

ADMINISTRATOR-GENERAL'S DEPARTMENT

An Executive Agency

CORPORATE PLAN

2018/2019 – 2020/2021

ADMINISTRATOR-GENERAL'S DEPARTMENT

**CORPORATE PLAN
2018/2019 – 2020/2021**

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LEGEND

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
IA	-	Instrument of Administration
ID	-	Instrument of Distribution
LA	-	Letters of Administration
KPIs	-	Key Performance Indicators
TP	-	TRUSTProcessor
MOF&PS	-	Ministry of Finance & Public Service
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
UAT	-	User Acceptance Testing
UDC	-	Urban Development Corporation
Y-T-D	-	Year to Date
Year-1/1 st Year	-	F/Y 2018/2019
Year-2/2 nd Year	-	F/Y 2019/2020
Year-3/3 rd Year	-	F/Y 2020/2021

CHIEF EXECUTIVE OFFICER'S MESSAGE

The Administrator-General's Department Strategic Business Plan for the 2018/2019 to 2020/2021 financial years will include the implementation of the Trust and Estate Management System (TEMS) and the reduction of the backlog portfolio as its main focus.

The Department has six strategic objectives and 16 key performance indicators (KPIs) which form a part of its priority plans and will guide its strategic direction for the next three years. The Plan also provides the framework for the achievement of the objectives.

The services of Argusoft Inc., software developer was procured in August 2016 to develop and implement a Trust and Estate Management System (TEMS) which will automate crucial manual systems. The result will be quick access to information leading to improvements in the business processes and also improved decision making.

TEMS is being implemented on a modular basis with the first 2 of 4 modules already delivered. The other two modules are expected by the end of the third quarter of 2017/2018. Training and data migration will take place during the fourth quarter to facilitate launching in the first quarter of year 1 of the Plan.

As TEMS will provide quicker access to information, the overall estate administration process will enhance the Department's thrust to reduce the size of the backlog portfolio within the next 3 years.

The Agency looks forward to the benefits to be derived as a result of automation but is mindful that there are still some impediments as a result of the high level of reliance on external sources in the administration process. The partnerships that the Department has forged with key Government and other institutions has not yielded the desired result, as while some institutions are very responsive, it is still taking as much as 2 years to obtain response from others.

Through its enhanced public education campaign, the Department will continue to engage these institutions in an effort to address the issues. The campaign will also play a key role in educating the public about the need to submit proper documents relevant to the administration process as we aim to efficiently administer the estates.

Since the amendment to the Administrator-General's Act in 2015, the Department continues to issue Instruments of Administration within 3 months of an application being made. This fast turn-around time provides the AG with the authority to act on behalf of estates in a much quicker time and has also contributed to improvement in the collection of revenue.

The Department has been employing the services of external Attorneys-at-Law to file claims in fatal accident matters on behalf of estates. However, in the coming year, the Department will be utilising its pool of internal Attorneys-at-Law to deal with these claims.

This will ensure that they are filed in a timely manner which will result in a faster settlement of claims to meet the needs of especially our beneficiaries.

As the Department looks ahead toward the next 3 years, it will continue to execute its functions in accordance with the law and the mandate of the Government of Jamaica. It is the aim of AGD to deliver effective service in contributing to the enhancement of Justice by transferring wealth to more beneficiaries.



Lona Brown (Mrs.)
CEO and Administrator-General

1. EXECUTIVE SUMMARY

1.1 OVERVIEW

This 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 in an effort to minimize the risk of not meeting or achieving agreed performance standards within stipulated timeframes.

The Plan outlines the Agency's vision and objectives for the next three years and provides a review of its achievements over the past year. It clearly states the goal delivery strategy of the Agency and the measurement of 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 Business Plan will be submitted to the Cabinet Office as prescribed to permit monitoring of 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 the 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 contracts with stakeholders for the targets and performance that will be achieved;
- Define support which 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;
- Communicate to the public the administration process and what is required to facilitate the speedy distribution of their entitlement;

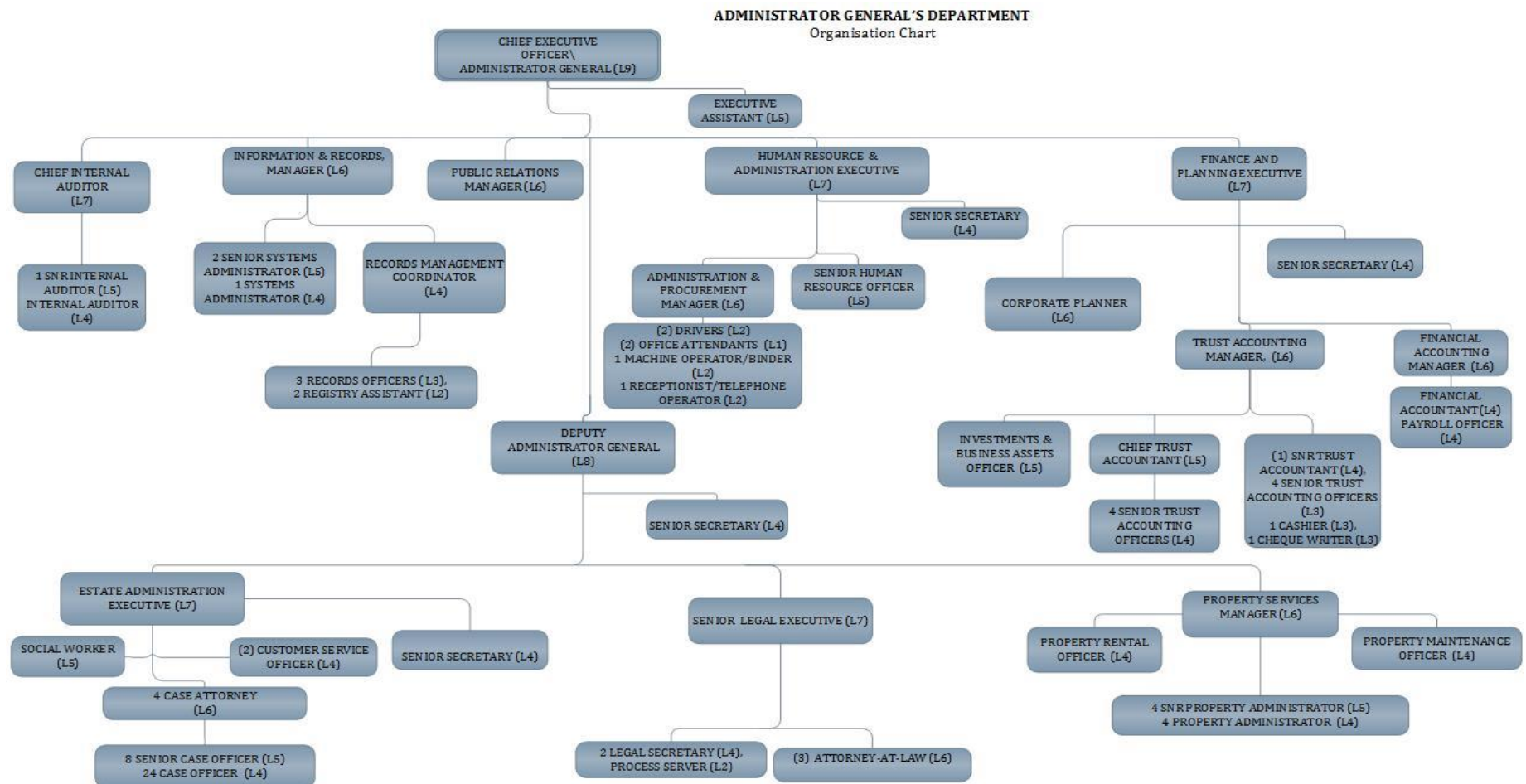
1.5 FUNCTIONAL AREAS AND MAF FOCUS

The Executive and Senior Management Team will continue to focus on establishing the overall Policies and Programmes that are supportive of the Ministry of Justice'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.

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

FUNCTIONAL AREAS	MAF FOCUS
Operations – Estate Administration	Risk Management Policy & Programmes Citizen Focused Services Customer Service Accountability
Legal Services - Court applications, litigation	Risk Management Citizen Focused Services Accountability
Property Services – Property Management & maintenance	Risk Management Accountability
Finance & Planning - Financial Accounting, Trust Accounting, Investment, Business Assets Management, Strategic Planning	Risk Management External Citizen Focused Services Stewardship Accountability Strategic Direction
Records & Information Systems	Implementation of the TEMS Citizen Focused Services Accessibility to ICT Services Risk Management Accountability
Human Resource & Administration	Internal Citizen Focused Services Accountability

Administrator-General's Department – Organisational Chart



CMD/AGD

2. ENVIRONMENTAL SCAN

2.1 SWOT Analysis

A scan of the environment within which the Agency operates revealed various 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 execute functions • Documented policies and procedures in specialised areas • Executive Agency status • Customer service quality • Continuous training and development of staff members 	<ul style="list-style-type: none"> • High volume of work • Backlog of cases • Manual operations • High level reliance on external stakeholders 	<ul style="list-style-type: none"> • Inform the public of the estate Administration process and build awareness • Earn additional revenue to fund a larger portion of budget • Formation of external partnerships • Ability to offer new services • Increased public awareness • Availability of improved technologies for automation of processes 	<ul style="list-style-type: none"> • Inadequate human resources • Time and cost to train new staff • Effect of slow response time from external stakeholders • Uncooperative beneficiaries • Insufficient funds in some estates to cover administrative costs

Given the changing environment, the SWOT analysis allows for an assessment and provides some indications 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

The 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 of the Trust and Estates Management Software.

3.2 ENTITY VALUES

The AG'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 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 responsiveness of other organizations to the requests of the Department. Whenever the requests are not met in a timely manner, 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. The Department has therefore established an agreed Key Performance Indicators under these two strategies.

The Agency has continued its focus in transferring the beneficial interests to proven beneficiaries' 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.

Recognising that the critical nature of data capture and management are required in an environment of increased accountability, the Agency will continue its emphasis on automating all processes related to estate management. The procurement of the new software will integrate the various sections to facilitate smoother information flow in an electronic environment that is user friendly, able to produce timely reports and enable faster decision making and for beneficiaries and clients. The Trust and Estate Management System will also;

- 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 a rigorous 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 (2015) allows the A-G to issue Instruments of Administration for cases with minors, eliminating the need to rely on Grants of Administration issued by the Courts. This reduces the time taken for the issuing of the IA thereby shortening the time taken to commence the actual administration process.

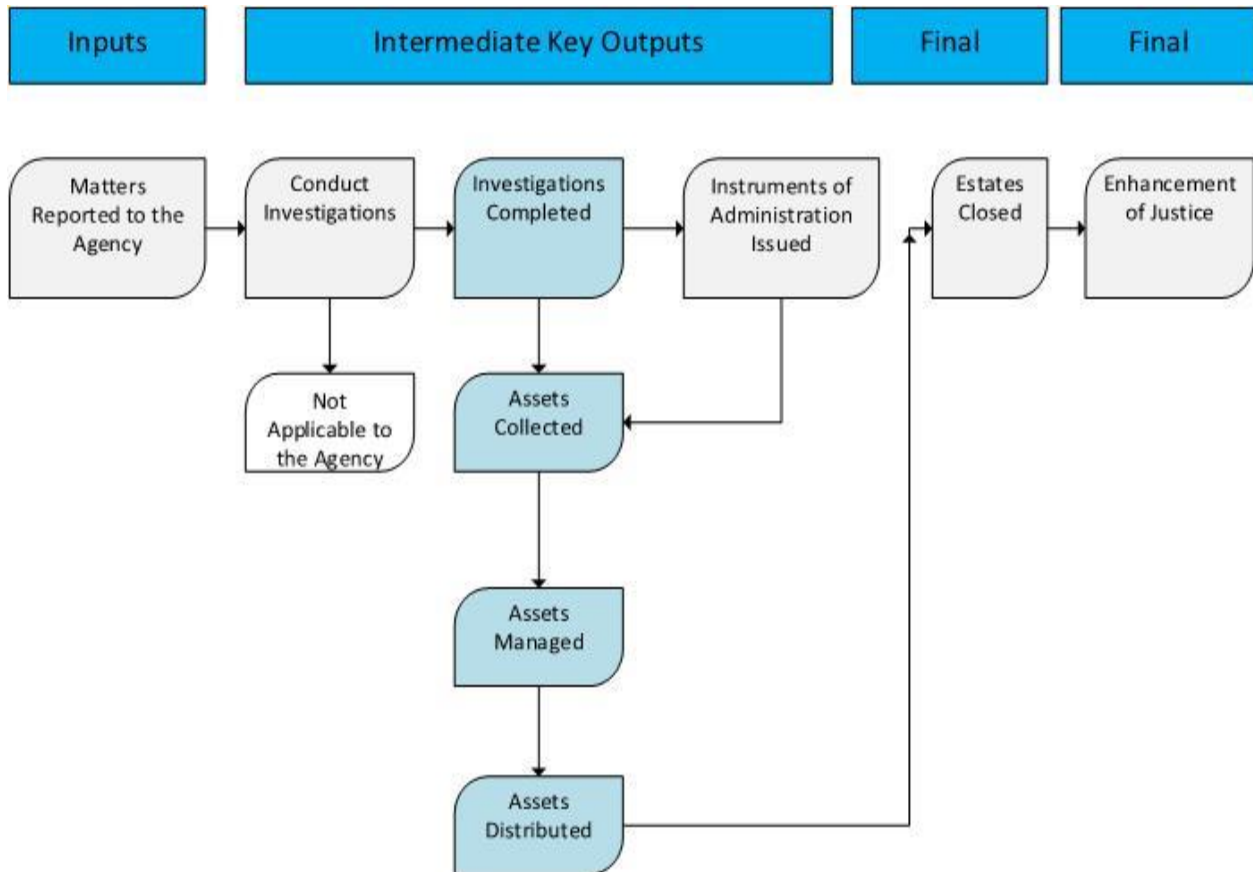
3.8 CORE ACTIVITIES

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 its legal obligations are discharged and that it does not refuse an estate that it must administer nor accepts one that it should not.
- II. Identifying and collecting the assets of estates -: As Administrator of an estate, the A-G 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 A-G 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 Agency currently has 107 established posts on its structure comprising of devoted members of staff who have dedicated themselves to the service of the organisation. These talented individuals are equipped to execute their assigned functions in ensuring that the Agency attains its stated objectives.

In readiness for the implementation of TEMS, training has already commenced for staff members, some of whom will be redeployed in the areas of Estate Administration, Property and Legal Services, where there is a need for additional personnel.

All staff members will be trained in understanding all modules of TEMS with special training for members of the Information Technology team, who will manage the system. TEMS is expected to be launched in July 2018 and will see the Agency moving from a manual to an automated environment. This will significantly enhance service delivery to beneficiaries and clients in the coming years.

Other training activities will continue to focus on critical areas that will enhance both the personal and professional development of staff and will include areas of the law relating to succession, leadership development and change management.

The Agency has outgrown its current location as it expands its operation to serve its clients better. As a result, it requires additional space to house its personnel and other assets in order to alleviate the cramped conditions that currently exists. The Agency negotiated with the Urban Development Corporation and acquired additional space on the 5th floor of the current location.

Significant retrofitting and refurbishment of the area is required and as such, the Agency tendered for an Architect to design the office space on the 5th floor, redesign the existing space on the 3rd floor and lead the project management of the construction activities surrounding the office redesign.

Morrison+Woodstock was the successful bidder and has been engaged to undertake the project. Once the design is approved, refurbishment of the office will begin. It is anticipated that this will commence in the 1st quarter of 2018/2019 and should be completed by the 3rd quarter of the financial year.

MAF Business Plan 2018/2019 – 2020/2021

Units/Divisions or Projects	2017/2018	2018/2019	2019/2020	2020/2021
Executive Office	2	2	3	3
Human Resource & Administration	10	10	9	9
Finance and Planning	19	13	9	9
Corporate Planning	1	1	1	1
Estate Administration	43	48	50	50
Legal Services	7	8	9	9
Property	11	11	12	12
Public Education	1	1	1	1
Records Management & Information Systems	10	10	10	10
Internal Audit	3	3	3	3
Total	107	107	107	107
		Total by 2021	107	107

5. FUNCTIONS OF THE ADMINISTRATOR-GENERAL'S DEPARTMENT

5.1 ADMINISTRATION OF ESTATES

The functions of the AGD are primarily embodied in the AG'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.

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 A-G 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 A-G's Act or the Intestate's Estates and Property Charges Act, the A-G 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.

Funeral Expense Advance

The Department also 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.

Motor Vehicle Transfer

According to the law, the surviving spouse of an individual who died intestate is entitled to 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.

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;
- 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 2017/2018 (April 1, 2017 – October 31, 2017)

The Agency's current performance against its performance indicators and targets for the financial year 2017/2018 is set out in the table below.

Indicator	Annual	Cumulative	Cumulative	YTD	
	Target	Target	Actual	Variance	Weights
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: Investigate and refer cases for Application of Instruments of Administration and Letters of Administration	300	175	138	21.14↓	5
INSTRUMENTS OF ADMINISTRATION & INSTRUMENTS OF DISTRIBUTION					
2. Issue 90% of Instruments of Administration within 3 Months from Date of Referral	90% within 3 months	90% within 3 months	100% within 3 months	11.11%↑	8
3. Issue 90% of Instruments of Distribution within 3 months from date of referral	90% within 3 months	90% within 3 months	100% within 3 months	11.11%↑	6

Indicator	Annual	Cumulative	Cumulative	YTD	Weights
	Target	Target	Actual	Variance	
ASSETS COLLECTED					
4. Speed: Take formal possession for 90% of the estates within 3 weeks from date of receipt of Instrument of Administration	90% within 3 weeks	90% within 3 weeks	94.94% within 3 weeks (75/79 properties)	5.49%↑	4
ESTATES CLOSED					
5. Volume: Number of Cases Closed	600	350	243	26.67%↓	8
TRUST ACCOUNTING					
6. Volume: Number of Estate Accounts Completed	2,000	1169	1314	12.6%↑	7
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 (ESTATE FUNDS)					
7. Quality: Average Percentage Return on Investment (Estate Funds)	6±2%	6±2%	7.77%	29.5%↑	5

Indicator	Annual	Cumulative	Cumulative	YTD	Weights
	Target	Target	Actual	Variance	
PROPERTY MANAGEMENT					
8. Efficiency: Percentage of existing insurable properties insured by the renewal date (based on availability of funds)	95%	95%	100% Insured May 31 (Insurable – 586 Insured – 254)	5.26%↑	4
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					
9. Efficiency: Staff costs managed within budget	\$299.34M	\$174.62M	\$147.3M	15.65%↑	4
10. Efficiency: Agency's budget managed effectively	\$481M	\$280.58M	\$206.46M	26.42%↑	6
11. Volume: Revenue Earned	\$140M	\$81.69M	\$87.02M	6.25%↑	6

Indicator	Annual	Cumulative	Cumulative	YTD	
	Target	Target	Actual	Variance	Weights
STRATEGIC OBJECTIVE 5: Develop the electronic environment and integrate critical business processes to ensure improved efficiency, productivity and security of information.					
INFORMATION TECHNOLOGY					
12. Efficiency: Submit Report for TEMS User Acceptance Testing (UAT)	30 days after delivery of each module	30 days after delivery of each module	June 18	-	5
13. Efficiency: Maintain Backup of 95% of the Agency’s approved data set using at least one of the 3 locations	At least 95%	At least 95%	100%	5.26%↑	3
14. Efficiency: Review and Make Recommendations for Information and Communications Technology (ICT) Infrastructure Improvement	Report to be submitted by October 16	Report to be submitted by October 16	Report submitted October 16	-	4

Indicator	Annual	Cumulative	Cumulative	YTD	Weights
	Target	Target	Actual	Variance	
STRATEGIC OBJECTIVE 5: Provide a highly functional work environment where staff members are competent, properly equipped and motivated to perform at the highest level					
HUMAN RESOURCE					
15. Quality: Percentage of Staff Receiving an Average of 3 Hours Training	70%	40.81%	58%	17.19%↑	6
ADMINISTRATION					
16. Efficiency: Renew the Agency's Insurance Policy	April 30		April 27	-	6
STRATEGIC OBJECTIVE 6: Provide strategic planning direction, ensure that the legal framework is relevant and maintain an effective public education programme to improve efficiency and awareness					
Corporate Planning					
17. Efficiency: Business Plan to be Submitted to the Ministry of Justice	November 24		Not yet due for assessment		6
Legal & Policy Reform					
18. Review the Effectiveness of Legislation and make Recommendations to the Ministry of Justice for Amendments	End of 2nd Quarter		Submitted September 29		4

MAF Business Plan 2018/2019 – 2020/2021

Indicator	Annual	Cumulative	Cumulative	YTD	Weights
	Target	Target	Actual	Variance	
Public Education					
19. Efficiency: Execute at least 80% of Public Education Plan	In accordance with approved schedule			Public education plan executed In accordance with approved schedule	4

7.0 PRIORITY PLANS AND PROGRAMMES (2018/2021)

7.1 STRATEGIC OBJECTIVES

The following Strategic Objectives will guide the Agency's strategic direction in accomplishment of its priority plans and programmes for the next three (3) years:

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. Maintain 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.
6. Provide strategic planning direction, ensure that the legal framework is relevant and maintain an effective public education programme to improve efficiency and awareness

7.2 The Trust and Estate Management System (TEMS)

During the year much activity was centered around the development of TEMS, having executed the contract with software developer, Argusoft Inc. in August 2016. The system will automate all areas of estate administration which will allow quicker access to information and shorter processing time.

Of the 4 milestones for delivery, Milestone 1 which include Requirements Finalization, System Design, Environment Setup and Quality Assurance plan was received January 20, 2017 and Milestone 2, Registry & Customer Portal on May 19, 2017.

Since elements of Milestone 3 were dependent on activities in Milestone 4, it was mutually agreed to merge the two Milestones. Milestone 3 includes Case Management, Property Management and Legal Services and Milestone 4 comprises Development, Testing and Release of Trust Accounting and Investment Module, Data Migration.

The combined Milestone is expected to be delivered by the end of November 2017 after which user acceptance testing will be conducted.

The Agency is currently preparing for the delivery of the Milestones and is working on several critical activities that must be completed before the start of the TEMS implementation process. TEMS is expected to be implemented by July 1, 2018.

Since receiving the first 2 Milestones, the Agency has been engaged in a number of activities in readiness for implementation including conducting of system walk through, drafting of test cases, data cleansing and scanning of files.

Upon full implementation of TEMS, the Department will continue to monitor the system to identify any glitches and determine if all the functionalities are performing at optimal standard.

The Agency looks forward to the improved efficiency that is expected to be derived from the implementation of TEMS.

7.3 KEY PERFORMANCE INDICATORS FOR THE FINANCIAL YEARS 2018/2019 - 2020/2021

Indicators	Year 1	Year 2	Year 3	Weights
	2018/2019	2019/2020	2020/2021	
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: Investigate and refer cases for Application of Instruments of Administration and Letters of Administration	300	300	350	5
Instruments of Administration & Instruments of Distribution				
2. Efficiency: Issue 90% of Instruments of Administration and Instruments of Distribution within 3 months from date of referral	90% within 3 months	90% within 3 months	90% within 3 months	8
Assets Collected				
3. Speed: Take formal possession for 90% of the estates within 3 weeks from date of receipt of Instrument of Administration or Letters of Administration	90% within 3 weeks	90% within 3 weeks	90% within 3 weeks	5
Estates Closed				
4. Volume: Number of cases closed	600	800	1000	8
Trust Accounting				
5. Volume: Number of estate accounts completed	2500	Automation	Automation	8

STRATEGIC OBJECTIVE 2:

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

Investment

6. Quality: Average percentage return on Investment (Estate Funds)	At least 5%	At least 5%	At least 5%	6
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Property

7. Efficiency: Percentage of existing insurable properties insured by the renewal date (based on availability of funds)	At least 95%	At least 95%	At least 95%	5
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STRATEGIC OBJECTIVE 3:

Maintain cost-effectiveness of the Agency's operations through prudent financial management

Finance

8. Efficiency: Agency's budget managed effectively	\$509.718M	\$510M	\$520M	8
9. Volume: Revenue Earned	\$152M	\$193M	\$195M	7

STRATEGIC OBJECTIVE 4:

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

Information Technology

10. Efficiency: Implement the Trust & Estate Management System (TEMS)	July 2	n/a	n/a	5
11. Efficiency: Maintain Backup of 95% of the Agency's approved data set using at least one of the 3 locations	At least 95%	At least 95%	At least 95%	6
12. Efficiency: Review and make Recommendations for Information and Communications Technology (ICT) Infrastructure Improvement	Report to be submitted by October 19	Report to be submitted by October 18	Report to be submitted by October 18	5

STRATEGIC OBJECTIVE 5:

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

Human Resource

13. Quality: Percentage of Staff Receiving an Average of 3 Hours Training

70%

70%

70%

7

Administration

14. Efficiency: Renew the Agency's Insurance Policy

April 30

April 30

April 30

5

STRATEGIC OBJECTIVE 6

Provide strategic planning direction, ensure that the legal framework is relevant and maintain an effective public education programme to improve efficiency and awareness

Corporate Planning

15. Efficiency: Business Plan to be Submitted to the Ministry of Justice

November 30

November 30

November 30

7

Public Education

16. Efficiency: Execute at least 80% of Public Education Plan

In accordance with approved schedule

In accordance with approved schedule

In accordance with approved schedule

5

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

This strategic objective concentrates on investigation of estates reported to the Department, collection and management of estate assets and distribution to beneficiaries. The performance of this objective is supported by six key performance indicators.

KPI #1: Investigate and refer cases for Application of Instruments of Administration and Letters of Administration

This KPI relates to the conducting investigations in the cases reported to confirm the deaths, assets and relationship of beneficiaries. These factors will determine whether or not it is a matter to be administered by the Department.

Great reliance is placed on the cooperation of relatives of the deceased and external organizations including government and financial institutions for the effective performance of this indicator. Upon receipt of the requisite information and documents, the case is then referred for an application to be made to the Administrator-General for an Instrument of Administration or to the Court for Letters of Administration.

On average, 300 new cases are received each year. As at October 31, 2017, a total of 172 new cases were reported. A total of 138 cases were referred for application for Instruments of Administration or Letters of Administration after investigations were completed.

Over the years, the Agency's ability to speedily investigate reported cases has been hampered by numerous challenges including difficulty in obtaining supporting documents from beneficiaries, including delays in obtaining information from institutions to confirm estates assets and in obtaining proof of relationship. This has contributed to some 500 cases still awaiting relevant documentation.

The public education strategy for the next three years is geared towards addressing these issues by engaging Government Ministries and Agencies and private organisations. This is to facilitate quicker access to documents that are crucial to the administration process and simultaneously educate beneficiaries of the need to submit relevant documents. It is expected that this will result in a significant increase in the rate of new matters that are referred during the year from 24% to 50% in year 1 and at least 75% by year 3.

For the first year of the Plan, the Agency is expected to investigate and refer at least 300 cases for Instruments of Administration or Letters of Administration.

KPI # 2: Issue 90% of Instruments of Administration and Instruments of Distribution within 3 months from date of referral

An Instrument of Administration (IA) gives the AG authority to collect and administer estates while the Instrument of Distribution facilitates the distribution of assets of a primary estate in multi-generational estates to surviving beneficiaries.

As at October 31, 2017, all 165 applications for IAs were issued within 3 months of the application being made. This has enabled the Department to commence the administration process in a much shorter period and has also resulted in improvements in the revenue earned from legal fees.

Estates which are multi-generational are referred for applications to be made for Instruments of Distribution. As at October 31, 2017, Instruments of Distribution were issued for all 8 applications within 3 months of being made.

It is expected that with its very experienced legal team the Department will continue to issue at least 90% of applications for Instruments of Administration and Instruments of Distribution within a 3 month period.

KPI # 3: Take formal possession for 90% of the estates within 3 weeks from date of receipt of Instrument of Administration or Letters of Administration

Formal possession is the act of taking charge of real properties belonging to an estate. As soon as an IA is issued or a Grant of LA is received from the Courts, the responsibility for the management of the property is transferred to the AG and formal possession is promptly taken to safeguard the property and to maximize its net worth.

Management of the property may include general maintenance and repairs, insuring against risks, entering into rental agreements, taking legal action where necessary and disposal through transfer to beneficiaries or sale.

As at October 31, 2017, there were 79 IAs with real properties and formal possession was taken in 75 or 94.94% of them within 3 weeks of receiving the authority.

The achievement of this target is greatly enhanced by the support of the Montego Bay office which is responsible for the property portfolio for the western region. This has helped significantly in reducing the time taken to visit properties and to take formal possession in that area.

The current property portfolio now stands at 5,030 parcels located across Jamaica.

KPI # 4: Number of cases closed

The closure of an estate is the final output in the administration process and signifies that an estate is fully administered and all assets transferred to the beneficiaries.

The Department currently has 6,285 estates in administration and continues to focus its effort on closing files where all beneficiaries have attained the age of majority.

A total of 243 cases were closed as at October 31, 2017 which is 30% below the year-to-date target of 350. Preparatory work which is currently being done is expected to result in the achievement of the current year's target.

Since the assumption of Executive Agency status in 1999, a total of 11,699 files were closed. This is an average of 660 files per year while taking on for administration an average of 350 per year during the same period.

Most estates in backlog consist of realty as its main asset and do not have cash to meet its immediate expenses. There is a difficulty in distributing realty to multiple beneficiaries without disposing of the properties.

In distributing the assets of an estate the AG will transfer the real property to all proven beneficiaries or sell the property if that is the preferred course of action. There are cases where one or more beneficiaries will purchase the interests of the others in a property.

The Department is made even more difficult as very often there is sentimental attachment to a property which was home for some of the beneficiaries.

In the coming year, the Agency will employ various strategies to close an increase number of files that are in backlog. File plans will be utilized as guides. This is expected to result in a reduction in the delays in disposing of properties and also prevent current matters falling into backlog and simultaneously eliminating the current backlog cases.

The Agency projects to close a minimum of 600 estate files in 2018/2019.

The implementation of TEMS will also provide access to up-to-date records that will significantly aid in the administration and decision making process.

KPI # 5: Number of estate accounts completed

The Agency maintains up-to-date accounting records on all estates in administration. Statements of Accounts are made available and provide information on the financial position of each estate to determine each beneficiary's entitlement.

A total of 1314 statements of accounts were completed at the end of October 2017, against a target of 1167. For the first year of the Plan, 2500 accounts will be prepared with existing resources. This is a 25% increase over the current year. Additional accounts may be prepared through projects to meet the demands of TEMS.

The Trust Accounting module of TEMS is projected to be delivered in the third quarter of the 2017/2018 financial year. In preparation for its implementation, the Agency is continuing with its drive to ensure that statements of accounts are current for all estates, in order to facilitate the ease in updating and migration.

The projection for going live with accounting transactions is June 1, 2018 and for the full update of records for a minimum of 70% of the estates in year 1 and the balance in the first quarter of year 2, subject to successful implementation of the system.

Due to the technical skills required in preparing trust accounts the Department may be required to utilise internal projects to complete additional accounts for updating to the system. This will result in the accounting process being fully automated and accounting records being prepared on a real-time basis.

STRATEGIC OBJECTIVE 2:

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

The main focus of this strategic objective is to ensure that the value of estate assets, both personalty and realty, is maximised after collection is done. The main targets surrounding this objective includes getting the best return on the estate investment portfolio and managing properties in a manner that increases value pending final distribution to the legal beneficiaries.

KPI 6: Average percentage return on Investment (Estate Funds)

In protecting the value of estate funds, the Agency has pooled all cash assets and invested it in a Common Fund comprising of secured Government of Jamaica instruments. This allows for improved rate of return for the beneficiaries while reducing the risk of loss and providing adequate liquidity as needed.

At the end of October 2017, the estate investment portfolio stood at \$2.33B with 14.23% invested in short-term, 17.17% in medium-term and 68.6% in long-term instruments. The YTD average rate of return on investment is 7.77%. The market has begun to show signs of reduction in investment rates ranging from 3 to 5%. This has the potential of reducing the average rate of return over the foreseeable future. The Department however, continues to benefit from the high proportion of long-term instruments with an average rate of return of approximately 8%.

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

The Agency will continue to manage the investment portfolio prudently to maximise the net worth.

**KPI 7: Percentage of existing insurable properties insured by the renewal date
(based on availability of funds)**

The Agency's property portfolio currently stands at 5,030 parcels, located across the island with 1091 in the county of Cornwall, 2,512 in Middlesex and 1,427 in Surrey.

There are 1,468 improved properties (with buildings), of which 586 are insurable. In securing these assets against possible risks, it is the practice of the Agency to insure all properties that are deemed insurable where there are funds in the estate to do so.

All the 254 insurable properties with funds were insured by the renewal date of May 31, 2017. Additionally, all new insurable properties received after the renewal date was subsequently insured where funds were available.

In an effort to have properties without funds insured, adult beneficiaries are asked to provide the required amounts. Over the years, it has proven very difficult to obtain funds to carry out this activity. In some cases, the sole asset is the principal place of residence which is being held until the last minor becomes an adult. This prolongs the risk as the property is exposed until funds become available.

A major portion of the portfolio consists of properties forming part of the backlog cases. The efforts to close the backlog estates will result in reducing the portfolio to a more manageable size.

STRATEGIC OBJECTIVE 3:

Maintain cost-effectiveness of the Agency's operations through prudent financial management

This strategic objective takes into consideration the Agency's overall budget and projected income. As a Model B Agency, the Department is required to earn a minimum of 40% of its budget, great emphasis is placed on collections of revenue and ensuring that expenditure are contained within budget.

KPI 8: Agency's budget managed effectively

The major portion of the Agency's current budget consists of staff costs and TEMS related expenses.

As at October 31, 2017, a total of \$206.46M of the Agency's YTD budget of \$280.58M was expended, 71% of which was for staff costs.

The projected activities for the next 3 years will result in additional expenditure in the first year to support TEMS implementation, training of staff and for public education activities. There will also be additional cost to undertake internal projects to assist with reducing the backlog portfolio.

For the first year of the Plan, the projected expenditure is \$509.718M, a 2.3% increase over the approved budget for 2017/2018. It is projected that the budget for years 2 and 3 will be significantly reduced with the full implementation of TEMS.

KPI 9: Revenue Earned

The Agency earns its main sources of revenue from legal and administrative fees; 6% Commission and investment fees.

The revenue collected at October 31, 2017 was \$87M against a projection of \$81.7M.

The expected revenue for year 1 is \$152M with an additional \$78M to be provided from accumulated surplus.

The projected revenue for the next 3 years is estimated to increase as a result of improvements in collection of legal fees consequent on the internally issuing of Instruments of Administration. It is also expected that additional revenue will be earned over the life of the Plan as a result of the number of estate files projected for closure during the period.

STRATEGIC OBJECTIVE 4

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

This objective has 3 Key Performance Indicators that deal with the development and maintenance of the Agency's electronic environment and also the protection of critical data.

KPI 10: Implement the Trust & Estate Management System (TEMS)

The TEMS solution is being developed on a modular basis after with user acceptance testing (UAT) being conducted upon receipt of each module.

Having delivered the first 2 Milestones, the developers will be in Jamaica during the third quarter of the current year during which time they will deliver the final combined Milestone and conduct technical and other training sessions. All issues identified will be addressed in real-time. This will ensure a smoother UAT and system finalization.

They will also migrate current data to the system after which another UAT will be conducted. The Department will subsequently conduct training in the production environment in readiness for the systems launch.

The Agency will implement the Trust & Estate Management System (TEMS) by July 2, 2018.

The TEMS solution will be deployed in the Agency's production environment upon the successful completion of the UAT. The solution will be under warranty for a period of 24 months from the date of implementation. The warranty covers any issues arising due to software bugs, inaccuracy in results and non-compliance with performance or other non-functional requirements.

KPI 11: Maintain Backup of 95% of the Agency's approved data set using at least one of the 3 locations

The availability and integrity of critical data is crucial to the effective functioning and continuity of the Department. In preserving the data, the Agency utilises various mechanisms to ensure that its data is secured and can be recovered in the event of a disaster.

The Agency's data is backed-up in accordance with the approved data-set in the disaster recovery plan and is done daily in-house on tape drives, daily through cloud technology and also offsite on a monthly basis at a Government of Jamaica storage facility.

As at October 2017, 100% of the Agency's approved data-set was backed-up using at least one of the approved medium.

With the impending implementation of TEMS, there is a greater need to ensure security of the Agency's data as the system will host crucial information relative to the estate administration process. In addition to the current options being used to secure the data, the Agency will also utilise SAN technology to further mitigate against any risk.

For 2018/2019, the Agency will maintain backup of at least 95% of its approved disaster recovery data-set in at least one location.

KPI 12: Review and make Recommendations for Information and Communications Technology (ICT) Infrastructure Improvement

The Agency conducts annual reviews of its Information and Communications Technology (ICT) infrastructure to determine any hardware or software needs necessary for improvement in the ICT infrastructure.

With the impending implementation of TEMS, the Agency will focus on preserving the integrity of the system and its data by mitigating against possible risk and ensuring that adequate hardware infrastructure is in place.

The necessary hardware infrastructure is already in place for the implementation of TEMS. However, as the actual estate files and accounting records crucial to the administration process will be uploaded to the system, there will be a greater need to employ additional measures to ensure security of the system.

Prior to full implementation of TEMS, further review of the system will be undertaken to ascertain if there are any additional security, hardware and software needs and the recommendations submitted by October 19, 2018.

STRATEGIC OBJECTIVE 5

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

KPI 13: *Quality*: Percentage of Staff Receiving an Average of 3 Hours Training (70%)

The technical nature of the operations of the Department dictates that there is continuous training and development of staff members in a bid to sharpen technical skills, improving competency and equipping them with the relevant skill-sets for the effective execution of their duties, especially with the impending implementation of TEMS.

As at October 31, 2017, 49.5% of staff received at least 3 hours training in Law, Accounting, Social Work, Fatal Accident Procedures and Information Technology.

The TEMS training commenced during the third quarter of the current year and will be intensified during the fourth quarter. Emphasis will be placed on understanding the system, change management and risk management. This is in anticipation of full implementation in the first quarter of the 2018/2019 financial year.

It is expected that at least 70% of staff will receive a minimum of 3 hours training for the first year.

KPI 14: Renew the Agency's Insurance Policy

It is the policy of the Agency to insure the fixed assets to safeguard against risks and ensure that in the event of a loss, they can be replaced easily. The insurance policy covers computer equipment, furniture and fixtures, motor vehicles, loss of money and employer's liability.

Procurement for the re-insurance effective April 30, 2017 was completed on April 25, 2017. All equipment acquired after the renewal date are insured within 3 days of acquisition.

We will continue to exercise prudence and sound decision-making in the security of the Agency's assets, while ensuring that assets are kept in optimal working condition effectively reducing the associated risks.

Renewal of the insurance policy will be renewed by April 30 of each year.

STRATEGIC OBJECTIVE 6:

Provide strategic planning direction, ensure that the legal framework is relevant and maintain an effective public education programme to improve efficiency and awareness

KPI 15: Business Plan to be submitted to the Ministry of Justice

The strategic business plan is an important document that outlines the strategic direction of the Agency and defines key objectives over the short and medium terms.

The Corporate Planning Unit has responsible for strategic planning and performance monitoring within the organisation. It also has responsibility for the preparation of the Agency's Strategic Business Plan.

Each year, the Agency begins its planning process during the second quarter to ensure that there is adequate time to assess and plan the strategic direction of the organisation for the next three years and for timely submission of its business plan.

The planning process for the 2018/2019 – 2020/2021 commenced in September 2017 with the objectives of the Agency being defined and key performance indicators generated for the period. The Business Plan for the period will be prepared and submitted to the Ministry of Justice by November 30, 2018.

KPI 16: Execute at least 80% of Public Education Plan

In addition to promoting the Department's image, the public education campaign was designed to help the public understand the challenges the organization encounters in the administration of their estates and engage them in a manner that result in them playing a greater role in the process.

When matters are reported to the Department, most of the times the Form of Particulars are not properly completed and all the relevant documents are not usually submitted with the form. Additionally, some Government and financial institutions do not respond to requests made by the Department in reasonable time.

These challenges have caused delays in the administration process resulting in a backlog cases to be referred for Instrument of Administration and also the actual administration and closure of cases.

For the current year the Agency has a robust campaign in place which is sensitising various stakeholder groups of the importance of working with the Department to speedily resolve outstanding matters currently relying on their input.

MAF Business Plan 2018/2019 – 2020/2021

The Agency achieved 100% of the planned public education activities based on the approved schedule as at October 31, 2017.

In addition to participation in 36 public and private sector organisations, and continued partnership with government and financial institutions, the following activities were executed during the first half of 2017/2018:

- The Department operated an information and service booth at the Jamaica Diaspora Conference which was held between July 24 and 26 at the Jamaica Conference Centre in Kingston. This platform was used to provide information to persons in the Diaspora and also to establish links with organizations overseas.
- The Agency's first staging of the Securing Your Legacy Roadshow was held in Kingston on June 30. This public education initiative was conducted to publicize the work of the Department, to bring the Department's service to the people, to create a *One Stop Shop* experience and to enhance partnerships with other institutions.
- The Educational Awards Ceremony for minor beneficiaries as well as children of staff members who excelled in academics was held on August 31. A total of 66 students, consisting of 57 beneficiaries and 9 children of staff members were recognized by the Department.
- The Agency completed the production of two video features for the customer service and web portal on September 19. The video features highlighted the role and functions of the Department including how to report a death to the Department and also information on who is considered a spouse.

For the coming year, the public education campaign will consist of additional strategies including having a greater presence in the print and electronic media, use of video features for customer and web portal and increase in the use of the Agency's website for advertising. The schedule of activities for the first year is appended (*Appendix 11*).

8.0

BUDGETED EXPENDITURE & REVENUE FORECAST

Financial Years 2018/2019 to 2020/2021
(with Expenditure Outlays for F/Y 2017/2018)

Object Classification	F/Y 2017/18	Actual Exp. To Sept 2017	Projected to 31 Mar 2018	Revised 2017/2018	F/Y 2018/2019	F/Y 2019/2020	F/Y 2020/2021
21. Compensation of Employees							
Monthly	\$ 189,904,000	\$ 85,435,660	\$ 110,468,340	\$ 195,904,000	\$ 213,190,860	\$ 235,849,800	\$ 254,217,784
Fortnightly	\$ 8,600,000	\$ 3,632,761	\$ 4,967,239	\$ 8,600,000	\$ 9,972,000	\$ 10,470,600	\$ 11,308,248
Statutory Ded. (Employer's NIS)	\$ 3,562,500	\$ 1,702,630	\$ 1,859,870	\$ 3,562,500	\$ 4,000,000	\$ 3,861,000	\$ 3,842,187
Statutory Ded. (Employer's NHT)	\$ 7,161,583	\$ 2,620,107	\$ 3,541,476	\$ 6,161,583	\$ 7,664,140	\$ 8,367,600	\$ 8,670,781
Gratuity & Terminal Grant	\$ 9,600,000	\$ 6,940,820	\$ -	\$ 6,940,820	\$ 10,800,000	\$ 12,500,000	\$ 12,500,000
Incentive	\$ 16,896,617	\$ -	\$ 16,896,617	\$ 16,896,617	\$ 15,500,000	\$ 17,100,000	\$ 17,500,000
Pension Contribution (Employer)	\$ 7,920,000	\$ 3,615,158	\$ 4,304,842	\$ 7,920,000	\$ 9,500,000	\$ 10,000,000	\$ 11,000,000
Temporary & Relief	\$ 3,600,000	\$ 2,520,000	\$ 1,580,000	\$ 4,100,000	\$ 4,800,000	\$ 3,600,000	\$ 3,600,000
Contract Labour	\$ 2,400,000	\$ 1,508,824	\$ 2,891,176	\$ 4,400,000	\$ 12,000,000	\$ 2,400,000	\$ 2,400,000
Group Life Insurance	\$ 1,360,000	\$ 556,495	\$ 803,505	\$ 1,360,000	\$ 1,500,000	\$ 1,600,000	\$ 1,700,000
Professional Allowances	\$ 4,480,000	\$ 1,869,828	\$ 2,310,172	\$ 4,180,000	\$ 4,500,000	\$ 5,500,000	\$ 6,500,000
TOTAL	\$ 255,484,700	\$ 110,402,283	\$ 149,623,237	\$ 260,025,520	\$ 293,427,000	\$ 311,249,000	\$ 333,239,000

22. Travel Expenditure & Subsistence							
Upkeep	\$ 36,264,000	\$ 16,381,253	\$ 18,382,747	\$ 34,764,000	\$ 36,264,000	\$ 36,264,000	\$ 36,264,000
Subsistence	\$ 1,000,000	\$ 241,244	\$ 758,756	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Mileage, Taxifare	\$ 4,200,000	\$ 2,474,592	\$ 3,225,408	\$ 5,700,000	\$ 5,200,000	\$ 5,200,000	\$ 5,200,000
Foreign Travel	\$ 2,400,000	\$ -	\$ 2,400,000	\$ 2,400,000	\$ 2,400,000	\$ 2,400,000	\$ 2,400,000
TOTAL	\$ 43,864,000	\$ 19,097,089	\$ 24,766,911	\$ 43,864,000	\$ 44,864,000	\$ 44,864,000	\$ 44,864,000
23. Rental							
Property	\$ 32,000,000	\$ 11,495,510	\$ 16,504,490	\$ 28,000,000	\$37,047,000	\$ 39,640,290	\$ 42,415,110
Parking	\$ 3,400,000	\$ 22,700	\$ 3,647,300	\$ 3,670,000	\$ 3,750,000	\$ 3,800,000	\$ 3,650,000
TOTAL	\$ 35,400,000	\$ 11,518,210	\$20,151,790	\$ 31,670,000	\$40,797,000	\$ 43,440,290	\$ 46,065,110
24. Public Utilities							
Electricity	\$ 5,640,000	\$ 2,102,738	\$ 2,537,262	\$ 4,640,000	\$ 5,700,000	\$ 5,600,000	\$ 5,800,000
Telephone - Line	\$ 1,000,000	\$ 784,476	\$ 915,524	\$ 1,700,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000
Telephone - Cellular	\$ 1,440,000	\$ 644,590	\$ 795,410	\$ 1,440,000	\$ 1,440,000	\$ 1,440,000	\$ 1,440,000
Telephone - Internet & Backup	\$ 2,800,000	\$ 1,864,758	\$ 1,935,242	\$ 3,800,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000
TOTAL	\$ 10,880,000	\$ 5,396,562	\$6,183,438	\$ 11,580,000	\$13,440,000	\$ 13,340,000	\$ 13,540,000

Object Classification	F/Y 2017/18	Actual Exp. To Sept.17	Projected to 31-Mar'18	Revised 2017/18	F/Y 2018/19	F/Y 2019/20	F/Y 2019/20
25. Purchase of Goods & Services							
Stationery	\$ 1,500,000	\$ 1,004,788	\$ 795,212	\$ 1,800,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Advertising & Public Relations	\$ 4,500,000	\$ 2,203,135	\$ 2,796,865	\$ 5,000,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000
Food & Drink	\$ 800,000	\$ 1,122,130	\$ 677,870	\$ 1,800,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
Subscriptions to Professional Magazines	\$ 800,000	\$ 64,669	\$ 500,000	\$ 564,669	\$ 800,000	\$ 800,000	\$ 800,000
Computer Supplies & Repairs	\$ 2,500,000	\$ 173,493	\$ 636,560	\$ 810,053	\$ 1,200,000	\$ 1,200,000	\$ 2,000,000
Printing	\$ 600,000	\$ 190,991	\$ 300,000	\$ 490,991	\$ 600,000	\$ 600,000	\$ 600,000
Computer Software Maintenance	\$ 6,000,000	\$ 3,284,867	\$ 3,515,133	\$ 6,800,000	\$ 8,450,000	\$ 12,346,710	\$ 11,621,890
Furniture & Equipment Repairs	\$ 2,400,000	\$ 189,947	\$ 800,000	\$ 989,947	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
Official Entertainment - CEO	\$ 100,000	\$ 71,043	\$ 60,000	\$ 131,043	\$ 150,000	\$ 150,000	\$ 150,000
Petrol, oil and Lubricants	\$ 1,200,000	\$ 381,351	\$ 550,000	\$ 931,351	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Insurance of Assets	\$ 750,000	\$ 451,474	\$ 250,000	\$ 701,474	\$ 750,000	\$ 1,000,000	\$ 1,000,000
M/V Maintenance & Repairs	\$ 1,000,000	\$ 482,866	\$ 517,134	\$ 1,000,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
Security Services	\$ 800,000	\$ 370,107	\$ 900,000	\$ 1,270,107	\$ 1,600,000	\$ 1,700,000	\$ 1,800,000
Refund of Tuition Cost	\$ 1,500,000	\$ 500,000	\$ 1,000,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000

Training	\$ 1,500,000	\$ 1,181,673	\$ 600,000	\$ 1,781,673	\$ 1,500,000	\$ 1,200,000	\$ 1,200,000
Other Purchases – Goods & Services	\$ 4,500,000	\$ 2,999,055	\$ 3,600,000	\$ 6,599,055	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000
Armoured Security Service	\$ 350,000	\$ 141,619	\$ 208,381	\$ 350,000	\$ 320,000	\$ 350,000	\$ 350,000
Postage	\$ 600,000	\$ 236,500	\$ 363,500	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
Estate Backlog Project	\$ 1,500,000	\$ 377,970	\$ 1,122,030	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Professional Services	\$ 3,000,000	\$ 445,038	\$ 2,554,962	\$ 3,000,000	\$ 6,000,000	\$ 2,500,000	\$ 2,500,000
SUB-TOTALS	\$ 35,900,000	\$ 15,872,716	\$ 21,747,647	\$37,620,363	\$ 41,570,000	\$ 42,046,710	\$ 42,221,890
TOTAL RECURRENT	\$ 381,528,700	\$ 162,286,860	\$222,473,023	\$384,759,883	\$ 434,098,000	\$ 454,940,000	\$ 479,930,000
31. Purchase of Capital Goods (To be funded through Excess Revenue and Depreciation Provisions)							
Motor Vehicle	\$ 4,000,000	\$0.00	\$ 6,500,000	\$ 6,500,000	\$ 9,500,000	\$ 7,000,000	\$0.00
Development of Estate Administration Software	\$ 74,971,300	\$ 16,444,660.00	\$ 54,396,640	\$ 70,841,300	\$ 35,750,000	\$ 24,600,000	\$ 28,600,000
Computer Hardware	\$ 12,000,000	\$ 3,002,564.00	\$ 11,999,436	\$ 15,002,000	\$ 5,000,000	\$ 2,000,000	\$ 2,000,000
Refurbishing	\$ 6,000,000	\$0.00	\$ 18,000,000	\$ 18,000,000	\$ 23,000,000	\$ 2,500,000	\$ 2,500,000
Furniture & Office Equipment	\$ 2,500,000	\$ 2,053,233.00	\$ 7,496,767	\$ 9,550,000	\$ 2,370,000	\$ 1,500,000	\$ 1,500,000
SUB-TOTALS	\$99,471,300	\$21,500,457.00	\$98,392,843	\$119,893,300	\$75,620,000	\$ 37,600,000	\$ 34,600,000
GRAND TOTAL	\$481,000,000	\$183,787,317.00	\$320,865,866	\$504,653,182.51	\$509,718,000	\$492,540,000	\$ 514,530,000

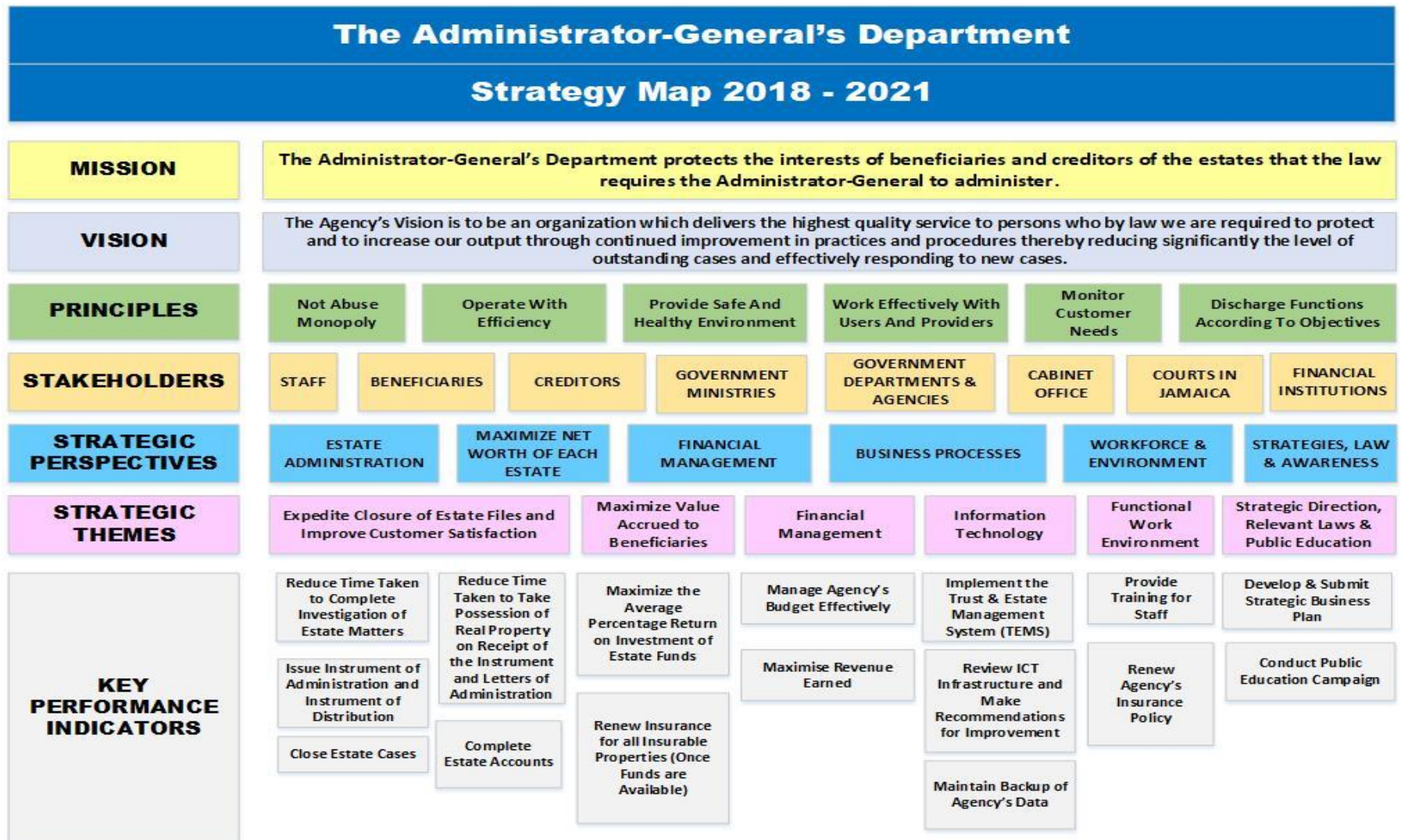
REVENUE FORECAST

	Budget	Actual as at	Projected to	Revised 2017/18	Budget	Budget	Budget
Revenue Items	2017/18	30-Sep-17	31-Mar-18		2018/19	2019/20	2019/20
Investment Fee	\$ 60,000,000	\$ 35,000,829	\$ 30,999,171	\$ 66,000,000	\$ 60,000,000	\$ 60,000,000	\$ 60,000,000
Investment Interest - 6%	\$ 8,000,000	\$ 5,506,407	\$ 4,493,593	\$ 10,000,000	\$ 10,000,000	\$ 8,000,000	\$ 8,000,000
6% Commission - Others	\$ 20,000,000	\$ 11,597,378	\$ 10,402,622	\$ 22,000,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000
Legal	\$ 50,000,000	\$ 23,617,103	\$ 26,382,897	\$ 50,000,000	\$ 55,000,000	\$ 70,000,000	\$ 80,000,000
Administration Fees	\$ 1,400,000	\$ 735,000	\$ 665,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000
Property Administration	\$ 400,000	\$ 467,798	-\$ 67,798	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Business Assets Monitoring Fee	\$ 200,000	\$ -	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
TOTAL REVENUE	\$ 140,000,000	\$ 76,924,515	\$ 73,075,485	\$ 150,000,000	\$ 147,000,000	\$ 160,000,000	\$ 170,000,000
Estate Revolving Fund & Transportation Acct	\$ 3,000,000	\$ 1,549,123	\$ 1,450,877	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Excess Revenue & Provisions	\$ 82,000,000	-\$ 10,255,321	\$ 105,908,504	\$ 95,653,183	\$ 80,000,000	\$ 32,000,000	\$ 22,000,000
Total AIA Funding	\$ 225,000,000	\$ 68,218,317	\$ 180,434,866	\$ 248,653,183	\$ 230,000,000	\$ 195,000,000	\$ 195,000,000
Funding From Consolidated Fund	\$ 256,000,000	\$ 115,569,000	\$ 140,431,000	\$ 256,000,000	\$ 279,718,000	\$ 297,540,000	\$ 319,530,000
GRAND TOTAL FUNDING	\$481,000,000	\$183,787,317	\$320,865,866	\$ 504,653,183	\$509,718,000	\$492,540,000	\$514,530,000

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9.0 MEASUREMENT AND EVALUATION OF ORGANIZATIONAL PERFORMANCE

9.1 STRATEGY MAP



AGD MAF Business Plan 2018/2019 – 2020/2021

9.2 MONITORING PLAN

Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2016/2017)	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 (2018/2019)		Year (2019/2020)		Year (2020/2021)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Estate Administration	Investigations Completed	Investigations completed in 330 cases	Investigate and refer cases for Application of Instruments of Administration and Letters of Administration	300	Monthly	300	Monthly	360	Monthly	- Managers' progress reports
	Instruments of Administration & Instruments of Distribution	Instruments of Administration and Instrument of Distribution issued internally	Issue 90% of Instruments of Administration & Instruments of Distribution within 3 months from date of referral	90% within 3 months	Monthly	90% within 3 months	Monthly	90% within 3 months	Monthly	- Executive's progress reports
	Assets Collected	Formal possession taken in 98.6% of estates within 2.5 weeks from date of receipt of Instruments of Administration	Take formal possession for 90% of the estates within 3 weeks from date of receipt of Instrument of Administration	90% within 3 weeks	Monthly	90% Within 3 weeks	Weekly	90% Within 3 weeks	Weekly	- Site visits - Managers' progress reports
	Estates Closed	678 cases closed	Number of cases closed	800	Monthly	1000	Monthly	1200	Monthly	- Managers' progress reports
	Trust Accounting	2327 estate accounts completed	Number of estate accounts completed	2,500	Monthly	Automated	Monthly	Automated	Monthly	- Manager's progress reports

Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2016/2017)	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 (2018/2019)		Year (2019/2020)		Year (2020/2021)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Optimise Net worth	Return on Investment	Average return on investment was 6.78%	Average percentage return on investment – Estate Funds.	At least 5%	Monthly	At least 5%	Monthly	At least 5%	Monthly	- Investment schedules - Manager’s progress reports
	Property Managed	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)	At least 95%	Monthly	At least 95%	Monthly	At least 95%	Monthly	- Insurance coverage report - Manager’s progress reports
	Agency’s budget	Expenses amounted to \$361.94M	Agency’s budget managed effectively	\$509.718M	Monthly	\$5103M	Monthly	\$520M	Monthly	- Manager’s progress reports - Monthly Financial Statement
	Revenue	Revenue of \$164.18M earned	Revenue Earned	\$152M	Monthly	\$193M	Monthly	\$195M	Monthly	- Manager’s progress reports - Monthly Financial Statement
	Secure data	100% of the Agency’s approved data set	Maintain Backup of 95% of the Agency’s approved data set using at least one of the 3 locations	At least 95%	Daily	At least 95%	Daily	At least 95%	Daily	- Manager’s reports

Priority Policies, Programmes and Projects	Output Performance Indicator(s)	Baseline Data (2016/2017)	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 (2018/2019)		Year (2019/2020)		Year (2020/2021)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Integrated Business Processes	TEMS implementation progress report	This is a new target based on the implementation of TEMS	Implement the Trust & Estate Management System (TEMS) <i>(end of 1st quarter)</i>	By the end of 1 st quarter	daily	n/a	n/a	n/a		TEMS Launched
	Information and Communications Technology (ICT) infrastructure & submitted	Report submitted on October 14	Review and make recommendations for Information and Communications Technology (ICT) infrastructure improvement	Report to be submitted by October 19	Annually	Report to be submitted by October 18	Annually	Report to be submitted by October 18	Annually	- Manager's report
Staff Competence	Trained staff	93.5% 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 renewed	Agency's insurance policy renewed April 30	Renew the Agency's insurance policy	April 30	Annually	April 30	Annually	April 30	Annually	- Insurance policy
Strategies, Laws & Awareness	Business Plan submitted	Business Plan submitted on November 30	Business Plan to be submitted to the Ministry of Justice	November 30	Annually	November 30	Annually	November 30	Annually	- Business Plan
	Public Informed		Execute at least 80% of Public Education Plan	In accordance with approved schedule	Monthly	In accordance with approved schedule	Monthly	In accordance with approved schedule	Monthly	- Manager's progress reports

APPENDICES

Appendix 1

PROCUREMENT PLAN 2018/2019

Ref. No.	Description	Unit of Measure	Qty	Estimated Budget & Funding Source					Pre-qualification Y / N	Proc. Method [1]	Estimated dates			Status & Comments[
				GOJ	External Funding		Total	Publication			Award	Start		
					Loans	Grants			Self Finance					
									-					
25	Stationery			1,500,000.00				1,500,000	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
25	Advertising & Public Relations			4,500,000.00				4,500,000	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Food and Drink			1,200,000.00				1,200,000	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Subscription to Professional			800,000.00				800,000	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Software Maintenance			11,220,000.00				11,220,000	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	Ongoing Contract
25	Other Asset Maintenance			3,600,000.00				3,600,000	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
25	Official Entertainment-CEO			150,000.00				150,000.00	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Petrol, Oil and Lubricants			1,200,000.00				1,200,000	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Insurance			750,000.00				750,000	N	LT	Q1	Q1	Q1	Already Awarded
25	Security Services			1,600,000.00				1,600,000	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	Already Awarded
25	Refund of Tuition Cost			1,500,000.00				1,500,000	N	n/a	Q1-Q4	Q1-Q4	Q1-Q4	
25	Training			1,500,000.00				1,500,000	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
25	Other Purchases of Goods and			6,000,000.00				6,000,000	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	

25	Armoured Security Service			350,000.00				350,000	N	LT	Q1	Q2	Q2	Already Awarded
25	Postage			600,000.00				600,000	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Estate Backlog Project			1,500,000.00				1,500,000	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Professional Fees			3,000,000.00				3,000,000	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
25	Printing			600,000.00				600,000	N	DC & LT	Q1-Q4	Q1-Q4	Q1-Q4	
32	Development of Trust Estate Management Software			41,120,000.00				41,120,000	Y	LT	Q1	Q1	Q1-Q4	Already contracted
32	Computer Equipment			12,000,000.00				12,000,000	N	LT	Q1	Q1	Q2	
32	Refurbishing			8,000,000.00				8,000,000	N	DC	Q1	Q1	Q1	
32	Furniture and Office Equipment			9,500,000.00				9,500,000	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
32	Motor Vehicle		1	5,000,000.00				5,000,000	N	LT	Q1	Q2	Q2	
				117,190,000.00				117,190,000						

[1] Open Framework (OF), Closed Framework (CF), ITB, ICB, LCB, RFP, RFQ (shopping), Sole

[2] (P)Pending, (PR)Processing, (A) Awarded, (C) Cancelled or other comments specific to the programme/project

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Appendix 11

Public Education Plan Schedule for April 2018 - March 2019

Description	Target	Weight
1. Place at least 50 commercial spots on local radio stations to highlight the role and services of the Department.	By March 31, 2019	15
2. Distribute at least 10,000 flyers to the public and other stakeholders	By March 31, 2018	10
3. Place the Department's video features in at least eight (8) spots on a local television station	By June 30, 2018	15
4. Execute the 2018 Educational Awards Ceremony for the Department	By August 31, 2018	10
5. Organize at least one television interview to highlight the role and services of the Department	By October 31, 2018	10
6. Execute a Public Education Day to highlight the role and services of the Department and to provide services to clients and potential clients.	By October 31, 2018	15
7. Design and execute at least one public education activity to strengthen relationship with other Government Ministries, Departments and Agencies.	By December 31, 2018	15
8. Place print advertisements in at least one local newspaper to highlight the role and services of the Department.	By March 31, 2019	10
Total Weight		100

KPI # 16: - "Execute at least 80 percent of the public Education Plan" *in accordance with approved schedule*

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