwork in the staging of NLA week which ran from Sunday, January 12 to Friday, January 17, 2003.



**Open Day and Exhibition
Hilton Kingston Hotel**

<i>January 12</i>	-	Church Service
<i>January 13</i>	-	Interview on TVJ, 'Smile Jamaica'
<i>January 14</i>	-	Interview on Power 106 FM 'Independent Talk'
	-	Outside broadcast with RJR FM, 'Hotline'
<i>January 15</i>	-	Open Day and Exhibition
	-	Launch of eLandjamaica, Logo and Citizen's Charter
<i>January 16</i>	-	Wellness Day
<i>January 17</i>	-	Games Evening



Wellness Day



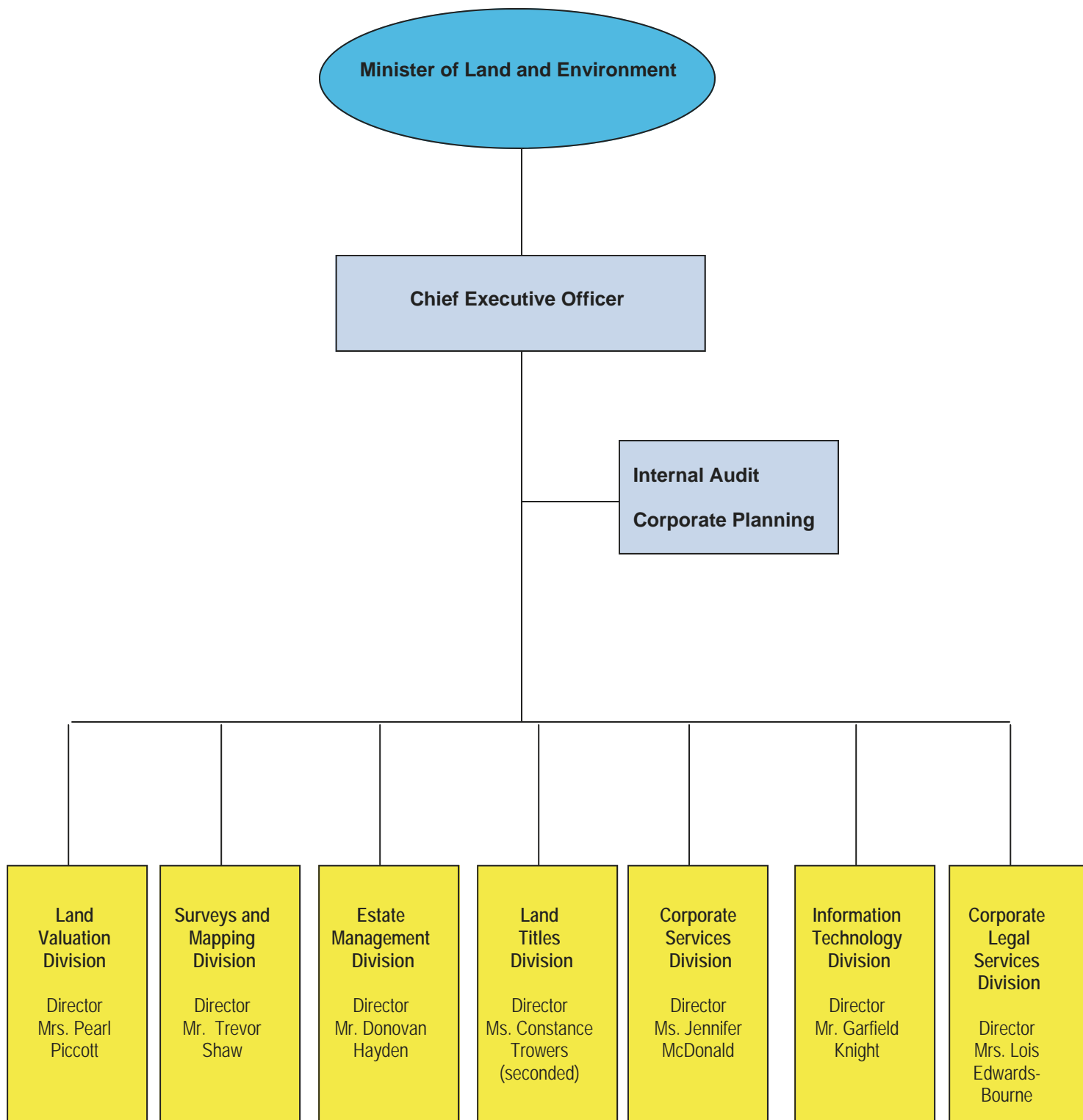
Games Evening

Supporting Education



The Agency made a presentation in August 2002 to the children of members of staff who were successful in the 2002 GSAT examinations.

Organisational Structure





NATIONAL LAND AGENCY

Financial Statements for the year ended March 31, 2003

AUDIT CERTIFICATE
NATIONAL LAND AGENCY
FINANCIAL STATEMENTS
FOR THE YEAR ENDED MARCH 31, 2003

I have audited the balance sheet of the National Land Agency, an Executive Agency, as of March 31, 2003 and the related statements of income, and cash flows 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 my audit provides a reasonable basis for my opinion.

In my opinion, the financial statements give a true and fair view of the financial position of the National Land Agency as at March 31, 2003 and of the results of its operations and its cash flows for the year then ended in accordance with Generally Accepted Accounting Standards and comply with the provisions of Section 14 of the Executive Agencies Act.



Auditor General

September 16, 2003

Statement of Revenue and Expenditure

For the year ended March 31, 2003

Fiscal Year 2002/03

Account	ACTUAL	MONTH BUDGET	VARIANCE	%	ACTUAL	YEAR-TO-DATE BUDGET	VARIANCE	%
REVENUE								
REGISTRATION FEES	17,156,835.21	45,438,000.00	(28,281,164.79)	(62)	208,854,862.42	351,000,000.00	(142,145,137.58)	(41)
SURVEY FEES	322,634.75	915,000.00	(592,365.25)	(65)	5,535,298.87	6,900,000.00	(1,364,701.13)	(20)
VALUATION FEES	257,075.00	151,000.00	106,075.00	70	1,664,193.49	1,625,000.00	39,193.49	2
ESTATE MANAGEMENT FEES	86,150.87	0.00	86,150.87		536,829.35	0.00	536,829.35	
TOTAL REVENUE	17,822,695.83	46,504,000.00	(28,681,304.17)	(62)	216,591,184.13	359,525,000.00	(142,933,815.87)	(40)
EXPENDITURES								
STAFF COSTS	32,420,705.21	23,667,489.00	8,753,216.21	37	308,624,070.89	323,810,000.00	(15,185,929.11)	(5)
TRAVEL AND TRANSPORTATION	3,252,844.09	3,567,500.00	(314,655.91)	(9)	36,544,087.35	42,810,000.00	(6,265,912.65)	(15)
RENTALS	115,579.69	350,826.00	(235,246.31)	(67)	1,898,799.69	4,210,000.00	(2,311,200.31)	(55)
PUBLIC UTILITIES	2,612,160.34	1,407,076.00	1,205,084.34	86	19,906,979.53	16,885,000.00	3,021,979.53	18
GOODS & SERVICES	4,747,467.66	5,666,250.00	(918,782.34)	(16)	42,440,357.33	67,995,000.00	(25,554,642.67)	(38)
GRANTS & CONTRIBUTIONS	0.00	33,337.00	(33,337.00)	(100)	364,306.67	400,000.00	(35,693.33)	(9)
DEPRECIATION	784,319.24	0.00	784,319.24		8,246,249.44	0.00	8,246,249.44	
TOTAL EXPENDITURES	43,933,076.23	34,692,478.00	9,240,598.23	27	418,024,850.90	456,110,000.00	(38,085,149.10)	(8)
OPERATING SURPLUS/(DEFICIT):	(26,110,380.40)	11,811,522.00	(37,921,902.40)	(321)	(201,433,666.77)	(96,585,000.00)	(104,848,666.77)	109
ADJUSTMENTS								
50% REVENUE TO GOJ	(9,025,407.77)	0.00	(9,025,407.77)		(108,294,514.72)	0.00	(108,294,514.72)	
TOTAL ADJUSTMENTS	(9,025,407.77)	0.00	(9,025,407.77)		(108,294,514.72)	0.00	(108,294,514.72)	
SURPLUS/(DEFICIT) PLUS ADJUSTMENTS:	(35,135,788.17)	11,811,522.00	(46,947,310.17)	(397)	(309,728,181.49)	(96,585,000.00)	(213,143,181.49)	221
GOJ FINANCING FROM CONSOLIDATED FUND FUNDING FROM GOJ	23,713,000.00	15,000,000.00	8,713,000.00	58	279,800,000.00	180,000,000.00	99,800,000.00	55
TOTAL GOJ FINANCING	23,713,000.00	15,000,000.00	8,713,000.00	58	279,800,000.00	180,000,000.00	99,800,000.00	55
RETAINED SURPLUS/(DEFICIT):	(11,422,788.17)	26,811,522.00	(38,234,310.17)	(143)	(29,928,181.49)	83,415,000.00	(113,343,181.49)	(136)

F. A. S. J.
Chief Executive Officer

23.7.03
Date

Balance Sheet

For the year ended March 31, 2003

	Notes	\$	\$	\$	\$
		2002/2003		2001/2002	
<u>FIXED ASSETS</u>					
Furniture & Fittings		9,316,906		7,076,980	
Office Equipment		2,798,818		2,114,037	
Plant & Machinery		6,628,485		6,100,049	
Motor Vehicles		13,860,800		13,860,800	
Computer		12,341,683		11,007,948	
Technical/Scientific Instrument		3,671,701		3,671,701	
Total Fixed Assets		48,618,392		43,831,516	
Depreciation Provision	-4	(15,654,625)		(7,408,376)	
Net Fixed Assets			32,963,767		36,423,140
Investment In EAIF			-		
<u>CURRENT ASSETS</u>					
Cash & Bank	-5	40,935,156		30,953,413	
Debtors	-6	4,792,876		1,489,881	
		45,728,031		32,443,294	
<u>CURRENT LIABILITIES</u>	-7	57,238,804		16,246,584	
<u>NET CURRENT ASSETS</u>			- 11,510,773		16,196,710
<u>PROVISIONS</u>			-		-
<u>NET ASSETS</u>			21,452,995		52,619,851
<u>FINANCED BY</u>					
Equity - GOJ Assets	-8	26,132,775		26,132,775	
Donated Asset Reserve	-8	16,786,192		15,209,274	
Revenue Reserve	-9	14,925,247		17,740,839	
General Reserve End of Period		(36,391,219)		(6,463,037)	
Total Financing			21,452,995		52,619,851

Statement of Cash Flow

For the year ended March 31, 2003

	2002/2003		2001/2002
	\$	\$	\$
Operating Profit/(loss)		(309,728,181)	(237,394,037)
Adjust to Operating Profit to arrive at net cash provided by/(used) in operating activities:			
Depreciation	8,246,249		7,408,376
Provision for 50% Revenue - GOJ	108,294,515		81,813,739
Interest	-		
(Increase)/Decrease in current assets	(3,302,996)		(1,489,880)
Increase/(Decrease) in current liabilities	12,645,241		9,103,045
Estate Management Reserves	6,027,045		17,740,839
		131,910,054	114,576,119
Net Cash Inflow/(Outflow) from operating activities		(177,818,127)	(122,817,918)
Cash flow from GOJ			
Payment of revenue to GOJ	(88,790,171)		(74,670,201)
Recurrent financing from consolidated fund	279,800,000		230,931,000
Net cash inflow/(outflow) from GOJ		191,009,829	156,260,799
Cash flow from investing activities			
Capital Expenditure	(3,209,958)		(2,489,467)
Net cash inflow/(outflow) from investing Activities		(3,209,958)	(2,489,467)
Increase/(Decrease) in cash & cash equivalents		9,981,743	30,953,414
Opening cash balance		30,953,413	-
CLOSING CASH BALANCE		40,935,156	30,953,414
Represented by:			
Cash & balances with Commercial Banks		40,935,156	30,953,414

Notes to the Financial Statements

For the year ended March 31, 2003

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 the Financial Statements

For the year ended March 31, 2003

4. Fixed Assets

	Furniture & Fittings	Motor Vehicles	Plant & Machinery	Computer Hardware	Office Equip.	Technical & Scientific Instr.	Total
Net Book Value (1/4/2001)	6,315,763	10,407,000	3,199,898	333,534	1,068,220	3,646,683	24,971,098
Additions	490,517	-	1,223,268	389,566	365,732	20,383	2,489,466
Donated assets	1,336,011	3,468,000		10,304,262	101,000		15,209,273
Adjustment Re - Valuation	(1,065,312)	(14,200)	1,676,883	(19,414)	579,085	4,635	1,161,677
	7,076,979	13,860,800	6,100,049	11,007,948	2,114,037	3,671,701	43,831,515
Depreciation	834,979	3,783,967	790,239	1,487,513	303,918	207,760	7,408,376
Net Book Value 31/03/2002	6,242,000	10,076,833	5,309,810	9,520,435	1,810,119	3,463,941	36,423,139
Additions as at 31/01/2003	1,517,620	-	476,338	765,818	450,183	-	3,209,958
Donated assets	722,306		52,098	567,916	234,589		1,576,909
Adjustments							
Depreciation as at 31/03/03	1,100,625	3,233,967	901,592	2,409,744	391,967	208,354	8,246,249
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

5. Cash and Bank

	\$
Cash	1,817,042
Appropriation In Aid Bank A/C	5,655,003
Expenditure Bank	7,667,804
Salaries Bank	1,956,372
Land Settlement Bank A/C	
Estate Management Deposit Bank A/C	23,838,934
Total	40,935,156

Notes to the Financial Statements

For the year ended March 31, 2003

SCHEDULE OF DONATED ASSET

	Furniture & Fitting	Motor vehicle	Plant & Machinery	Computer Hardware	Office Equipment	Total
DONATED BY:						
PSMP	542,000.00			10,304,262.45		10,846,262.45
WORLD BANK	794,011.51	3,468,000.00				4,262,011.51
Land Valuation Dept	722,306.20		52,098.00	567,916.06	335,598.00	1,677,918.26
TOTAL	2,058,317.71	3,468,000.00	52,098.00	10,872,178.51	335,598.00	16,786,192.22

Notes to the Financial Statements

For the year ended March 31, 2003

6. Debtors

<u>Accounts Receivable</u>	\$
Accounts Receivable (Returned cheque Re-Revenue)	42,533
<u>Prepaid Expenses and Advances</u>	
Prepaid Expenses and Advances	2,628,393
Salary Advance	2,002,009
Travel Advance	3,750
	4,634,152
Stamp Imprest	79,000
Petty cash Imprest advance	17,500
<u>Other Current Assets</u>	
Credit Notes Received	5,331
Other Advance (Overpayment of Salaries)	14,360
	19,691
Total	4,792,876

7. Current Liabilities

	\$
<u>Payable - Trade</u>	
Accounts Payable Suppliers	2,043,477
Contractor's Retention	-
State Cheque	257,338
	2,300,815
<u>Accounts Payable - A.G</u>	
50 % Gross Revenue Payable - A.G.	26,647,882
100 % Gross Revenue Payable - A.G.	8,842,636
<u>Accrued Expenses</u>	
Shortpayment Salary/Travel	1,020
<u>Other Current Liabilities</u>	
Salaries Payables - Statutory	80,998
Salaries Payables - Other	12,966
Gratuity Payables	19,343,181
Other Payables	9,306
	19,446,451
Total	57,238,804

Notes to the Financial Statements

For the year ended March 31, 2003

Statement of Changes in Equity

Description	Revenue Reserve Fund	Accumulated Deficit	Equity-GOJ Assets	Donated Assets	Total
Balance as at April 1, 2002	17,740,839	(6,463,037)	26,132,775	15,209,274	52,619,851
Additions	65,506,535			1,576,918	67,083,453
Adjustments					-
	83,247,374	(6,463,037)	26,132,775	16,786,192	119,703,304
Releases from Reserves	(59,479,490)				(59,479,490)
Surplus/(Deficit) for the Year		(29,928,181)			(29,928,181)
100% for Accountant General***	(8,842,636)				(8,842,636)
Balance at March 31, 2003	14,925,248	(36,391,219)	26,132,775	16,786,192	21,452,996

***This amount is already accounted for in the liability section of the Balance Sheet

For the year ended March 31, 2003

Amounts held as Reserve Assets Expenditure (1911) within 30 days of Reserve Assets to be paid

Notes to the Financial Statements

For the year ended March 31, 2003

SUMMARY OF NON-TAX COLLECTED

Revenue Type	TOTAL
Registration Fees	
Discharges	1,096,649.00
Lost Title	178,770.00
Replacement Title	120,850.00
Application	5,799,404.25
Transfer	106,298,807.85
Mortgage	78,076,047.98
Caveat	2,422,908.83
Search Certificate	548,446.35
Deposited Plan	25,565.00
Power Of Attorney	43,675.00
Transmission Application	668,472.50
Miscellaneous Registration Fee	10,385,578.66
Photocopy Services	2,472,760.00
Application (registered title)	2,988.00
Assurance Fund	713,939.00
	208,854,862.42
Survey Fees	
Surveys	2,139,758.05
Sale of Monuments	825.00
Sale of Maps	615,887.00
Hydrographic Surveys	1,860,885.07
Photocopy Services	39,692.00
Mapping Services	654,736.75
Other Survey Fees	223,515.00
	5,535,298.87

Notes to the Financial Statements

For the year ended March 31, 2003

SUMMARY OF NON-TAX COLLECTED

Revenue Type	TOTAL
Valuation Fees	89,300.00
Subdivision Certificate	1,900.00
Certification Fee	64,860.00
Valuations	80,850.00
Search Fee	1,427,283.49
Other Valuation Fees	1,664,193.49
Estate Management Fees	530,314.35
Attorney Cost	6,515.00
Miscellaneous Land Revenue	536,829.35
Grand Total	216,591,184.13

Notes to the Financial Statements

For the year ended March 31, 2003

STATEMENT OF CAPITAL EXPENDITURE

Description	Amount (J\$)
Furniture & Fitting	1,520,435
Technical & Scientific Instruments	-
Plant & Machinery	476,338
Office Equipment	447,368
Computer Hardware	765,818
Total	<hr/> 3,209,958 <hr/>

Notes to the Financial Statements

For the year ended March 31, 2003

Exception Reports

RetroActive Salary Expenditure

Funds Received from Ministry of Finance for Retroactive salary payment for period 2000-2002 was lodged to the Agency Operational Bank Account. These amount should have been held on a separate Deposit Account. Payment of such expenditure was therefore expended from the Operational Account and as such the expenditure was reflected as a part of the Agency normal expenditure

Estate Management Bank Accounts

The Estate Management Deposit Bank Account and Land Settlement Bank (Saving) are Deposit Accounts in which funds collected by the Estate Management Division are held in trust to be paid over to various Agencies

Notes to the Financial Statements

For the year ended March 31, 2003

Salary Levels as at March 31st 2002 \$1 Million and Over

Salary Band (\$)	No. of Employees
1 million — 1.25 million	12
1.25 million — 1.5 million	14
1.5 million — 1.75 million	-
1.75 million — 2 million	18
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	54

Notes

Notes

Corporate Information

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Fax (876) 978-0021

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Email: asknla@nla.gov.jm
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Surveys and Mapping Division

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