



ADMINISTRATOR-GENERAL'S DEPARTMENT

An Executive Agency

CORPORATE PLAN

2016/2017 – 2018/2019

ADMINISTRATOR-GENERAL'S DEPARTMENT

**CORPORATE PLAN
2016/2017 – 2018/2019**

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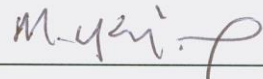
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SUBMISSION TO THE MINISTRY OF JUSTICE


The Management Accountability and Governance Framework Business Plan for the Financial Years 2016/2017 to 2018/2019 is hereby agreed between the Permanent Secretary of the Ministry of Justice and the Chief Executive Officer of the Administrator-General's Department.

Signed by Mark Golding,
Minister of Justice
of the Ministry of Justice



Mark Golding
Minister of Justice

Signed by Carol Palmer,
Permanent Secretary
in the Ministry of Justice



Carol Palmer
Permanent Secretary

Signed by Lona M. Brown,
Chief Executive Officer
of the Administrator-General's
Department



Lona M. Brown
Chief Executive Officer

Dated this 19th day of February 2016

LEGEND

%age	-	Percentage
AG	-	Administrator-General
AGD	-	Administrator-General's Department
CF	-	Common Fund
EA	-	Executive Agency
F/Y	-	Financial Year
G✓MAX	-	G✓X Government Financial Management System
GoJ	-	Government of Jamaica
HWA	-	HWA International, Inc.
IDTT	-	Inter-Disciplinary Transformation Team
KPIs	-	Key Performance Indicators
LA	-	Letters of Administration
TP	-	TRUSTProcessor
MOF&P	-	Ministry of Finance & Planning
MOJ	-	Ministry of Justice
MAF		Management Accountability & Governance Framework
PMES		Performance Monitoring & Evaluation System (for Senior Executives)
PMAS		Performance Monitoring & Appraisal System (for employees)
PMEU		Performance Monitoring & Evaluation Unit – Cabinet Office
TEMS	-	Trust and Estate Management System
Y-T-D	-	Year to Date
Year-1/1 st Year	-	F/Y 2016/2017
Year-2/2 nd Year	-	F/Y 2017/2018
Year-3/3 rd Year	-	F/Y 2018/2019

CHIEF EXECUTIVE OFFICER'S MESSAGE

The Strategic Business Plan of the Administrator-General's Department (the Agency) outlines the objectives and key performance indicators, for the financial years 2016/2017 to 2018/2019.

As at October 2015, the Agency achieved two of its three major priorities, the passing of the amendment to the Administrator-General's Act (A-G's Act) and the restructuring of the organisation. The third priority, the procurement of the services of a developer for a Trust and Estates Management System (TEMS), is scheduled to be completed by the end of the fourth quarter of the 2015/2016 financial year.

The Agency is continuing its efforts to procure the services of a developer for a Trust and Estate Management Software (TEMS) which will automate all the business processes of the Agency and allow for better access to information. TEMS, when implemented will eliminate the need for stand-alone databases which are currently being used.

The Administrator-General's (Amended) Act, 2015 which was enacted on June 26, 2015, gives the Administrator-General powers that will remove the need for an application to be made to the court for a grant of representation and reduce the timeframe for the administration process. The amended Act will serve to enhance the efficiency of the estate administration process and the closure of estate cases that are in backlog.

Since the enactment of the amendment to the A-G's Act the Agency has issued several Instruments of Administration and referred many estates for both Instruments of Administration and Instruments of Distribution.

The addition of the 24 new posts in the restructuring exercise will play a key role in the Agency's ability to meet its goals and objectives as the workload per staff member will be reduced and will redound to improved levels of efficiency within the organisation.

Of the 24 posts approved, 12 were already filled with priority given to property administration and case management. With the reorganising of office space the remaining posts will be filled by the end of the fourth quarter. We expect to benefit significantly from the addition for the first time of a Public Relations Officer and a Social Worker who will have constant interaction with the public. These posts will aid in reducing the information gap that may exists in the public regarding the role and requirements of the Agency.

The Agency prides itself on its high, positive levels of customer service delivery. Our focus on meeting the needs of our clients permeates throughout all our interactions with the public and drives our business processes. Our commitment to consistently delivering excellent customer service resulted in the Agency being awarded the Prime Minister's award for the Best Customer Service Entity for a Single Location in the 2014/2015 Public Sector Customer Service Competition.

In continuing with the thrust to consistently deliver excellent service to its beneficiaries, clients and customers, the Agency will place additional emphasis on public education with a view of increasing public awareness to reduce any information gap that may exist.

In the second quarter of 2015/2016 the Agency expanded its services to the western region of the island by opening an office in Montego Bay. This new location will allow the Agency to serve its clients in Saint James, Westmoreland, Hanover, Saint Elizabeth and Trelawny with greater alacrity and reduce time taken and costs associated with administering an estate. The office is staffed by one Case Officer and two Property Administrators.

The Agency continues to emphasize training to improve productivity and maintain its high level of performance. The expected development of TEMS, as the Agency's move away from manual processes to more automated and digitized functions, training will be carried out to ensure that all members of staff are comfortable and competent in the computerized environment.

The Agency remains committed to executing its mandate in the most efficient and effective manner, to deliver excellent service in all areas of our operation and also enhancing our ability to transfer wealth in a timely manner.



Lona Brown (Mrs.)
CEO and Administrator-General

1. EXECUTIVE SUMMARY

1.1 OVERVIEW

This MAF Business Plan provides the Honourable Minister of Justice and members of the public with the assurance that the Agency has a clear sense of direction and is dealing efficiently with all relevant administrative issues. Additionally, it shows that the Agency is effectively managing its affairs and resources so as to minimize the risk of not meeting or achieving agreed performance standards within stipulated timeframes.

The Plan reflects the Agency's vision and objectives over the next three years, as well as a review of its achievements over the past year. It focuses on the means by which the Agency will deliver on its goals and how it will measure its progress. Any significant divergence of actual results from the stated KPIs will be justified.

This Plan has been prepared under the Management Accountability and Governance Framework approved by the Cabinet. It includes the financial and non-financial targets and commitments that must be supported by established performance indicators with appropriate timeframes for realizing them.

Under the Government-wide reporting requirements, the approved MAF Business Plan will be submitted to the Performance Monitoring and Evaluation Unit (PMEU) of Cabinet Office and to the Planning Institute of Jamaica (PIOJ) as prescribed to permit these entities to monitor the Agency's progress and contribution to the achievement of the National Development Plan - Vision 2030.

1.2 VISION STATEMENT

The Agency's Vision is to be an organization which delivers the highest quality service to persons who by law the A-G is required to protect and to increase output through continued improvement in practices and procedures thereby reducing significantly the level of outstanding cases and effectively responding to new cases.

1.3 MISSION

The Administrator-General's Department protects the interests of beneficiaries and creditors of the estates that the law requires the Administrator-General to administer.

1.4 PLAN SUMMARY

The main purpose of this Strategic Business Plan of the Agency is to:

- Enable the Chief Executive Officer (CEO) and A-G to better manage the Agency in both the short and long term;
- Provide the basis for the establishment of a contract¹ with stakeholders for the targets and performance that will be achieved;
- Define what support the Agency requires from the Government in terms of mandate, capital investment, and new authorities;
- Communicate the results of the Agency's operations and provide a useful reference for the CEO, the Management Team and staff;
- Communicate to the public the administration process and what is required to facilitate the speedy distribution of their entitlement;
- Implement the amendments to the A-G's Act; and
- Develop and implement the Trust and Estate Management System

1.5 FUNCTIONAL AREAS AND MAF FOCUS

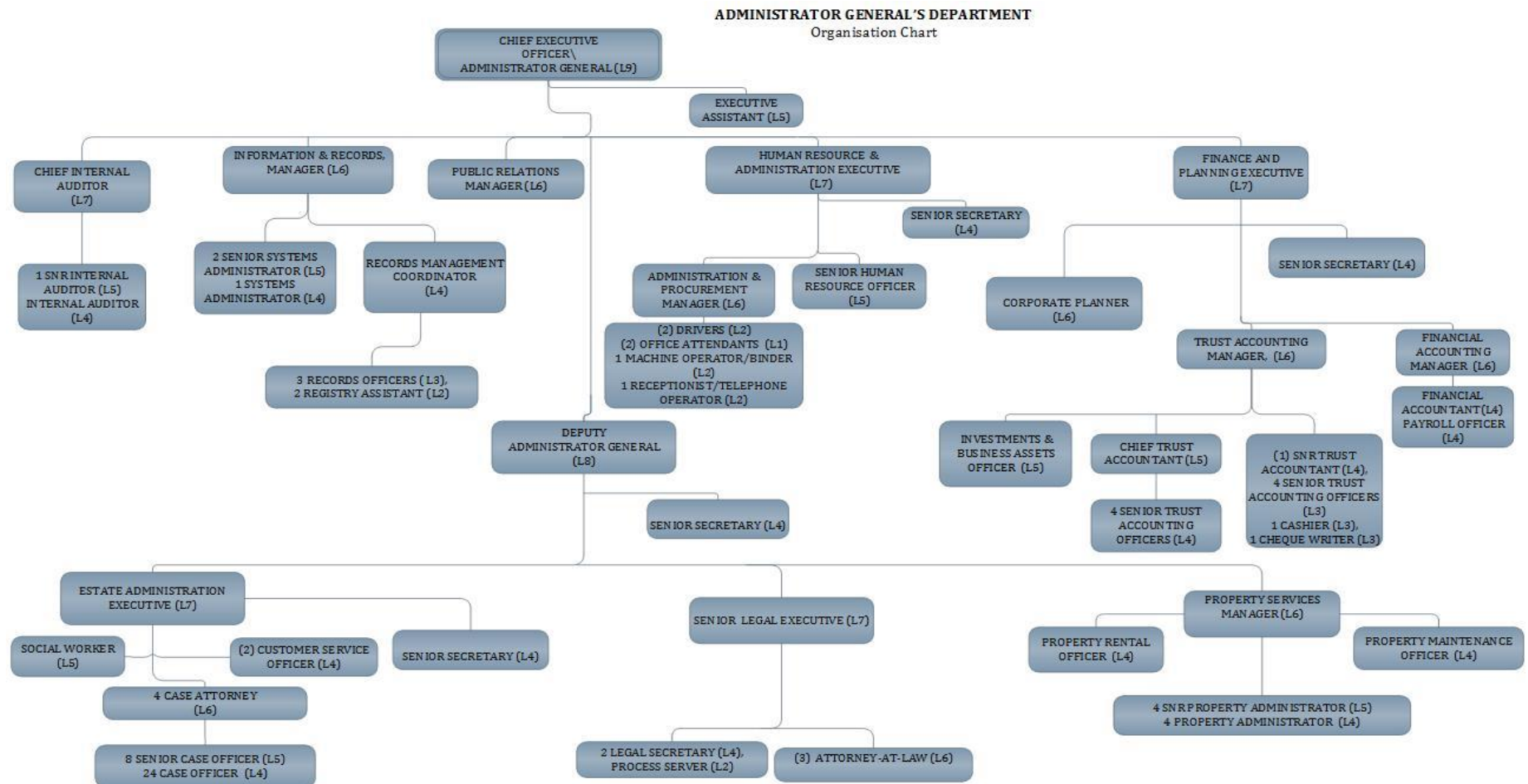
The Executive and Senior Management Team will continue to focus on establishing the overall Policies and Programmes that are supportive of the MOJ's responsibility for equitable social justice. The Executive Team will review and amend its processes to facilitate improved efficiencies in the administration of all estates for the benefit of beneficiaries.

¹ The Minister will sign a Performance Agreement with the CEO and Administrator-General reflective of the elements contained in this Plan

The table below identifies MAF focus responsibilities for the other functional areas of the Agency.

FUNCTIONAL AREAS	MAF FOCUS
Operations - Trust Administration	Risk Management Policy & Programmes Citizen Focused Services Customer Service Accountability
Legal Services	Risk Management Citizen Focused Services Accountability
Property	Risk Management Accountability
Finance & Planning - Financial Accounting, Trust Accounting, Investment, Monitoring of Business Assets forming a part of estates, Corporate Planning	Risk Management External Citizen Focused Services, Stewardship Accountability
Records & Information Systems	Development and implementation of the TEMS Citizen Focused Services Accessibility to ICT Services by External and Internal Clients Risk Management Accountability
Human Resource & Administration	People Internal Citizen Focused Services Accountability

Administrator-General's Department – Organisational Chart



CMD/AGD

2. ENVIRONMENTAL SCAN

2.1 SWOT Analysis

An environmental scan of the Agency points to several internal strengths and weaknesses, as well as several external opportunities and threats, as set out in the table below.

INTERNAL		EXTERNAL	
STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Perpetuity of office • Competent staff • Tools available to complete tasks • Documented policies and procedures in specialised areas • Executive Agency • Good customer service • Continuous training of staff members 	<ul style="list-style-type: none"> • Challenges in procuring software • High volume of work • Backlog of cases • Manual operations 	<ul style="list-style-type: none"> • Inform the public of the estate Administration process • Earn additional revenue to fund a larger portion of budget • Formation of external partnerships • Ability to offer new services • Increased public awareness about estate planning • Availability of improved technologies to allow for automation of processes 	<ul style="list-style-type: none"> • Insufficient human resources/ funding • Resignation of trained staff the time and cost to train • Delay in closing cases due to slow response time from external stakeholders • Uncooperative beneficiaries due to insufficient understanding of the role and function of the Agency

Given the changing environment within which the Agency operates, the SWOT analysis allows for an assessment thereby providing some indication of the actions necessary for the organization to achieve its objectives.

3.0 OVERVIEW OF THE ADMINISTRATOR-GENERAL'S DEPARTMENT

3.1 GOVERNANCE & STRATEGIC DIRECTION

An environmental scan of the Agency's operating environment reveals that in order to achieve its objectives there is need for a continuous coordinated revision of the operating plan for all areas of the agency. There is also the need for the revision of the policies to support best practices and consistency as we embark on new goals. In this regard, the Agency will review all operating policies and procedures to support the full implementation to the amendments to the A-G's Act and to facilitate the implementation of the Trust and Estates Management Software.

3.2 ENTITY VALUES

The A-G's Department prides itself on being an organization that holds true to the public sector values of working towards satisfying the needs and expectations of its customers within a unified culture of efficiency and integrity. The strategic objectives and performance measures are predicated on these values and are monitored consistently to ensure compliance with these objectives.

3.3 LEARNING, INNOVATION AND CHANGE MANAGEMENT

With this improved capacity and constant monitoring and analysis of performance, the Agency will become aware of the areas that may require change and a concomitant awareness of the tools required to achieve these changes. Staff will continue to be encouraged to think creatively as a means of generating innovative ways in which systems and procedures can be restated and improved.

3.4 RESULTS AND PERFORMANCE

Since the attainment of Executive Agency status in April 1999, the Agency has developed a vibrant system of reporting to stakeholders its performance-based indicators that are measured and monitored monthly. Through collaborative strategic planning, areas of integration and linkages within the Agency are readily identified, assessed and used as a tool in the decision-making processes.

Many of the Agency's performance indicators are dependent on the efficiency with which other organizations and institutions perform their duties. When these services are not

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delivered in a timely fashion, many of our deliverables are negatively impacted. To minimize these occurrences, the Agency has been sensitizing these organizations about the unique position the AGD holds as a Trustee for the benefit of minor beneficiaries and the need for the Agency to act with alacrity in the administration of estates.

3.5 LINKAGE TO VISION 2030

In addition to the foregoing, the Agency will contribute to the attainment of the National Development Plan - Vision 2030 through alignment with National Outcome #6: Effective Governance. An assessment of our operations indicates that National Strategies 6.2, Reform of the Justice System, and 6.5, Strengthen public institutions to deliver efficient and effective public goods and services, are those to which the Agency is linked, and we have established our agreed Key Performance Indicators under these two strategies.

The Agency has continued its focus in transferring to beneficiaries' their entitlement in estates. This process allows for the distribution and creation of wealth as the assets can now be utilized as security for further development and entrepreneurial endeavors.

The Agency renews its commitment to significantly reduce the number of backlog cases within the three years of this Plan, while maintaining the currency of other cases being administered.

Realizing how critical data capture and data management are to the process of increased accountability, the Agency will continue its emphasis on automating all processes related to estate management. The expected procurement of the new software will continue the integration of the various sections to facilitate smoother information flow in an electronic environment that is user friendly and able to produce timely reports to our stakeholders.

3.6 CITIZEN SERVICE STRATEGIES

- Provide a level of customer service which ensures that customers' needs are met within available resources;
- Ensure that relevant information is available to the public on the laws of intestacy, on making a Will and offer citizens advice on estate planning and administration; and
- Provide a customer-friendly environment.

3.7 KEY STRATEGIC OUTPUTS

In order to monitor its success in achieving its mission and strategic objectives, the AGD has identified the following key outputs:

- Investigations completed;
- Assets collected; and
- Assets managed and distributed

The accumulation of reported cases without adequate information in the investigation process negatively affects the timely achievement of the other two key outputs. During the life of this plan improved public awareness will be undertaken to reduce the information gap. This will facilitate the timely application for Instruments of Administration.

The amendment to the A-G's Act now allows the A-G to issue his own Instrument of Administration for cases with minors and he will no longer have to rely on Grants of Administration issued by the Courts. This is expected to greatly reduce the time taken to begin the administration process.

It is expected that the additional staff approved and in place during this period and the implementation of TEMS, will contribute to overall improved management and early distribution of assets.

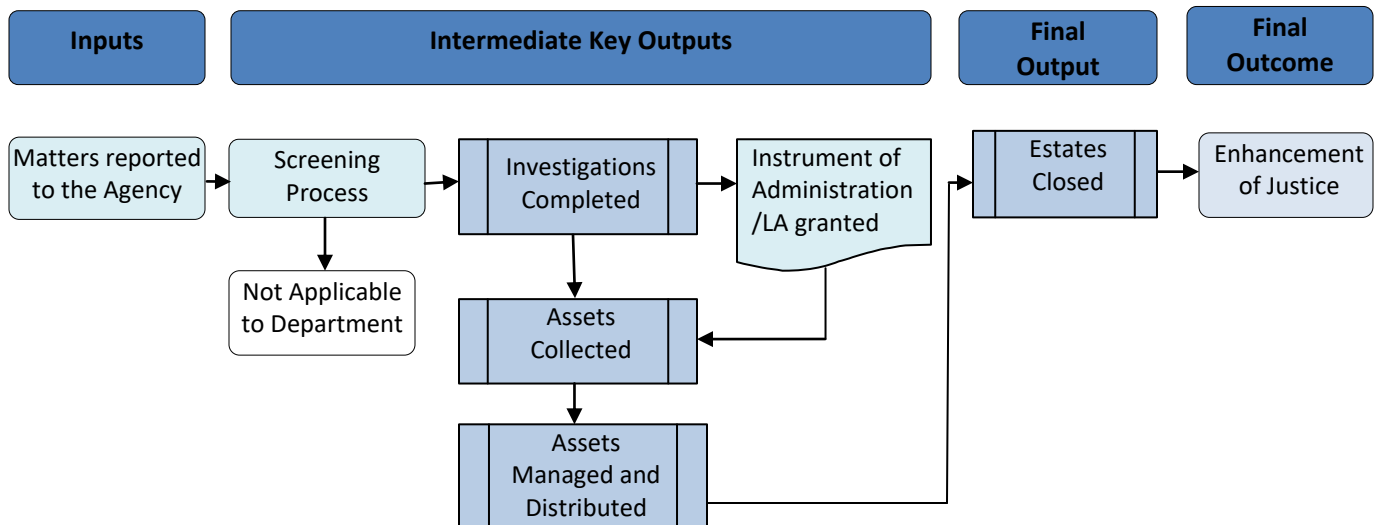
3.8 CORE ACTIVITIES

The core activities of the AGD are:

- I. Enquiring into the status and nature of estates. The AGD must do this in order to ensure that its legal obligations are discharged and that it neither refuses an estate that it must administer nor accepts one that it needs not.
- II. Identifying and collecting the assets of estates. As Administrator of an estate, the AG has the sole legal authority, subject only to a decision of the Court, to hold and manage the assets of an estate for which the AG is named as the Administrator.
- III. Managing the assets of the estates in administration for the benefit of the beneficiaries and creditors. Managing the assets include:
 - Investing estate funds in prescribed instruments;
 - Maintaining properties and collecting rent therefrom; and
 - Monitoring businesses forming part of estates.
- IV. Distributing the assets of the estates to adult beneficiaries.

3.9 Process Map

The relationship of these outputs to the final output and outcome is shown in the following process map.



4. HUMAN RESOURCES CAPACITY PLAN

The Human Resources Capacity Plan for the period 2016/2017 to 2018/2019 benefited significantly from the approval for new members of staff by the Ministry of Finance. The Agency began implementation of the restructured staff complement in April, 2015 moving from the previous complement of 83 to the new complement of 107 by March 2016.

The addition of new staff will allow us to take advantage of changes in the A-G's Act, 2015, in a more efficient manner. When this is coupled with the purchase of TEMS, which should begin development in April 2016, the Department is poised to increase operational output and deliver improved service to its clients.

Over the life of the Corporate Plan, the Agency will be transitioning from manual processes to a more electronic system and will need a workforce capable of operating in this new environment. Training will therefore be prioritised to ensure that all members of staff have the required competencies to maximise output. This process will be led by the Human Resource & Administration unit, in collaboration with our Records & Information Management section.

Units/Divisions or Projects	Staff Complement (2015/2016)	Planned 2016/2017	Planned 2017/2018	Planned 2018/2019
Executive Office	2	2	2	2
Deputy Administrator-General's Office	1	2	2	2
Estate Administration	35	41	41	41
Finance and Planning	19	20	20	20
HRM &A	8	10	10	10
Internal Audit	2	3	3	3
Legal Services	6	7	7	7
Property Services	10	11	11	11
Public Relations	0	1	1	1
Records & Information Systems	8	10	10	10
Total	91	107	107	107
			Total by 2019	107

5. FUNCTIONS OF THE ADMINISTRATOR-GENERAL'S DEPARTMENT

5.1 ADMINISTRATION OF ESTATES

The functions of the AGD are primarily embodied in the A-G's Act and the Intestates' Estates and Property Charges Act.

The Law requires the AGD to administer estates where:

- i. Persons have died intestate leaving children under the age of 18 years
- ii. A testator does not appoint an executor
- iii. The executor has died before the testator
- iv. The executor renounces executorship
- v. There are no proven lawful beneficiaries – *bona vacantia* estates

In categories ii) to iv) above, the AG can allow a residuary or other legatee to take administration of the estate where no minors are mentioned in the will despite the absence of executors. The applicant would receive a Grant of Administration with Will Annexed. Despite this, however, the AGD still ends up having to administer many estates with Will annexed as often there are no willing or able devisees that can make the application.

In respect of *bona vacantia* estates, where there are no proven lawful beneficiaries, the assets would devolve to the Crown. However, persons who believe they have a moral or equitable right in *bona vacantia* estates may petition the Governor-General for a waiver of the rights of the Crown.

It should be noted that prior to the Status of Children Act (1976) children of "illegitimate" birth could not inherit from their father's estate. This gave rise to a large number of *bona vacantia* cases being administered by the Department.

Trust and Committee

The Department administers Trusts and may be appointed Committee for the mentally incapacitated. It also administers and continues to be proactive in a number of large Charitable Trusts, including the H.S. Hoskins Trust, for which Probate was granted to the AG in July 1915. The Trust designates the St. Ann's Bay Hospital and several churches in the vicinity to be the recipients of funds for their respective benefits. This is an enduring trust and still remains with us.

There is also another Trust where we were appointed Trustee for the children of the deceased from 1943 and the last who child is now 100 years old, lives in England and we still continue to make regular payments towards her maintenance.

5.2 FUNCTIONS OF THE AG UNDER THE SUPREME COURT CIVIL PROCEDURE RULES

i. Ad litem Matters

According to Rule 21.7 of the Supreme Court of Jamaica Civil Procedure Rules (2002) (CPR) the Court may order that the AG step into the shoes of a claimant or a defendant where such claimant/defendant is deceased. In recent times we have been appointed by the Court in a large number of these matters.

Ad Litem cases comprise of law suits of varied nature such as sale of assets, specific performance and land disputes.

ii. Certificate of the Administrator General

The AG is mandated by the CPR to issue a certificate to any applicant seeking a grant of administration where under the terms of the AG's Act or the Intestate's Estates and Property Charges Act, the AG is under a duty to apply and where no minor is entitled to any share of the estate. The issuance of such Certificate is time consuming as many documents are required since the AG has to ensure that the applicant has the right to apply. The Agency receives an average of 525 applications per annum.

Funeral Expense Advance

The AGD facilitates Funeral Expense Advances to Funeral Homes once there is intestacy and there is need for access to the deceased's bank account in order to pay for the cost of funeral, however the current expenditure limit is \$500,000.00.

Motor Vehicle Transfer

According to the law, the surviving spouse of an individual who died intestate is entitled to the personal chattel absolutely. Personal chattel is defined as "*furniture and effects, including where relevant ...motor vehicles and accessories ... but not including furniture, motor vehicles or other effects, used at the time of death of the intestate exclusively or principally for business purposes...*".

In light of the foregoing, the AGD will assist a surviving spouse in having the Motor Vehicle Title transferred, provided that:

- the registered owner died intestate;
- there are no debts owed by the registered owner; and
- the vehicle is owned by the intestate solely.

Activities Undertaken by the AGD

The AG must manage all assets of an estate, which include real property (registered or unregistered), businesses (sole proprietorships, partnerships, limited liability companies), intellectual property, shareholdings, insurance policies, investments, farms and bank accounts. An estate asset can even consist of racehorses.

5.3 BASIS OF AUTHORITY

In performing its duties, the following legislation forms the basis within which the Administrator-General's Department operates:

- The Administrator-General's Act (1873)
- The Intestates' Estates and Property Charges Act (1937)
- The Status of Children Act (1976)
- The Legitimation Act (1909)
- The Trustee Act (1897)
- Supreme Court Civil Procedure Rules, 2002
- Resident Magistrates' Court Rules

5.4 PRINCIPLES OF THE AGD

The AGD has developed the following corporate principles for conducting its operations. It will:

- not abuse its monopoly position as the central point for the administration of estates in intestacy;
- closely monitor its costs and strive to operate with efficiency and only pass on the costs as fees for core services;
- provide a safe and healthy environment for customers and staff;
- consult its users and providers of information in order to work with them more effectively;

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- monitor customer needs and the extent to which the Agency is meeting them, improving the reliability, quality and accessibility of services as appropriate and affordable; and
- discharge its functions with due regard to efficiency and economy and the Agency's financial objectives and performance targets.

6. CURRENT ORGANIZATIONAL PERFORMANCE**RESULTS OF PERFORMANCE FOR FINANCIAL YEAR 2015/2016
(as at October 31, 2015)**

The Agency's current performance against its performance indicators and targets for the financial year 2015-2016 is set out in the table below.

Target #	Key Performance Indicator	Target (Annual)	Cumulative Target (Apr–Oct.)	Cumulative Actual (Apr – Oct.)	Variance Y-T-D
CP1	Complete investigations for 90% of the cases from date of receipt of Form of Particulars reporting death [16 weeks] <i>[Operations]</i>	16 weeks	16 weeks	8.15 weeks	49.1% ↑
CP2	Percentage of applications for Grants of Letters of Administration filed within 15 working days from date of referral. [85%] <i>[Legal Services]</i>	85%	85%	100%	17.65% ↑
CP3	Number of Grants of Letters of Administration received [140] <i>[Legal Services]</i>	140 (35)	82	157 LAs 2 IAs	
CP4	Time taken within 90% of the estates to submit request to institution for each confirmed cash asset from date of receipt of Grant of LA [2 weeks] <i>[Operations]</i>	2 weeks	2 weeks	0.73 weeks	63.5% ↑

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Target #	Key Performance Indicator	Target (Annual)	Cumulative Target (Apr–Oct.)	Cumulative Actual (Apr – Oct.)	Variance Y-T-D
CP5	Time taken within 90% of the estates to take formal possession from date of receipt of Grant of LA [2.5 weeks] <i>[Operations]</i>	<i>2.5 weeks</i>	<i>2.5 weeks</i>	1.03 weeks	58.8% ↑
CP6	Number of cases closed [500] <i>[Operations]</i>	500	292	181	38.2% ↓
CP7	Number of estate accounts completed [1,500] <i>[Trust Accounting]</i>	1,500	875	921	5.3% ↑
CP8	Average percentage return on Investment (Estate Funds) [6±2%] <i>[Trust Accounting]</i>	6±2%	<i>6±2%</i>	6.67%	11.17% ↑
CP9	Percentage of tenants against whom action taken to recover rent by the end of the third month in arrears [95%] <i>[Property]</i>	95%	95%	95.9%	0.9% ↑
CP10	Percentage of existing insurable properties insured by the renewal date (based on availability of funds) [95%] <i>[Property]</i>	95%	95%	100%	5.26% ↑

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Target #	Key Performance Indicator	Target (Annual)	Cumulative Target (Apr–Oct.)	Cumulative Actual (Apr – Oct.)	Variance Y-T-D
CP11	Review and submit recommendations to amend relevant legislation [October 30] [DAG]	October 30	-	Submitted October 30	-
CP12	<i>Efficiency</i> : Staff costs managed within budget [275.12M] [Finance]	\$275.12M		\$118.51M	24.8%↑
CP13	Agency's budget managed effectively [\$404.7M] [Finance]	\$404.7M	\$236.075M	\$154.45M	34.6%↑
CP14	Revenue Earned [\$115.2M] [Finance]	\$115.2M	\$67.2M	\$81.23M	20.9%↑
CP15	Business Plan to be submitted to the Ministry of Justice [Nov 30] [Corporate Affairs]	November 30	-	Not yet due for assessment	-
CP16	Procure services of estate management software developer (<i>Actual procurement based on availability of funds</i>) [Mar 31] [Information Technology]	March 31	-	Not yet due for assessment	-

MAF Business Plan 2016/2017 – 2018/2019

Target #	Key Performance Indicator	Target (Annual)	Cumulative Target (Apr–Oct.)	Cumulative Actual (Apr – Oct.)	Variance Y-T-D
CP17	Review and make recommendations for Information and Communications Technology (ICT) infrastructure improvement [Oct 14] <i>[Information Technology]</i>	<i>October 14</i>	-	Submitted October 14	-
CP18	Maintain backup of 95% of the Agency's approved data set [95%] <i>[Information Technology]</i>	95%	95%	100%	5.26%↑
CP19	Percentage of staff receiving an average of 3 hours training [70%] <i>[Human Resource & Administration]</i>	70%	70%	76%	8.56%↑
CP20	Complete staff satisfaction survey. [January 29] <i>[Human Resource & Administration]</i>	<i>January 29</i>	-	Not yet due for assessment	-
CP21	Complete annual performance appraisals for employees [July 31] <i>[Human Resource & Administration]</i>	<i>July 31</i>	-	Submitted July 31	-
CP22	Renew the Agency's insurance policy [April 30] <i>[Human Resource & Administration]</i>	<i>April 30</i>	-	Renewed April 29	-

7.0 PRIORITY PLANS AND PROGRAMMES (2016-2019)

7.1 STRATEGIC OBJECTIVES

1. Assess the entitlement and provide timely distribution of assets to beneficiaries and creditors to expedite closure of estates and improve customer satisfaction.
2. Optimize the net worth of each estate within the law to maximize the value that will accrue to beneficiaries.
3. Provide strategic planning and direction and ensure the cost-effectiveness of the Agency's operations through prudent financial management.
4. Develop the electronic environment and integrate critical business processes to ensure improved efficiency, productivity and security of information.
5. Provide a highly functional work environment where staff members are competent, properly equipped and motivated to perform at the highest level.

CUSTOMER SERVICE AND PUBLIC EDUCATION

The delivery of quality client service is a key focus of the Agency's strategic direction and continuous emphasis is placed on meeting the expectations of customers.

Our commitment to consistently delivering excellent customer service resulted in the Agency being awarded the Prime Minister's award for the Best Customer Service Entity for a Single Location in the Public Sector Customer Service Competition for 2014/2015.

Communication with our beneficiaries and clients is vital to the various processes and is enabled through face-to-face contact and various electronic and other media channels. Our website also provides valuable information to the public.

The Agency's ability to effectively administer estates is heavily reliant on information from clients. Additionally, it is believed that persons are not fully aware of the role of the Department and what to do in the event a person dies intestate and leaving a child under the age of 18.

Based on the Agency's assessment of the matters reported to the office and the difficulties encountered in acquiring relevant documents from clients, there is a need for more public education that will enhance the provision of pertinent information thereby improving the speed of overall service delivery. As a result the Agency will be embarking on a rigorous public education campaign during the first year of the Plan and will be spearheaded by the Public Education Manager. The campaign will include an increase in the number of public relation presentations, advertisement in both electronic and print media, participation in news forums and holding of town hall meetings.

These strategies are geared towards increased public awareness to reduce any information gap that may exist.

ADMINISTRATOR-GENERAL'S DEPARTMENT (AGD)
MAF Business Plan 2016/2017 – 2018/2019

7.2 KEY PERFORMANCE INDICATORS FOR THE FINANCIAL YEARS 2016/2017 TO 2018/2019

Indicator	Year 1	Year 2	Year 3
	2016/2017	2017/2018	2018/2019
STRATEGIC OBJECTIVE 1: <i>Assess the entitlement and provide timely distribution of assets to beneficiaries and creditors to expedite closure of estates and improve customer satisfaction.</i>			
INVESTIGATIONS COMPLETED			
1. Volume: Complete investigation for cases from date of receipt of Form of Particulars reporting death.	300	360	360
LETTERS OF ADMINISTRATION			
2. Issue 90% of Instruments of Administration within 3 months from date of referral.	90%	90%	90%
3. Issue 90% of Instruments of Distribution within 3 months from date of referral.	90%	90%	90%
ASSETS COLLECTED			
4. Speed: Take formal possession for 90% of the estates within 2.5 weeks from date of receipt of Instrument of Administration	90%	90%	90%
ESTATES CLOSED			
5. Volume: Number of cases closed	600	1200	1500
TRUST ACCOUNTING			
6. Volume: Number of estate accounts completed	1,800	<i>* Automated</i>	<i>* Automated</i>

Indicator	Year 1	Year 2	Year 3
	2016/2017	2017/2018	2018/2019
STRATEGIC OBJECTIVE 2: <i>Optimize the net worth of each estate within the law to maximize the value that will accrue to beneficiaries.</i>			
INVESTMENT			
7. Quality: Average percentage return on Investment (Estate Funds)	6±2%	6±2%	6±2%
PROPERTY			
8. Efficiency: Percentage of tenants against whom action taken to recover rent within the end of the third month in arrears [95%]	95%	95%	95%
9. Efficiency: Percentage of existing insurable properties insured by the renewal date (based on availability of funds)	95%	95%	95%
STRATEGIC OBJECTIVE 3: <i>Provide strategic planning and direction and ensure the cost-effectiveness of the Agency's operations through prudent financial management.</i>			
FINANCE & PLANNING			
10. Efficiency: Staff costs managed within budget	\$289.851M	\$290.298M	\$306.850M
11. Efficiency: Agency's budget managed effectively	\$446.897M	\$389.989M	\$415.355M
12. Volume: Revenue Earned	\$123.169M	\$129.233M	\$139.644M
13. Efficiency: Business Plan to be submitted to the Ministry of Justice	November 30	November 30	November 30

Indicator	Year 1	Year 2	Year 3
	2016/2017	2017/2018	2018/2019
STRATEGIC OBJECTIVE 5: <i>Develop the electronic environment and integrate critical business processes to ensure improved efficiency, productivity and security of information.</i>			
INFORMATION TECHNOLOGY			
14. Efficiency: Complete data cleansing process of existing access databases as per approved data-set.	September 30	<i>Implementation</i>	<i>Implementation</i>
15. Efficiency: Review and make recommendations for Information and Communications Technology (ICT) infrastructure improvement	Report to be submitted by October 14	<i>Report to be submitted by October 14</i>	<i>Report to be submitted by October 14</i>
16. Efficiency: Percentage of Agency's approved data set backup	At least 95%	<i>At least 95%</i>	<i>At least 95%</i>
STRATEGIC OBJECTIVE 5: <i>Provide a highly functional work environment where staff members are competent, properly equipped and motivated to perform at the highest level.</i>			
HUMAN RESOURCE			
17. Quality: Percentage of staff receiving an average of 3 hours training	70%	<i>70%</i>	<i>70%</i>
ADMINISTRATION			
18. Efficiency: Renew the Agency's insurance policy	April 30	<i>April 30</i>	<i>April 30</i>

STRATEGIC OBJECTIVE 1:

Assess the entitlement and provide timely distribution of assets to beneficiaries and creditors to expedite closure of estates and improve customer satisfaction.

KEY PERFORMANCE INDICATOR	2016/2017	2017/2018	2018/2019
INVESTIGATIONS COMPLETED			
1. Volume: Complete investigations for cases from date of receipt of Form of Particulars reporting death	300	360	360

KPI No. 1: The objective of this performance indicator is to speedily complete the investigations relating to the status of a deceased person and refer the case to the Legal Services Section for an application for an Instrument of Administration.

In order to refer a case, the investigations must at least confirm: proof of death, proof that one of the beneficiaries is a minor (below the age of 18 years) and proof of an asset. The timely completion of the investigation process however, is highly dependent on the cooperation of the relatives of the deceased and several external organizations such as Government entities and financial institutions. Once the requisite information is received, the matters are referred for the application to be made, thereby facilitating the early administration of the estate.

As at October 31, 2015, the time taken on average to refer an estate to the Legal Services Section for an application for a Grant of LA to be made was 8.15 weeks, a positive variance of 49.1%, against a target of 16 weeks. Notwithstanding this achievement, there are several challenges which hinder the timely completion of the investigative process. The issues which persist include, difficulty in obtaining supporting documentation including certified copy of the death certificate of the deceased, delay in obtaining information regarding the assets of estates from institutions, inaccurate or incomplete Form of Particulars submitted by the person reporting the death, no proof of relationship of at least one minor beneficiary, and insufficient funds to meet the administrative expenses.

These difficulties have resulted in an accumulation of over 600 outstanding cases awaiting one or more of the required supporting documents while an additional 240 new cases are received per year.

For 2016/2017 the target will be geared towards adequately addressing current cases through improved public relations and clearing the outstanding cases.

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The recent amendment to the AG's Act allows the AG to issue his own Instrument of Administration; therefore as soon as the investigations are completed there will be a significant reduction in the time taken to obtain the authority to administer the estate.

Despite the many public awareness sessions in organisations across the country each year there is still a need to sensitize the public as to the role of the Agency and how they can assist in the process. As a result the Agency will be embarking on a public awareness campaign during the first year of the Plan. The Agency will also be partnering with key government, financial and other institutions to facilitate improvement in the receipt of documents that are crucial to the administration of estates.

KEY PERFORMANCE INDICATOR	2016/2017	2017/2018	2018/2019
INSTRUMENTS OF ADMINISTRATION			
2. Prepare 90% of Instruments of Administration within 3 months from date of referral.	90%	90%	90%

KPI No. 2: The preparation for the issue of Instruments of Administration is the responsibility of the Agency's Legal Services Section.

The amendments to the Act set out guidelines that must be followed in issuing the Instrument. The fact that the application is now an internal procedure this will significantly reduce the time taken for the Instrument to be issued.

Since the enactment of the amendment on June 26, 2015, the Department issued its first two Instruments on October 2, 2015.

It is anticipated that with the improved public relations thrust there will be an increase in the number of cases received over the next three years. The need may later arise to provide support for the Legal Services Unit to ensure the strategic objective is achieved.

KEY PERFORMANCE INDICATOR	2016/2017	2017/2018	2018/2019
INSTRUMENTS OF DISTRIBUTION			
3. Prepare 75% of Instruments of Distribution within 3 months from date of referral.	75%	75%	75%

KPI No. 3: The 2015 amendments made to the AG's Act will address the current state of backlog estates in administration which are multi-generational. This will allow the AG to issue an Instrument of Distribution authorizing it to distribute the assets to proven second and third generation beneficiaries without obtaining Grants of letters of Administration in the estates of these beneficiaries.

KEY PERFORMANCE INDICATOR	2016/2017	2017/2018	2018/2019
ASSETS COLLECTED			
4. Speed: Take 90% of formal possession of estate properties within 12 days from date of receipt of Instrument of Administration	90% within 12 working days	90% within 12 working days	95% within 12 working days

KPI No. 4: This performance indicator measures the time taken to take possession of realty which forms part of an estate, after the Grant of LA or Instrument of Administration has been received.

The taking of formal possession transfers the responsibility for the management of the property to the AGD. This allows the Agency to maintain, rent or ratify occupants in order to safeguard the property and/or earn income for the estates. The public relations campaign will aid in addressing some of the misperceptions of the public in relation to our role in the management of the deceased's assets.

The Agency's thrust to complete investigations and obtain Instrument of Administration will result in increased demands of the Property Management unit to take formal possession of properties.

The opening of an office in Montego Bay in July 2015, to serve the County of Cornwall will reduce the travelling time to visit properties in that region.

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The additional Property Officers recruited as a result of the recent restructuring exercise will also assist in the overall management of the current property portfolio which stands at over 4,000 parcels of properties located islandwide.

KEY PERFORMANCE INDICATOR	2016/2017	2017/2018	2018/2019
ESTATES CLOSED			
5. Volume: Number of cases closed	600	1200	2000

KPI No. 5: The ability to close estate cases has been a major challenge faced by the Agency. Some of the difficulties include; the multi-generational nature of a number of estates, locating beneficiaries, obtaining proof of relationship of beneficiaries to the deceased and the lack of funds within the estate to pay relevant taxes and administrative costs.

Approximately 2,000 of the 6,800 cases under administration have been classified as multi-generational where the primary and secondary beneficiaries have died. The amendments to the Administrator-General's Act will facilitate closure of these estates through the issuing of the Instrument of Distribution.

It is projected that once a file is confirmed to meet the requirements of the Amending Act, the process to issue an Instrument of Distribution will take approximately 3 months; however other processes following the issue of the Instrument of Distribution will require more time before distribution of property may be effected.

Based on the time required it is projected that year one of the plan will not result in a significant improvement of closure of these cases, however year 2 and 3 should see the full benefits of the amendments.

The Agency will be undertaking a sensitizing program to help in addressing a general problem in transferring estate assets to its lawful beneficiaries.

In light of the matters identified above, 600 files have been targeted for closure during Year 1, which will be increased in Years 2 and 3.

ADMINISTRATOR-GENERAL'S DEPARTMENT (AGD)
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KEY PERFORMANCE INDICATOR	2016/2017	2017/2018	2018/2019
TRUST ACCOUNTING			
6. Volume: Number of estate accounts completed	1,800	<i>*Automated</i>	<i>*Automated</i>

KPI No. 6: The Agency maintains up-to-date accounting records of all estates in its administration. Statements of Accounts are required in order to ascertain the financial position of each estate and particularly before the final distribution is made to beneficiaries.

The trust accounting process is still manual as we are awaiting the implementation of TEMS. However, despite the absence of automation, statements of accounts are being produced within an average of three days.

At the end of October 2015, the Agency completed 921 estate accounts against a target of 875, a positive variance of 5.3%.

As there has been an improvement in efficiency and record keeping the target has been increased by 20% to 1800.

STRATEGIC OBJECTIVE 2:

Optimize the net worth of each estate within the law to maximize the value that will accrue to beneficiaries.

KEY PERFORMANCE INDICATOR	2016/2017	2017/2018	2018/2019
INVESTMENT			
7. Quality: Average percentage return on investment (Estate Funds)	6±2%	6±2%	6±2%

KPI No. 7: All cash assets of estates are invested in a Common Fund comprising of secured Government of Jamaica instruments which allows for the best rate of return for the beneficiaries while eliminating risk. One of the core priorities of the Agency's investment plan is to maintain adequate liquidity to meet financial obligations of the estates throughout the year.

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At the end of October 2015, the Agency's estate investment portfolio stood at \$2.206B, invested as follows: 13.46% in short-term instruments; 11.90% in medium-term instruments; and 74.64% in long-term instruments.

The average percentage return on investment as at October 31, 2015 was 6.64%, which is within the projected range of 6±2%.

As interest rates continue to trend down, the post-NDX portfolio mix will allow the portfolio to maintain an average rate of return on investment for the three years of the Plan within the region of 6±2% due to the high proportion of the fund in long term, fixed rate instruments.

There is no immediate liquidity threat as the short to medium term balances along with the projected earlier collection of estate funds will provide adequate cash-flow support to meet the projected payment of creditors, estate expenses and distribution to beneficiaries.

All investment related recommendations are evaluated by an Investment Committee and must be approved by the AG.

KEY PERFORMANCE INDICATOR	2016/2017	2017/2018	2018/2019
PROPERTY			
8. Efficiency: Percentage of tenants with arrears over three months against whom action taken to recover rent.	95%	95%	95%

KPI No. 8: The 4,000 estate properties being managed by the Agency are located islandwide and approximately 20% of them have buildings.

Most of these improved properties are occupied by beneficiaries with approximately 250 being occupied by 500 tenants. To assist in the collection of rent, property agents are contracted by the Agency with the responsibility to collect rent and for general overseeing of the property. As at October 2015, year-to-date collection amounted to \$23.9M against billings of \$26.1M.

Despite all efforts to collect rent, there are tenants who default in their payments resulting in rental arrears. Consequently, in an effort to achieve compliance with the rental agreements, the Agency initiates action in accordance with the Rent Restriction Act.

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The Agency takes action against tenants in arrears and, as at October 2015, action was taken against over 95.8% of tenants for payment of rent in arrears and/or possession of property. The Property Section has been working closely with the Legal Services Section in order to attain this target.

To enhance the collection process, the procedure now in place includes:

1. Sending demand letters to tenants who are one month in arrears advising that legal action will be initiated to recover the outstanding amounts if the debt is not settled;
2. Serving a Notice to Quit on delinquent tenants where no payment is received within a specified time;
3. Filing and serving Particulars of Claim on the delinquent tenants.

Efforts will be made in order to maintain this performance and the Agency will continue to monitor properties to ensure compliance with rental agreements.

It is expected that closure of the estates in backlog will reduce the rental arrears.

KEY PERFORMANCE INDICATOR	2016/2017	2017/2018	2018/2019
PROPERTY (con't ...)			
9. Efficiency: Percentage of existing insurable properties insured by the renewal date (based on availability of funds)	95%	95%	95%

KPI No. 9: With approximately 50% of the property portfolio consisting of buildings, special care is being taken to protect these properties from all forms of risk. As a result, the properties are continuously maintained by the Agency; this includes ensuring that the insurable buildings are insured and repairs are effected where required, subject however to the availability of funds. Care has also been exercised to protect the properties from squatting and vandalism.

The insurance process for estates is carried out in accordance with the Government's procurement procedures, and includes securing the services of an Actuary to evaluate the submissions of Insurance Brokers and subsequently selecting the most appropriate insurance company.

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The Agency will continue to ensure that all estate properties that are deemed insurable by industry standards are insured, subject to the availability of funds. Monies to effect insurance are usually obtained from estate assets or, if none is available within the estates, requests are often made of the beneficiaries to advance the requisite amounts.

The restructuring will provide resources to the Property Section which will allow for a reduction in the portfolio assigned to each Property Officer, thus enhancing their ability to assess the insurability of all properties.

STRATEGIC OBJECTIVE 3:

Provide strategic planning and direction and ensure the cost-effectiveness of the Agency's operations through prudent financial management.

KEY PERFORMANCE INDICATOR	2016/2017	2017/2018	2018/2019
FINANCE & PLANNING			
10. Efficiency: Staff costs managed within budget	\$289.851M	\$290.298M	\$306.850M

KPI No. 12: Implementation of the approved restructuring begun during the first half of 2015/2016 and as at October 2015, 12 of the 24 new posts was already filled. The delay in filling the additional posts was as a result of the difficulty in obtaining additional office space. Adjustments were made to create additional space and the recruitment process is expected to be completed by the end of the year.

As at October 2015, staff costs amounted to \$107.76M against a projected Y-T-D total of \$123.982M, a positive variance of 13.1%. The savings year to date is as a result of provision made for additional staff not yet recruited, increment and other lump sum payments due by the end of the fourth quarter.

KEY PERFORMANCE INDICATOR	2016/2017	2017/2018	2018/2019
FINANCE & PLANNING (con't ...)			
11. Efficiency: Agency's budget managed effectively	\$446.897M	\$389.989M	\$415.355M

KPI No. 11: As at October 2015, the Agency spent \$154.45M of the Y-T-D projection of \$202.35M; a positive variance of 34.60%.

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All budgeted expenditure for 2015/2016 is expected to be undertaken by the end of the year, with the exception of the costs associated with the contracting of a Software developer. The procurement process is expected to be completed by the fourth quarter of 2015/16; therefore it is projected that a major portion of the budgeted cost for the software will be incurred during the first year of the plan.

The projected expenditure of the Agency for 2015/2016 to 2018/2019 will take into account provision for the additional staff costs and the procurement of the Trust and Estate Managements System.

KEY PERFORMANCE INDICATOR	2016/2017	2017/2018	2018/2019
FINANCE & PLANNING (con't ...)			
12. Volume: Revenue Earned	\$123.169M	<i>\$129.233M</i>	<i>\$139.644M</i>

KPI No. 12: The Agency's revenue is earned from fees charged to estates for the administrative functions carried out. These include 6% Commission, Legal Fees and Investment Fees. The projected increase in revenue is due to projected improvement in collection of legal fees resulting from increase in the issuing of Instruments of Administration as a result of it being issued internally. Additional revenue is also expected over the life of the Plan due to the projected increase in closure of estate files, thereby allowing for the recovery of fees due to the Agency.

KEY PERFORMANCE INDICATOR	2016/2017	2017/2018	2018/2019
FINANCE & PLANNING (con't ...)			
13. Efficiency: Business Plan to be submitted to the Ministry of Justice	November 30	<i>November 30</i>	<i>November 30</i>

KPI No. 13: The Agency will begin its planning process within the second quarter of each year to ensure that its business plan is submitted to the Ministry of Justice in accordance with the requirements.

The preparation of the business plan is an important process as it outlines the strategic

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direction of the Agency and defines the medium to long-term goals and objectives of the Agency. Submission in November of each year facilitates discussions with the parent Ministry for the finalization of the medium term plan.

STRATEGIC OBJECTIVE 4:

Develop the electronic environment and integrate critical business processes to ensure improved efficiency, productivity and security of information.

KEY PERFORMANCE INDICATOR	2016/2017	2017/2018	2018/2019
INFORMATION TECHNOLOGY			
14. Efficiency: Complete data cleansing process of existing access databases as per approved data-set	September 30	<i>Implementation</i>	<i>Implementation</i>

KPI NO. 14: The procurement process of the Trust and Estates Management System is projected to be completed by the end of 2015/2016.

Development of the software is projected to commence during first quarter of year 1 of the plan and is projected to be completed during first quarter of year 2. The data cleansing exercise will ensure that existing stand-alone databases are ready for migration into TEMS.

KEY PERFORMANCE INDICATOR	2016/2017	2017/2018	2018/2019
INFORMATION TECHNOLOGY (con't ...)			
15. Efficiency: Review and make recommendations for Information and Communications Technology (ICT) infrastructure improvement	Report to be submitted by October 14	<i>Report to be submitted by October 14</i>	<i>Report to be submitted by October 14</i>

KPI No. 15: The objective of a review of the Information and Communications Technology (ICT) infrastructure is to support the Agency in its transformation through the improvement of core ICT infrastructure. This will allow for recommendations to be made for further development of the Agency's ICT infrastructure and to make provisions for any foreseeable growth in size, complexity and service offerings.

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This will enable the provision of a more efficient client-service, thereby contributing to improved performance, customer satisfaction and the long-term growth and development of the Agency. The plan for this period will be focussed on the assessment of the hardware requirements to facilitate the implementation of TEMS.

The Agency is committed to ensuring that a robust MIS hardware infrastructure exists, leveraging the power of ICT to ensure that core services are delivered in an efficient manner and the strategic objectives of the Agency are met.

KEY PERFORMANCE INDICATOR	2016/2017	2017/2018	2018/2019
INFORMATION TECHNOLOGY (con't ...)			
16. Efficiency: Percentage of Agency's approved data set backup	At least 95%	At least 95%	At least 95%

KPI No. 16 It is necessary to ensure that the Agency's mission-critical data, essential for the ongoing operation of the Agency, is secured and available for use. The Agency has implemented policies and procedures to ensure that its data is secured and can be recovered in the event of loss.

As at October 2015, the Agency had maintained regular backup of the data through the cloud, offsite (locally) and in-house and for the life of the Plan, the Agency will continue to use the same methods.

The onsite and nearby locations will allow for quick access for the recovery of data impacted by a disk drive failure. The remote location will ensure that the data will be recoverable in the event of a major disaster within the island.

STRATEGIC OBJECTIVE 5:

Provide a highly functional work environment where staff members are competent, properly equipped and motivated to perform at the highest level.

ORGANIZATIONAL STRUCTURE

The Agency began implementation of the restructured staff complement in April, 2015 with the aim of moving from the previous complement of 83 to the new complement of 107 by March 2016.

With the new staff members in place, the Agency is poised to maximize the benefits of changes to the Administrator-General's Act and the pending implementation of the Trust & Estate Management System (TEMS).

The addition of key staff in areas such as Public Education and Social Work will also increase the visibility of the Agency and the work of the Department. It is expected that this increased public awareness of the Agency's role and responsibilities will positively impact the work of the Department. The linkages forged with the public and other governmental agencies will make the estate administration process more efficient.

KEY PERFORMANCE INDICATOR	2016/2017	2017/2018	2018/2019
HUMAN RESOURCE			
17. Quality: Percentage of staff receiving an average of 3 hours training.	70%	70%	70%

KPI No. 17: As at the end of October 2015, 76% of staff members had received an average of 3 hours or more of training in accordance with the training plan which was developed for the financial year.

Areas of training emphasized were Change Management, Leadership Development, Performance Management, Legal, Financial, Information Technology and Personal Development. Consistent with what was done over the past years to address the budgetary constraints, a number of courses were conducted by in-house personnel. The plan for the next three years is to continue the development of our human resource through training.

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Additional budgetary allocation is planned to facilitate the adequate training of the additional 24 new staff.

KEY PERFORMANCE INDICATOR	2016/2017	2017/2018	2018/2019
ADMINISTRATION			
18. Efficiency: Renew the Agency's insurance policy	<i>April 30</i>	<i>April 30</i>	<i>April 30</i>

KPI No. 18: The Agency remains cognizant of its responsibility to protect and secure the assets of the government, thereby minimizing risk. It is important to ensure that the necessary insurance coverage is in place for the financial year. The areas covered by the Agency's insurance policy include computer equipment, furniture and fixtures, motor vehicles, loss of money and employer's liability.

The Agency will continue to exercise good judgment and sound decision-making in the protection of its assets, while also ensuring that the assets are kept in optimal working condition, effectively reducing the associated risks.

In financial years 2016/2017 to 2018/2019, the Agency will continue to be prudent in the management, maintenance and security of its assets.

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BUDGETED EXPENDITURE & REVENUE FORECAST

FINANCIAL YEARS 2016/2017 TO 2018/2019

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ADMINISTRATOR-GENERAL'S DEPARTMENT
BUDGETED EXPENDITURE STATEMENT F/Y's 2016/2017 – 2018/2019
(with Expenditure Outlays for F/Y 2015/2016)

	Object Classification	F/Y 2015/16	Actual Exp. To Oct.'15	Projected to 31 Mar '16	F/Y 2016/17	F/Y 2017/18	F/Y 2018/19
	21. Compensation of Employees					\$ 2,243,905	\$ 2,288,782
210101	Monthly	\$ 188,400,000	\$ 96,376,275	\$ 95,006,000	\$ 186,115,000	\$ 189,826,080	\$ 193,622,602
210199	Fortnightly	\$ 5,350,000	\$ 3,850,000	\$ 3,775,000	\$ 8,600,000	\$ 8,772,000	\$ 8,947,440
211301	Statutory Ded. (Employer's NIS)	\$ 3,937,500	\$ 1,716,539	\$ 1,500,000	\$ 3,562,500	\$ 3,937,500	\$ 3,861,000
211305	Statutory Ded. (Employer's NHT)	\$ 6,268,500	\$ 2,572,660	\$ 3,491,631	\$ 6,556,950	\$ 6,562,725	\$ 6,719,081
210116	Gratuity & Terminal Grant	\$ 7,500,000	\$ 1,850,384	\$ 4,550,000	\$ 4,800,000	\$ 5,000,000	\$ 12,500,000
210607	Incentive	\$ 12,800,000	\$ -	\$ 14,500,000	\$ 15,250,350	\$ 15,500,000	\$ 16,000,000
211204	Pension Contribution (Employer)	\$ 8,400,000	\$ 4,974,986	\$ 3,275,000	\$ 11,200,000	\$ 11,500,000	\$ 12,500,000
210103	Temporary & Relief	\$ 2,400,000	\$ 2,000,046	\$ 1,629,396	\$ 5,000,000	\$ 1,500,000	\$ 3,000,000
210103	Contract Labour	\$ -	\$ -	\$ 1,500,000	\$ 3,600,000	\$ 2,400,000	\$ 2,400,000
211202	Group Life Insurance	\$ 1,300,000	\$ 483,942	\$ 540,000	\$ 1,564,000	\$ 1,400,000	\$ 1,400,000
210804	Professional Allowances	\$ 4,653,000	\$ 1,970,342	\$ 1,600,000	\$ 4,480,000	\$ 4,200,000	\$ 4,200,000
	TOTAL	\$ 241,009,000	\$ 115,795,174	\$ 131,367,027	\$ 250,728,800	\$ 250,598,305	\$ 265,150,123
	22. Travel Expenditure & Subsistence						

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220101	Upkeep	\$ 27,874,000	\$ 13,158,530	\$ 14,985,000	\$ 30,922,000	\$ 33,000,000	\$ 34,000,000
220602	Subsistence	\$ 750,000	\$ 465,175	\$ 600,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
220501	Mileage, Taxifare	\$ 3,000,000	\$ 1,682,812	\$ 1,750,000	\$ 4,200,000	\$ 4,200,000	\$ 4,200,000
220802	Foreign Travel	\$ 2,500,000	\$ 643,434	\$ 2,000,000	\$ 3,000,000	\$ 1,500,000	\$ 2,500,000
	TOTAL	\$ 34,124,000	\$ 15,949,951	\$ 17,335,000	\$ 39,122,000	\$ 39,700,000	\$ 41,700,000
	23. Rental						
230101	Property	\$ 21,100,000	\$ 9,640,575	\$ 8,559,200	\$ 24,000,000	\$ 26,000,000	\$ 28,000,000
230501	Parking	\$ 2,900,000	\$ 3,400	\$ 3,175,000	\$ 3,200,000	\$ 3,400,000	\$ 3,600,000
	TOTAL	\$ 24,000,000	\$ 9,643,975	\$ 11,734,200	\$ 27,200,000	\$ 29,400,000	\$ 31,600,000
	24. Public Utilities						
240101	Electricity	\$ 6,000,000	\$ 1,999,013	\$ 2,280,000	\$ 4,800,000	\$ 5,200,000	\$ 5,600,000
240201	Telephone - Line	\$ 1,200,000	\$ 449,174	\$ 400,000	\$ 1,000,000	\$ 1,200,000	\$ 1,200,000
240399	Telephone - Cellular	\$ 500,000	\$ 62,835	\$ 600,000	\$ 800,000	\$ 800,000	\$ 800,000
240799	Telephone - Internet & Backup	\$ 1,750,000	\$ 1,134,179	\$ 1,200,000	\$ 2,500,000	\$ 2,500,000	\$ 2,600,000
	TOTAL	\$ 9,450,000	\$ 3,645,201	\$ 4,480,000	\$ 9,100,000	\$ 9,700,000	\$ 10,200,000

	Object Classification	F/Y 2015/16	Actual Exp. To Oct.15	Projected to 31-Mar'16	F/Y 2016/17	F/Y 2017/18	F/Y 2018/19
	25. Purchase of Goods & Services						
250799	Stationery	\$ 650,000	\$ 733,247	\$ 500,000	\$ 1,200,000	\$ 650,000	\$ 700,000

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MAF Business Plan 2016/2017 – 2018/2019

251501	Advertising & Public Relations	\$ 1,200,000	\$ 705,584	\$ 2,500,000	\$ 4,500,000	\$ 4,000,000	\$ 4,000,000
250200	Food & Drink	\$ 600,000	\$ 384,533	\$ 400,000	\$ 800,000	\$ 600,000	\$ 600,000
250600	Subscriptions to Professional Magazines	\$ 600,000	\$ 471,253	\$ 300,000	\$ 700,000	\$ 700,000	\$ 700,000
252500	Computer Supplies & Repairs	\$ 1,000,000	\$ 464,229	\$ 700,000	\$ 1,750,000	\$ 800,000	\$ 800,000
251803	Printing	\$ 600,000	\$ -	\$ 300,000	\$ 500,000	\$ 600,000	\$ 600,000
252601	Computer Software Maintenance	\$ 4,447,000	\$ 2,264,035	\$ 2,400,000	\$ 4,800,000	\$ 12,100,000	\$ 12,100,000
252100	Furniture & Equipment Repairs	\$ 500,000	\$ 697,905	\$ 500,000	\$ 1,200,000	\$ 800,000	\$ 800,000
251900	Official Entertainment - CEO	\$ 100,000	\$ 10,279	\$ 88,000	\$ 100,000	\$ 100,000	\$ 100,000
250801	Petrol, oil and Lubricants	\$ 1,000,000	\$ 470,702	\$ 550,000	\$ 1,200,000	\$ 1,200,000	\$ 1,000,000
251600	Insurance of Assets	\$ 850,000	\$ 686,322	\$ 100,000	\$ 900,000	\$ 1,000,000	\$ 1,000,000
252101	M/V Maintenance & Repairs	\$ 800,000	\$ 753,408	\$ 520,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
254401	Security Services	\$ 720,000	\$ 288,025	\$ 350,000	\$ 720,000	\$ 720,000	\$ 720,000
253006	Refund of Tuition Cost	\$ 750,000	\$ -	\$ 1,200,000	\$ 1,000,000	\$ 1,000,000	\$ 750,000
253007	Training	\$ 1,000,000	\$ 97,806	\$ 900,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
259900	Other Purchases – Goods & Services	\$ 1,400,000	\$ 9,064,903	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000
254402	Armoured Security Service	\$ 300,000	\$ 159,811	\$ 175,000	\$ 350,000	\$ 350,000	\$ 350,000
251700	Postage	\$ 600,000	\$ 233,120	\$ 250,000	\$ 600,000	\$ 600,000	\$ 600,000

ADMINISTRATOR-GENERAL'S DEPARTMENT (AGD)
MAF Business Plan 2016/2017 – 2018/2019

2559	Estate Backlog Project	\$ 1,000,000	\$ 194,431	\$ 500,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
254100	Professional Services	\$ 2,500,000	\$ 2,125,606	\$ 3,000,000	\$ 5,000,000	\$ 2,500,000	\$ 2,500,000
	SUB-TOTALS	\$ 20,617,000	\$ 19,805,199	\$ 19,733,000	\$ 32,820,000	\$ 35,220,000	\$ 34,820,000
	TOTAL RECURRENT	\$ 329,200,000	\$ 164,839,500	\$ 184,649,227	\$ 358,970,800	\$ 364,618,305	\$ 383,470,123
	31. Purchase of Capital Goods (To be funded through Excess Revenue and Depreciation Provisions)						
310801	Motor Vehicle	\$3,500,000	\$0.00	\$3,850,000	\$4,000,000	\$4,000,000	\$0
311005	Development of Trust & Estate Administration Software	\$57,000,000	\$0.00	\$19,360,000	\$67,760,000	\$9,680,000	\$22,385,000
311000	Computer Hardware	\$8,500,000	\$1,817,805.00	\$17,953,300	\$12,666,600	\$9,000,000	\$8,000,000
319900	Refurbishing	\$5,000,000	\$0.00	\$4,000,000	\$2,000,000	\$1,000,000	\$1,000,000
310202	Furniture & Office Equipment	\$1,500,000	\$728,826.00	\$7,500,000	\$1,500,000	\$1,691,100	\$500,000
	SUB-TOTALS	\$75,500,000	\$2,546,631.00	\$52,663,300	\$87,926,600	\$25,371,100	\$31,885,000
	GRAND TOTAL	\$404,700,000	\$167,386,131.09	\$237,312,527	\$446,897,400	\$389,989,405	\$415,355,123

Revenue Forecast

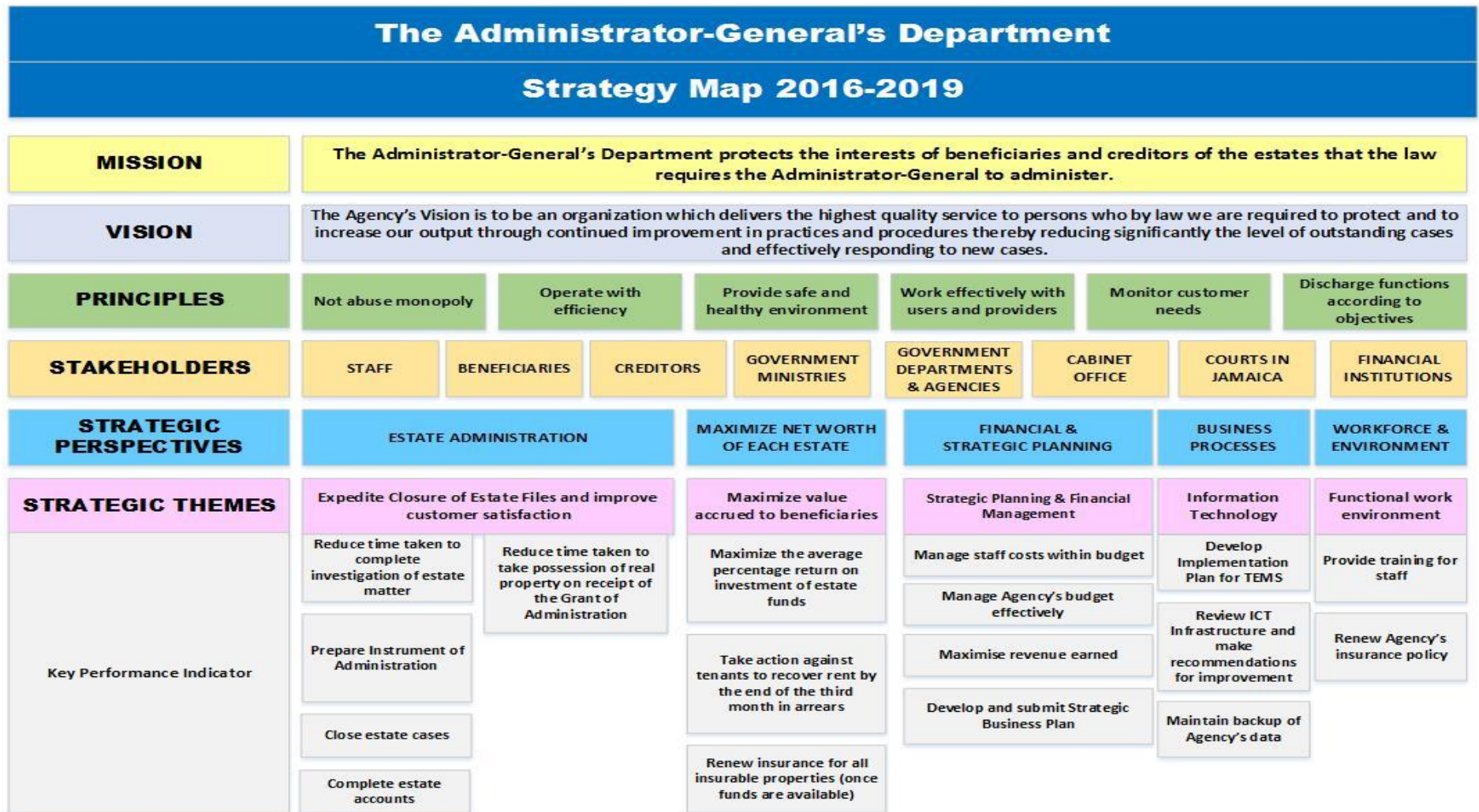
	Budget	Actual as at	Projected to	Budget	Budget	Budget
Revenue Items	2015/16	31-Oct-15	31-Mar-16	2016/17	2017/18	2018/19
Investment Fee	\$ 55,000,000	\$ 38,021,116	\$ 25,000,000	\$ 60,000,000	\$ 62,000,000	\$ 62,000,000
Investment Interest - 6%	\$ 7,500,000	\$ 5,071,639	\$ 3,250,000	\$ 7,500,000	\$ 7,000,000	\$ 8,000,000
6% Commission - Others	\$ 20,000,000	\$ 13,083,020	\$ 7,500,000	\$ 20,000,000	\$ 22,000,000	\$ 24,000,000
Legal	\$ 30,000,000	\$ 23,452,563	\$ 6,000,000	\$ 33,000,000	\$ 36,000,000	\$ 42,000,000
Administration Fees	\$ 2,000,000	\$ 1,021,250	\$ 750,000	\$ 1,500,000	\$ 1,600,000	\$ 3,000,000
Property Administration	\$ 500,000	\$ 588,274	\$ 250,000	\$ 400,000	\$ 600,000	\$ 600,000
Business Assets Monitoring Fee	\$ 200,000	\$ -	\$ 100,000	\$ 56,600	\$ 33,310	\$ 43,905
TOTAL REVENUE	\$ 115,200,000	\$ 81,237,862	\$ 42,850,000	\$ 122,456,600	129,233,310	\$ 139,643,905
Estate Revolving Fund & Transportation Acct	\$ 3,000,000	\$ 2,586,976	\$ 350,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Excess Revenue & Provisions	\$ 45,491,000	-\$ 47,904,323	\$ 84,569,143	\$ 75,000,000	\$ 15,000,000	\$ 15,000,000
Total AIA Funding	\$ 163,691,000	\$ 35,920,515	\$ 127,769,143	\$ 200,456,600	\$ 147,233,310	\$ 157,643,905
Funding From Consolidated Fund	\$ 241,009,000	\$ 131,465,616	\$ 109,543,384	\$ 247,000,000	245,000,000	\$ 260,000,000
GRAND TOTAL FUNDING	\$404,700,000	\$167,386,131	\$237,312,527	\$447,456,600	\$392,233,310	\$417,643,905

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9.0 MEASUREMENT AND EVALUATION OF ORGANIZATIONAL PERFORMANCE

9.0 MEASUREMENT AND EVALUATION OF ORGANIZATIONAL PERFORMANCE

9.1 STRATEGY MAP



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9.2 MONITORING PLAN

Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2014/2015)	Departmental- level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2016/2017)		Year (2017/2018)		Year (2018/2019)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Estate Administration	Investigations Completed	Investigations completed within an average of 9.36 weeks	Complete investigations for cases from date of receipt of Form of Particulars reporting death	300	Monthly	360	Monthly	360	Monthly	- Managers’ progress reports
	Letters of Administration/ Instruments of Administration	This is a new target. The A-G is now empowered to issue own Instruments of Administration	Prepare 90% of Instruments of Administration within 3 months from date of referral.	90%	Monthly	90%	Monthly	90%	Monthly	- Executive’s progress reports
	Instruments of Distribution	This is a new target. The A-G is now empowered to issue own Instruments of Distribution	Prepare 90% of Instruments of Distribution 3 months from date of referral.	90%	Monthly	90%	Monthly	90%	Monthly	- Executive’s progress reports
	Assets Collected	On average, 1.24 weeks taken to take formal possession from date of receipt of Grant of LA	Time taken within 90% of the estates to take formal possession from date of receipt of Grant of LA	90%	Monthly	90%	Monthly	90%	Monthly	- Site visits - Managers’ progress reports

ADMINISTRATOR-GENERAL'S DEPARTMENT (AGD)
MAF Business Plan 2016/2017 – 2018/2019

Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2014/2015)	Departmental- level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2016/2017)		Year (2017/2018)		Year (2018/2019)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
	Estates Closed	565 cases closed	Number of cases closed.	600	Monthly	1200	Monthly	2000	Monthly	- Managers’ progress reports
	Trust Accounting	1652 estate accounts completed	Number of estate accounts completed.	1800	Monthly	Automated	Monthly	Automated	Monthly	- Manager’s progress reports
	Return on Investment	Average return on investment was 6.89%	Average percentage return on investment – Estate Funds.	6±2%	Monthly	6±2%	Monthly	6±2%	Monthly	- Investment schedules - Manager’s progress reports
	Property Managed	Action taken to recover rent taken against 97.13% of the tenants who were in arrears by the end of the third month.	Percentage of tenants against whom action taken to recover rent by the end of the third month in arrears.	95%	Monthly	95%	Monthly	95%	Monthly	- Manager’s progress reports
		100% of insurable properties insured (based on availability of funds)	Percentage of existing insurable properties insured by the renewal date (based on availability of funds)	95%	Monthly	95%	Monthly	95%	Monthly	- Insurance coverage report - Manager’s progress reports
	Staff costs	Staff costs amounted to \$198.6M against a budget of \$203.29M	Staff costs managed within budget	\$290.410M	Monthly	\$294.542M	Monthly	\$301.139M	Monthly	- Manager’s progress reports - Monthly Financial Statement

ADMINISTRATOR-GENERAL'S DEPARTMENT (AGD)
MAF Business Plan 2016/2017 – 2018/2019

Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2014/2015)	Departmental- level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2016/2017)		Year (2017/2018)		Year (2018/2019)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Strategic Planning & Financial Management	Agency's budget	Expenses amounted to \$198.6M against a budget of \$251.81M	Agency's budget managed effectively	\$447.457M	Monthly	\$392.233M	Monthly	\$417.644M	Monthly	- Manager's progress reports - Monthly Financial Statement
	Revenue	Total of \$118.7M earned against a projection of \$132.50M	Revenue Earned	\$122.457M	Monthly	\$129.233M	Monthly	\$139..644M	Monthly	- Manager's progress reports - Monthly Financial Statement
	Business Plan submitted	Business Plan submitted on December 2014	Business Plan to be submitted to the Ministry of Justice	November 30	Annually	November 30	Annually	November 30	Annually	- Business Plan
Integrated Business Processes	Implementation plan developed	This is a new target and outlines the plan for implementation of TEMS	Develop implementation plan for TEMS	September 30	Monthly	Implementation	Monthly	Implementation	Monthly	- Manager's progress reports
	Information and Communications Technology (ICT) infrastructure & submitted	Report submitted on October 14, 2014	Review and make recommendations for Information and Communications Technology (ICT) infrastructure improvement	Report to be submitted by October 14	Annually	Report to be submitted by October 14	Annually	Report to be submitted by October 14	Annually	- Manager's report

ADMINISTRATOR-GENERAL'S DEPARTMENT (AGD)
MAF Business Plan 2016/2017 – 2018/2019

Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2014/2015)	Departmental- level major tasks to realise the objective of the priority policy, programme or project	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2016/2017)		Year (2017/2018)		Year (2018/2019)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Staff Competence	Trained staff	92% of staff receiving an average of 3 hours training	Percentage of staff receiving an average of 3 hours training	70%	Monthly	70%	Monthly	70%	Monthly	- Executive’s progress reports
	Insurance policy renew	Renew the Agency’s insurance policy	Renew the Agency’s insurance policy	April 30	Annually	April 30	Annually	April 30	Annually	- Insurance policy

APPENDICES

PROCUREMENT PLAN

FINANCIAL YEARS 2016/2017 TO 2018/2019

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APPENDIX

ADMINISTRATOR GENERAL'S DEPARTMENT

PROCUREMENT PLAN 2016/2017

Ref #	Description	Unit of Measure	Quantity	Estimated Budget & Funding Source					Prequalification Y/N	Procurement Method (1)	Estimated Dates			Status & comments (2)
					External Funding						Publication	Award	Start	
				GOJ	Loans	Grants	Self-Financed	Total						
25	Stationery			1,200,000.00				1,200,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
25	Advertising & Public Relations			4,500,000.00				4,500,000.00	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Food and Drink			800,000.00				800,000.00	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Subscription to Professional Magazines			700,000.00				700,000.00	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Software Maintenance			4,800,000.00				4,800,000.00	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	Ongoing Contract
25	Other Asset Maintenance			3,950,000.00				3,950,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
25	Official Entertainment-CEO			100,000.00				100,000.00	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Petrol, Oil and Lubricants			1,200,000.00				1,200,000.00	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Insurance			900,000.00				900,000.00	N	LT	Q1	Q1	Q1	Already Awarded
25	Security Services			720,000.00				720,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	Already Awarded
25	Refund of Tuition Cost			1,000,000.00				1,000,000.00	N	n/a	Q1-Q4	Q1-Q4	Q1-Q4	
25	Training			1,000,000.00				1,000,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	

Ref #	Description	Unit of Measure	Quantity	Estimated Budget & Funding Source					Prequalification Y/N	Procurement Method (1)	Estimated Dates			Status & comments (2)
					External Funding		Self-Financed	Total			Publication	Award	Start	
				GOJ	Loans	Grants								
25	Other Purchases of Goods and Services			4,500,000.00				4,500,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
25	Armoured Security Service			350,000.00				350,000.00	N	LT	Q1	Q2	Q2	Already Awarded
25	Postage			600,000.00				600,000.00	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Estate Backlog Project			1,000,000.00				1,000,000.00	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Professional Fees			2,000,000.00				2,000,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
25	Audit Committee			1,000,000.00				1,000,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
25	Legal fees/ Consultation			2,000,000.00				2,000,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	Already contracted
25	Printing			500,000.00				500,000.00	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
32	Development of Trust Estate Management Software			67,760,000.00				67,760,000.00	Y	LT	2015/2016	Q1	Q1	NCC Approved
32	Computer Equipment			12,666,600.00				12,666,600.00	N	LT	Q1	Q2	Q2	
32	Refurbishing			2,000,000.00				2,000,000.00	N	DC	Q1	Q2	Q2	
32	Furniture and Office Equipment			1,500,000.00				1,500,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
32	Motor Vehicle		1	4,000,000.00				4,000,000.00	N	LT	Q1	Q2	Q2	
				120,746,600.00				120,746,600.00						
25	Stationery			1,200,000.00				1,200,000.00	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	

CORPORATE INFORMATION

Administrator-General's Department

Locations:

Kingston (Head Office)

The Office Centre Building, 3rd Floor
12 Ocean Boulevard
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Telephone:

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Fax: (876) 630-4653

E-mail: admingenmobay@agd.gov.jm

Website:

www.agd.gov.jm

Addendum

Administrator-General's Department

Corporate Targets 2016/2017 (weighted)

Indicator	Year 1	Weights
	2016/2017	
STRATEGIC OBJECTIVE 1:		
Assess the entitlement and provide timely distribution of assets to beneficiaries and creditors to expedite closure of estates and improve customer satisfaction.		
Investigations Completed		
1. Volume: Complete investigation for cases from date of receipt of Form of Particulars reporting death	300	6
Instruments of Administration & Distribution		
2. Issue 90% of Instruments of Administration within 3 months from date of referral	90%	6
3. Issue 90% of Instruments of Distribution within 3 months from date of referral	90%	6
Assets Collected		
4. Speed: Take formal possession for 90% of the estates within 2.5 weeks from date of receipt of Instrument of Administration	90%	5
Estates Closed		
5. Volume: Number of cases closed	600	8
Trust Accounting		
6. Volume: Number of estate accounts completed	1,800	8
STRATEGIC OBJECTIVE 2:		

Optimize the net worth of each estate within the law to maximize the value that will accrue to beneficiaries.

Investment

7. *Quality:* Average percentage return on Investment (Estate Funds)

6±2%

5

Property

8. *Efficiency:* Percentage of tenants against whom action taken to recover rent by the end of the third month in arrears

95%

4

9. *Efficiency:* Percentage of existing insurable properties insured by the renewal date (based on availability of funds)

95%

5

STRATEGIC OBJECTIVE 4:

Provide strategic planning and direction and ensure the cost-effectiveness of the Agency's operations through prudent financial management.

Finance

10. *Efficiency:* Staff costs managed within budget

\$282.657M

4

11. *Efficiency:* Agency's budget managed effectively

\$439.704M

6

12. *Volume:* Revenue Earned

\$123.169M

7

Corporate Planning

13. *Efficiency:* Business Plan to be submitted to the Ministry of Justice

Nov-30

6

STRATEGIC OBJECTIVE 5:

Develop the electronic environment and integrate critical business processes to ensure improved efficiency, productivity and security of information.

Information technology

14. Efficiency: Complete data cleansing process of existing access databases as per approved data-set

30-Sep

4

15. Efficiency: Review and make recommendations for Information and Communications Technology (ICT) infrastructure improvement

Report to be submitted by October 14

4

16. Efficiency: Maintain backup of 95% of the Agency's approved data set

At least 95%

4

STRATEGIC OBJECTIVE 6:

Provide a highly functional work environment where staff members are competent, properly equipped and motivated to perform at the highest level.

Human Resource

17. Quality: Percentage of staff receiving an average of 3 hours training

70%

6

Administration

18. Efficiency: Renew the Agency's insurance policy

Apr-30

6

100