

# **ADMINISTRATOR-GENERAL'S DEPARTMENT**

*An Executive Agency*

## **CORPORATE PLAN**

**2019/2020 – 2021/2023**



## SUBMISSION TO THE MINISTRY OF JUSTICE

The Management Accountability and Governance Framework Business Plan for the Financial Years 2019/2020 to 2021/2023 is hereby agreed with the Minister of Justice, the Permanent Secretary of the Ministry of Justice and the Chief Executive Officer of the Administrator-General's Department.

Signed by Delroy Chuck,  
Minister of Justice  
of the Ministry of Justice



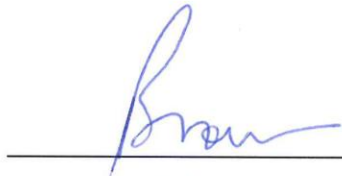
Delroy Chuck  
Minister of Justice

Signed by Sancia Bennett-Templer,  
Permanent Secretary  
in the Ministry of Justice



Sancia Bennett-Templer  
Permanent Secretary

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



Lona M. Brown  
Chief Executive Officer

Dated this 3<sup>rd</sup> day of June, 2019

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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 <sup>st</sup> Year	-	F/Y 2019/2020
Year-2/2 <sup>nd</sup> Year	-	F/Y 2020/2021
Year-3/3 <sup>rd</sup> Year	-	F/Y 2021/2022
Year-4/4 <sup>th</sup> Year	-	F/Y 2022/2023

## **CHIEF EXECUTIVE OFFICER'S MESSAGE**

The Strategic Business Plan of the Administrator-General's Department outlines the strategic objectives and key performance indicators, for the financial years 2019/2020 to 2022/2023 that the Agency will be pursuing in order to achieve its mission and vision.

The Agency will have six strategic objectives and 15 key performance indicators as outlined in the Plan. The achievement of these will be positively impacted by the Trust and Estate Management System (TEMS) which was implemented in July 2018.

The TEMS solution was designed to integrate critical manual processes, improve the estate management process and bring greater efficiency in the service delivery to beneficiaries and clients. It is currently being used to carry out all financial transactions and process all cases reported to the Department. During year 1, scanning and migration of all manual files will be completed.

The benefits to be derived from the implementation of TEMS are far-reaching and will greatly enhance the achievement of the objectives of the Agency as it facilitates quick access to crucial information needed in the decision-making process.

April 2019 will mark 20 years since the Administrator-General's Department has become an Executive Agency. In celebration of this great accomplishment much of the Agency's public education activities will be focused on the 20<sup>th</sup> anniversary.

As the Department continues to collaborate with other stakeholder organisations, it will be join with the other three pioneering Executive Agencies, the Registrar General's Department, Companies Office of Jamaica and the Management Institute for National Development in celebrating of this momentous occasion.

Other public educational strategies on promoting work of the including advertisement in print and electronic media and participation in Jamaica Diaspora Conference will be ustilised to further sensitise the public and stakeholder groups.

The drive to address cases at the enquiry stages and also to dispose of backlog cases will be intensified throughout the life of this Plan. The Agency will seek the necessary financial and other resources to achieve these objectives.

Training will be a key factor in maintaining and improving operational efficiency and for providing increased output, especially with the recent implementation of TEMS. The

Agency's annual training plan will continue to focus on the major areas necessary which impact the work of the Agency and which will redound to staff development.

The Agency will continue to demonstrate its steadfast commitment to delivery of quality service and we will continue to utilise the available resources in the most efficient manner in executing the mandate of this organisation.



**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**

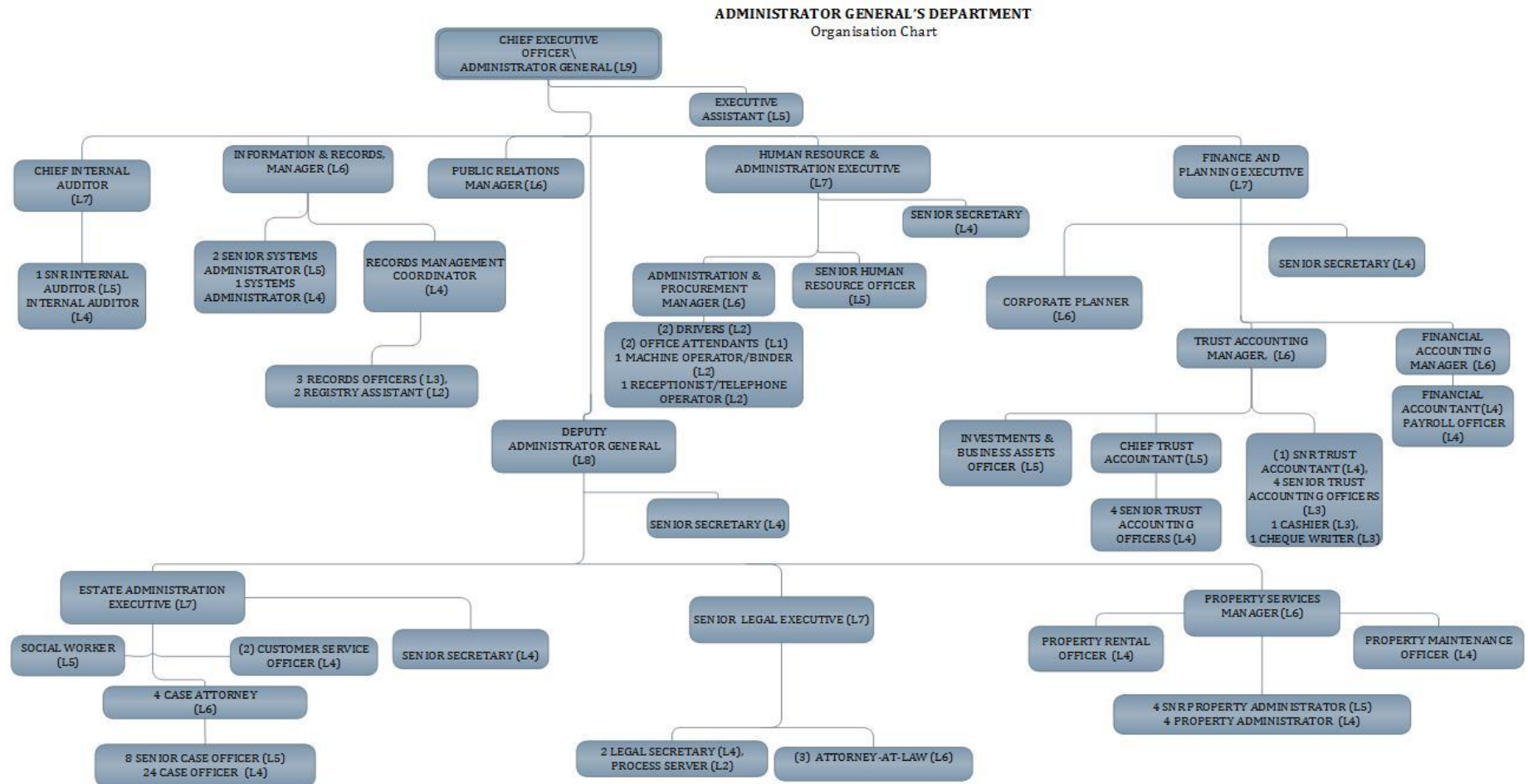
The Executive and Senior Management Team will continue to focus on establishing the overall Policies and Programmes that are supportive of the Ministry of Justice's responsibility for equitable social justice. The Executive Team will review and amend its processes to facilitate improved efficiencies 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
<b>Operations:</b> <ul style="list-style-type: none"> <li>Investigation of Estates</li> <li>Estate Administration</li> </ul>	Risk Management Policy & Programmes Citizen Focused Services Customer Service Accountability
<b>Legal Services:-</b> <ul style="list-style-type: none"> <li>Court applications</li> <li>Litigation</li> </ul>	Risk Management Citizen Focused Services Accountability
<b>Property Services:-</b> <ul style="list-style-type: none"> <li>Property Management</li> <li>Property Maintenance</li> </ul>	Risk Management Accountability
<b>Finance &amp; Planning:-</b> <ul style="list-style-type: none"> <li>Financial Accounting</li> <li>Trust Accounting</li> <li>Investment</li> <li>Business Assets Management</li> <li>Strategic Planning</li> </ul>	Risk Management External Citizen Focused Services Stewardship Accountability Strategic Direction
<b>Records &amp; Information Management Systems:-</b> <ul style="list-style-type: none"> <li>Records Management</li> <li>Data Security</li> </ul>	Implementation of the TEMS Citizen Focused Services Accessibility to ICT Services Risk Management Accountability
<b>Human Resource &amp; Administration:-</b> <ul style="list-style-type: none"> <li>Recruitment</li> <li>Training &amp; Development</li> <li>Staff welfare</li> <li>Fix Asset Maintenance</li> </ul>	Internal Citizen Focused Services Accountability

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## Administrator-General's Department – Organisational Chart



CMD/AGD

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## 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"> <li>• Perpetuity of office</li> <li>• Competent staff with expert knowledge in technical areas</li> <li>• Tools available to execute functions</li> <li>• Documented policies and procedures in specialised areas</li> <li>• Executive Agency status</li> <li>• Customer service quality</li> <li>• Continuous training and development of staff members</li> </ul>	<ul style="list-style-type: none"> <li>• High volume of work</li> <li>• Backlog of cases</li> <li>• High level reliance on external stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Inform the public of the estate Administration process and build awareness</li> <li>• Earn additional revenue to fund a larger portion of budget</li> <li>• Formation of external partnerships</li> <li>• Ability to offer new services</li> <li>• Increased public awareness</li> <li>• Availability of improved technologies for automation of processes</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate human resources</li> <li>• Attrition of qualified staff</li> <li>• Time and cost to train new staff</li> <li>• Effect of slow response time from external stakeholders</li> <li>• Uncooperative beneficiaries</li> <li>• Insufficient funds in some estates to cover administrative costs</li> <li>• Risk of backlog properties being adversely possessed</li> </ul>

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.

#### **3.2 ENTITY VALUES**

The 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.

The performance of some of the Agency's key performance indicators is dependent on the responsiveness of external 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**

The Agency contributes to the attainment of the National Development Plan - Vision 2030 through alignment with National Outcome #6: Effective Governance. An assessment of the 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 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 four years of this Plan, while maintaining the currency of new cases being administered.

The implementation of the Agency's Trusts and Estate Management System has provided the framework for automating the estate management processes. The software is currently being used and has resulted in integration of the various units to facilitate smoother information flow in an electronic environment.

Accessibility of crucial reports is enable faster decision making and allows for improved service delivery to beneficiaries and clients.

### **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.

**AGD Business Plan 2019/2020 – 2021/2023**

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.

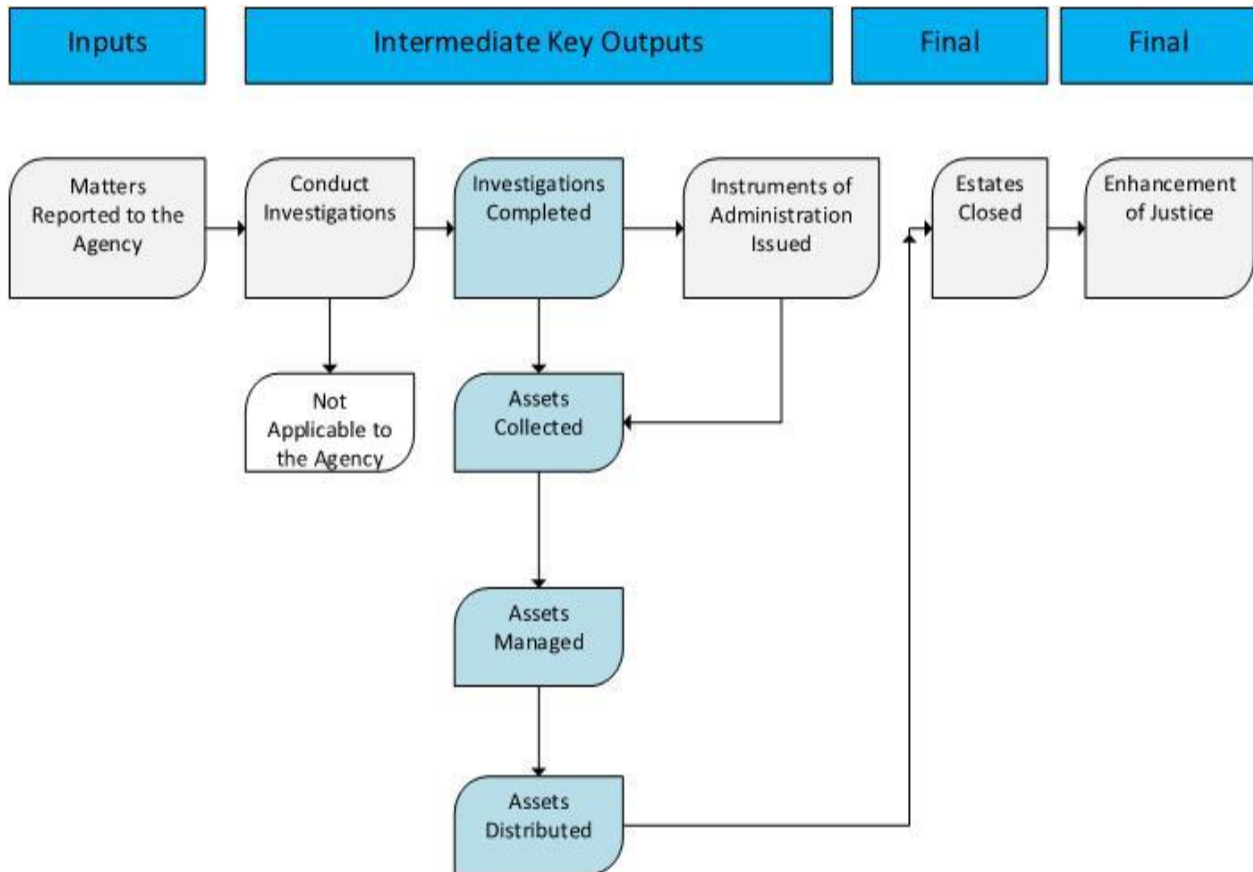
**3.8 CORE ACTIVITIES**

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 implemented TEMS in July 2018. Despite the successful roll-out of the software, continued refinement of the system was required, resulting in delays in completing the required training. As a result, throughout 2019/2020, the Agency will continue to focus on TEMS training as one of the core pillars in its training plan. As the design of TEMS makes the software user friendly, it is anticipated that training in all modules of the software will proceed smoothly.

Accompanying the software training will be continued emphasis on legal training, leadership development and general customer service skills transfer. Legal training in particular will be required as the Agency addresses the complex legal matters present in the Department.

There is a need for an increase in the cadre of staff members, primarily in Estate Administration. With the introduction of TEMS, the Department will redeploy members of staff, predominantly from Trust Accounting unit to Operations, Registry and Legal Services. In anticipation of this move, the Agency undertook to train 4 members of staff in Paralegal Studies at the Diploma level. These members of staff completed the programme in October 2018. As a result, they are now able to take up para-legal related posts in the Department. Other staff members will also be trained in Paralegal Studies in 2019/2020.

A reorganization of the Department will be requested from the Ministry of Finance & the Public Service, to ensure that existing human resources are utilized in the most efficient structure, without any significant addition to the staff complement.

The Agency will continue to use creative measures to increase efficiency and maintain its highly skilled and functional workforce.

ADMINISTRATOR-GENERAL'S DEPARTMENT (AGD)

**AGD Business Plan 2019/2020 – 2021/2023**

<b>Units/Divisions or Projects</b>	<b>Staff Complement</b>	<b>2018/2019</b>	<b>2019/2020</b>	<b>2020/2021</b>	<b>2021/2022</b>	<b>2022/2023</b>
Executive Office	2	2	3	3	3	3
HR & Administration	10	10	9	9	9	9
Finance and Planning	19	19	9	9	9	9
Corporate Planning	1	1	1	1	1	1
Estate Administration	43	43	50	50	50	50
Legal Services	7	7	9	9	9	9
Property	11	11	12	12	12	12
Public Education	1	1	1	1	1	1
Records Management & Information Systems	10	10	10	10	10	10
Internal Audit	3	3	3	3	3	3
<b>Total</b>	<b>107</b>	<b>107</b>	<b>107</b>	<b>107</b>	<b>107</b>	<b>107</b>

## 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 2018/2019*

(April 1, 2018 – October 31, 2018)

The Agency's current performance against its performance indicators and targets for the financial year 2018/2019 is set out in the table below.

Indicator	Annual	Cumulative	Cumulative	YTD	
	Target	Target	Actual	Variance	Weights
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. <b>Volume:</b> Investigate and refer cases for Application of Instruments of Administration and Letters of Administration	300	175	111	36.57%↓	5
INSTRUMENTS OF ADMINISTRATION & INSTRUMENTS OF DISTRIBUTION					
2. 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	100% within 3 months	11.11%↑	8

Indicator	Annual	Cumulative	Cumulative	YTD	Weights
	Target	Target	Actual	Variance	
<b>ASSETS COLLECTED</b>					
<b>3. Speed:</b> 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	100% within 3 weeks	11.11%↑	5
<b>ESTATES CLOSED</b>					
<b>4. Volume:</b> Number of Cases Closed	600	350	84	76%↓	8
<b>TRUST ACCOUNTING</b>					
<b>5. Volume:</b> Number of Estate Accounts Completed	2500	1458	1479	1.42%↑	8
<b>STRATEGIC OBJECTIVE 2:</b> <i>Optimize the net worth of each estate within the law to maximize the value that will accrue to beneficiaries.</i>					
<b>INVESTMENT (ESTATE FUNDS)</b>					
<b>6. Quality:</b> Average Percentage Return on Investment (Estate Funds)	At least 5%	At least 5%	6.26%	25.2%↑	6
<b>PROPERTY MANAGEMENT</b>					
<b>7. Efficiency:</b> Percentage of existing insurable properties insured by the renewal date (based on availability of funds)	At least 95%	At least 95%	100% Insured May 31	5.26%↑	4

Indicator	Annual	Cumulative	Cumulative	YTD	Weights
	Target	Target	Actual	Variance	
STRATEGIC OBJECTIVE 3: Provide strategic planning and direction and ensure the cost-effectiveness of the Agency's operations through prudent financial management.					
FINANCE & PLANNING					
8. Efficiency: Agency's budget managed effectively	\$509.718M	\$297.32M	\$277.30M	6.73%↑	8
9. Volume: Revenue Earned	\$147M	\$85.75M	\$88.76M	3.51%↑	7
STRATEGIC OBJECTIVE 5: 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	July 2	Implemented July 2	-	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%	100%	5.26%↑	6

Indicator	Annual	Cumulative	Cumulative	YTD	Weights
	Target	Target	Actual	Variance	
<b>12. Efficiency:</b> Review and Make Recommendations for and Communications Technology (ICT) Infrastructure Improvement	<b>Report to be submitted by October 19</b>	Report to be submitted by October 19	Report submitted October 18	-	4
<b>STRATEGIC OBJECTIVE 5:</b> <i>Provide a highly functional work environment where staff members are competent, properly equipped and motivated to perform at the highest level</i>					
<b>HUMAN RESOURCE</b>					
<b>13. Quality:</b> Percentage of Staff Receiving an Average of 3 Hours Training	<b>70%</b>	40.83%	84%	105.7%↑	7
<b>ADMINISTRATION</b>					
<b>14. Efficiency:</b> Renew the Agency's Insurance Policy	<b>April 30</b>		April 30	-	5
<b>STRATEGIC OBJECTIVE 6:</b> <i>Provide strategic planning direction, ensure that the legal framework is relevant and maintain an effective public education programme to improve efficiency and awareness</i>					
<b>Corporate Planning</b>					
<b>15. Efficiency:</b> Business Plan to be Submitted to the Ministry of Justice	<b>November 30</b>	-	Not yet due for assessment		7

## AGD Business Plan 2019/2020 – 2021/2023

Indicator	Annual	Cumulative	Cumulative	YTD	
	Target	Target	Actual	Variance	Weights
<b>Public Education</b>					
<b>16. Efficiency:</b> Execute at least 80% of Public Education Plan	In accordance with approved schedule	In accordance with approved schedule	85% of approved schedule executed		5

## **7.0 PRIORITY PLANS AND PROGRAMMES (2019-2023)**

### **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

## 7.3 KEY PERFORMANCE INDICATORS FOR THE FINANCIAL YEARS 2019/2020- 2022/2023

Indicators	Year 1	Year 2	Year 3	Year 4	Weights
	2019/2020	2020/2021	2021/2022	2022/2023	
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 and refer cases for Application of Instruments of Administration and Letters of Administration	250	250	300	300	5
Instruments of Administration & Instruments of Distribution					
2. Efficiency: Issue 95% of Instruments of Administration and Instruments of Distribution within 3 months from date of referral	95% within 3 months	95% within 3 months	95% within 3 months	95% within 3 months	8
Assets Collected					
3. Speed: Take formal possession for 95% of the estates within 3 weeks from date of receipt of Instrument of Administration or Letters of Administration	95% within 3 weeks	95% within 3 weeks	95% within 3 weeks	95% within 3 weeks	5
Estates Closed					
4. Volume: Number of cases closed	500	700	800	900	8

Trust Accounting					
5. <b>Volume:</b> Number of estate accounts completed	2,800	Automation	Automation	Automation	8
<b>STRATEGIC OBJECTIVE 2:</b> <i>Optimize the net worth of each estate within the law to maximize the value that will accrue to beneficiaries</i>					
Investment					
6. <b>Quality:</b> Average percentage return on Investment (Estate Funds)	At least 5%	At least 5%	At least 5%	At least 5%	7
Property					
7. <b>Efficiency:</b> Percentage of existing insurable properties insured by the renewal date (based on availability of funds)	At least 95%	At least 95%	At least 95%	At least 95%	5
<b>STRATEGIC OBJECTIVE 3:</b> <i>Maintain cost-effectiveness of the Agency's operations through prudent financial management</i>					
Finance					
8. <b>Efficiency:</b> Agency's budget managed effectively	\$521.82M	\$544.44M	\$565.66M	\$593.32M	8
9. <b>Volume:</b> Revenue Earned	\$160M	\$175M	\$190M	\$200M	7
<b>STRATEGIC OBJECTIVE 4:</b> <i>Develop the electronic environment and integrate critical business processes to ensure improved efficiency, productivity and security of information</i>					
Information Technology					
10. <b>Efficiency:</b> Execute at least 80% of TEMS maintenance plan	As per schedule	As per schedule	As per schedule	As per schedule	6
11. <b>Efficiency:</b> Maintain Backup of 95% of the Agency's approved data set using at least one of	At least 95%	At least 95%	At least 95%	At least 95%	6



the 3 locations					
<b>STRATEGIC OBJECTIVE 5:</b> <i>Provide a highly functional work environment where staff members are competent, properly equipped and motivated to perform at the highest level</i>					
<b>Human Resource &amp; Administration</b>					
<b>12. Quality:</b> Percentage of Staff Receiving an Average of 3 Hours Training	70%	70%	70%	70%	7
<b>Administration</b>					
<b>13. Efficiency:</b> Renew the Agency's Insurance Policy	April 30	April 30	April 30	April 30	6
<b>STRATEGIC OBJECTIVE 6</b> <i>Provide strategic planning direction, ensure that the legal framework is relevant and maintain an effective public education programme to improve efficiency and awareness</i>					
<b>Corporate Planning</b>					
<b>14. Efficiency:</b> Business Plan to be Submitted to the Ministry of Justice	November 30	November 30	November 30	November 30	7
<b>Public Education</b>					
<b>15. Efficiency:</b> Execute at least 80% of Public Education Plan	In accordance with approved schedule	In accordance with approved schedule	In accordance with approved schedule	In accordance with approved schedule	7

## **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: Complete Investigation and refer cases for Application of Instruments of Administration and Letters of Administration**

This KPI relates to the investigative stage after a report of a death is made to the Department. The achievement of this target relies on the cooperation of external institutions and the beneficiaries themselves.

We experience serious difficulties in receiving relevant information to allow the Administrator-General to refer the matter for an Instrument of Administration. We have had some success over the past two (2) years through increased advertising in the newspapers and electronic media, enhanced public education activities and greater consultation with external Agencies. We will continue this strategy, however, we are still at a disadvantage in proving several critical requirements to complete the investigation process in accordance with the law. We must rely on other organizations for much of the information required.

We receive an average of 300 new cases per year with small estates making up a small percentage. We currently have 350 enquiry cases (with minors) awaiting supporting documents in order for us to make the necessary application for an Instrument of Administration.

There are some 300 cases without minor beneficiaries and where over the years we have not received the requisite information. We will be establishing a discrete project to examine these files with a view to closing them if we do not collect the information or the cases do not qualify as one that should be managed by the Department. There could be a small number of the 300 cases where we may have to apply to the court for Letters of Administration, depending on the circumstances.

The Agency will continue to work closely with our external partners and the beneficiaries to ensure we refer 250 of the cases targeted. We have therefore, based on the ongoing difficulties in eliciting information, reduced the figure of 300 in the first year to 250. We have maintained 250 for the following year and 300 for years 3 and 4.

**KPI # 2: Issue 95% 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. The Instrument of Distribution facilitates the distribution of assets of a primary estate in multi-generational estates to surviving beneficiaries.

The speedy issuing of IAs allows the Agency to collect estate assets and commence the administration of these estates expeditiously.

Estates which are multi-generational are referred for applications to be made for Instruments of Distribution

As at October 31, 2018, a total of 172 applications for IAs were issued within 3 months of the application being made. There were 9 IDs issued within the same period. This reflects 100% performance for this KPI in comparison to a target of 90% within 3 months.

Based on the consistent performance of this KPI over the years, the target has been increased from *at least 90%* to *at least 95%* of applications for IAs and IDs within 3 months.

**KPI # 3: Take formal possession for 95% of the estates within 3 weeks from date of receipt of Instrument of Administration or Letters of Administration**

When Instruments of Administration or Letters of Administration are obtained, the Department takes the necessary steps to take charge of real properties belonging to estates. Where the property is occupied, occupants are advised of the authority obtained and the responsibility of the Department.

The Agency's property portfolio consists of over 5,000 parcels located across Jamaica.

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 value.

Of the IAs and LAs obtained with estates properties, the Department took formal possession in all 34 properties within 3 weeks of receiving the authority as at October 31, 2018. This reflected 100% within 3 weeks in comparison to a target of 90% within 3 weeks.

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The Montego Bay office which is responsible for the property portfolio for the western region is playing a significant role in ensuring that formal possession for properties within that area is completed within the specified time.

Over the years, this KPI has been performing well and consequently, for this Plan, the target will be increased from 90% within 3 weeks to 95% within 3 weeks.

**KPI # 4: Number of cases closed**

The ultimate objective of estate administration is to distribute beneficiaries' entitlement and to close the cases.

There are currently over 5,000 estates being administered by the Department. Backlog cases are being managed in a dedicated unit with over 95% of these backlog estates consisting of property(s) as its primary asset.

The lack of funds to carry out critical estate administration functions has been very challenging especially where the beneficiaries cannot be located or where the beneficiaries have died or cannot be located. This further complicates the process by creating multi-generational estates.

Since attaining Executive Agency status in 1999, a total of 12,841 cases have been closed. This is an average of 655 files per year while taking on an average of 300 new cases per year. This indicates that the Department has been closing twice the number of estate case taken on during each period.

The closure for 2018/2019 has been impacted by the implementation of TEMS as a result of some technical glitches experienced during the process.

There is a multiplicity of estate administration activities that cannot be automated, are more human related, and which also rely on external entities. However, TEMS will facilitate improved efficiencies and enhance management oversight of the administration process. For year 1, we expect that all material glitches in TEMS will be addressed and data migration completed.

Consequently, the target was reduced in year 1 to 500 to facilitate the implementation process and resolution of technical glitches. The Plan proposes progressive increases over the next 3 years and data migration completed.

**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 to beneficiaries and contain information on the financial position of each estate and provide the basis to determine each beneficiary's entitlement.

Prior to the implementation of TEMS, Statements of Accounts were prepared manually. However, since its implementation, some estate accounting records have been migrated to the system. This allows for financial transactions to be done and also provides for availability of records on a real-time basis.

In updating an estate account to TEMS, the Department prepares an account from the manual records as at June 30, 2018. As the system was implemented on July 2, 2018, all subsequent accounts will be updated through TEMS. During year 1 of the plan, the Agency will prepare manual accounts as at June 30, 2018 for all estates and these will be update to TEMS.

As at October 31, 2018 a total of 1467 statements of accounts were prepared against a target of 1458. In excess of 50% of these accounts have already been updated to TEMS.

For the first year, the Agency will prepare at least 2,800 statements of accounts. By the second year, the accounting module of TEMS is expected to be fully populated with all accounting records updated and migrated. This will facilitate access to records on a real-time basis and will positively impact the speed of the administration process.

**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. 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 beneficiaries.

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

Estates cash assets are pooled in a Common Fund and invested in secured Government instruments. This ensures maximum returns on investment and security of estate funds.

At the end of October 2018, the value of the Common Fund portfolio was \$2.57B, with an average rate of return on investment was 6.26%. The portfolio is made up of 63.46% invested in long-term instruments, 20.86% in medium-term and 15.69% in short-term.

There has been a reduction in the rates of return for investment as a result of a downward trend in the investment market. The Department however, continues to benefit from returns above market as a result of the high proportion of long-term instruments earning above average rates.

There are currently no liquidity threats in the foreseeable future. The short and medium term balances together with the projected collection of estate funds will provide adequate cash-flow to meet the projected payment to creditors, estate expenses and distribution to beneficiaries.

Based on the current state of the market, the Agency's projected rate of return for the duration of this Plan is at least 5%.

As custodian of the estates' funds, 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 consists of over 5,000 parcels, located across the island with approximately 40% that are improved properties (containing buildings).

The objective of this KPI is to safeguard the estate assets against any potential risk of loss or damage. In this regard, the Agency insures all insurable properties where funds are available. There were 547 properties that were classified as insurable, in accordance with industry standards.

At renewal date of May 2018, there were 245 estates with insurable properties that had sufficient funds for insurance purposes. All new insurable properties received after the renewal date was subsequently insured where funds were available. This represents 100% achievement of this target against a target of 90%.

Where funds were not available, adult beneficiaries were asked to provide the required funds for insurance. Over the years, it has proven very difficult to obtain costs to cover insurance expenses.

A major portion of the portfolio consists of properties forming part of the backlog cases. The Agency is continuing its efforts to dispose of the backlog cases which will result in the reduction of the property portfolio.

**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 annual budget of \$509.72M consists of staff costs and TEMS related expenses.

As at October 31, 2018, a total of \$277.30M or 93% of the Agency's YTD budget of \$297.32M was spent. The savings YTD was primarily due to unpaid one off salary related payments and retroactive increments. YTD salary payment amounts to \$176.14M against budget of \$197.34M.

The projected activities for the next 4 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 \$521.82, a marginal increase over the approved budget for 2018/2019. It is projected that the budget for the succeeding years 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.

As at October 31, 2018 revenue collection was \$88.76M against a projection of \$85.75M.

The expected revenue for year 1 is \$160M to be supported by an additional \$65M from accrued surplus to provide a total AIA funding of \$220M

The projected revenue for the next 4 years is estimated to increase as the Department seeks to distribute assets to beneficiaries through the disposal of properties. Significant work is being

done to dispose of properties where beneficiaries are unable to provide funds to settle debts of the estate, both internal and external.

These activities will result in file closure over the long-run and reduced operating costs.

#### **STRATEGIC OBJECTIVE 4**

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

This objective has 2 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: Execute at least 80% of TEMS Maintenance Plan *(As per approved schedule)***

The Department implemented TEMS on July 2, 2018 and all current transactions are now being processed utilizing the system.

Since its implementation, significant work has been done to correct bugs, train technical and other staff and to improve the overall functionality of the system.

During year 1 of the Plan we anticipate continued improvements in the system and the completion of the data migration of all manual records.

The schedule of activities to be undertaken will ensure that TEMS will function efficiently and meet the expectations of all users.

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

For the effective functioning and continuity of this Department, it is important that critical data is preserved and can be retrieved easily in the event of any unforeseen circumstances including hardware failures, virus infections, unauthorized access or any other breaches or disaster.



To this end, back-up of the Agency's data is done in accordance with an approved data-set in the disaster recovery plan. This is done in-house on a daily basis on tape drives, daily through the use of cloud technology and also offsite on a monthly basis at a Government location.

Since the implantation of TEMS, the Agency is using storage area network (SAN) for storage of its data. This allows for large capacity storage and high speed access to data.

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

The Department acknowledges that an investment in knowledge of its staff members is an investment in the future of the organisation. With this in mind, there is continuous training and development of staff to ensure that they possess the relevant skill-sets and competencies necessary to carry out their functions.

For the current year, a large portion of the training was focused on the implementation of TEMS system and will continue in this vein until every member of staff is fully competent in using the application.

There was training in other pertinent areas including Administering Estates with Stock Assets & Companies, Development in Intellectual Property Rights, Interpreting Tax Legislation and Capacity Development in Digital Preservation

The Agency was required to provide at least 3 hours training for 40.8% of staff as at October 31, 2018, however 84% of staff (90 staff members) received at least 3 hours training by that time.

For the 4 years of the Plan, the projection for staff training will remain at 70% of staff receiving at least 3 hours training. There will be continuous training in TEMS and other technical areas and also training geared towards developing some soft skills in staff members.

**KPI 13: Renew the Agency's Insurance Policy**

The Agency insures its fixed assets to safeguard against risks and ensure that in the event of a loss they can be easily replaced. 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, 2018 was completed on April 27, 2018. All equipment acquired after the renewal date are insured within 3 days of acquisition.

The Agency will continue to be prudent in the security and management of its assets and ensure that assets are kept in optimal working condition.

The renewal of the fixed assets insurance policy will be renewed by April 30 of each year of the Plan.

**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 14: Business Plan to be submitted to the Ministry of Justice**

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

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

The planning process for the 2019/2020 – 2021/2023 Business Plan commenced in September 2018 and sessions were held with the Executive and Management team.

During these sessions, the strategic objectives of the Agency were reviewed and key performance indicators generated for the period. The Business Plan for the current year's target will be prepared and submitted to the Ministry of Justice by November 30, 2018 and all subsequent Plans November 30 of each year.

**KPI 15: Execute at least 80% of Public Education Plan**

This Agency's public education programme was designed to support the estate administration process and overall service delivery of the Department. Through this campaign, the Agency is able to educate the public about the role and services of the Department and also engaging relevant stakeholders in the estate administration process.

When matters are reported to the Department, very frequently Forms of Particulars which are used to report the matter to the Department are not properly completed and relevant documents are usually not available.

There are some institutions that do not respond to requests made by the Department in reasonable time and this has caused tremendous delays in confirming and collecting assets. This has resulted in the Agency's inability to move the cases forward and is largely responsible for some cases falling into backlog.

For the current year, several initiatives were used in reaching the general public and stakeholder groups.

As at October 31, 2018, the Agency executed 85% of its public education plan and also participated in 40 sessions in the public and private sector organisations including sessions for Justices of the Peace organised by the Ministry of Justice.

For the coming year some of the strategies used in the current year will be continued and new strategies utilised. The print and electronic media as well as social media for advertising and information purposes will form a part of the public education initiative. The Agency will be celebrating its 20<sup>th</sup> year as an Executive Agency during the 2019/2020 financial year and there are a number of scheduled activities that will form part of this momentous milestone.

**AGD Business Plan 2019/2020 – 2021/2023**

The complete schedule of activities for the first year is appended (*Appendix 111*) and it is expected that through these initiatives the public and stakeholder groups will better understand the challenges the Department encounters in the administration of estates and that the results will be far reaching.

## 8.0

**BUDGETED EXPENDITURE & REVENUE FORECAST**

Financial Years 2019/2020 to 2021/2023  
(with Expenditure Outlays for F/Y 2018/2019)

Object Classification	Revised 2018/19	F/Y 2019/20	F/Y 2020/21	F/Y 2021/22	F/Y 2022/23
<b>21. Compensation of Employees</b>					
Monthly	\$ 213,190,860	\$ 227,261,457	\$ 245,783,265	\$ 265,814,602	\$ 287,478,492
Fortnightly	\$ 9,972,000	\$ 10,630,152	\$ 11,496,509	\$ 12,433,475	\$ 13,446,803
Statutory Ded. (Employer's NIS)	\$ 4,000,000	\$ 4,012,500	\$ 4,012,500	\$ 4,012,500	\$ 4,012,500
Statutory Ded. (Employer's NHT)	\$ 7,754,140	\$ 8,454,237	\$ 8,720,068	\$ 9,407,282	\$ 10,150,503
Gratuity & Terminal Grant	\$ 10,800,000	\$ 12,500,000	\$ 14,500,000	\$ 14,500,000	\$ 14,500,000
Incentive	\$ 18,500,000	\$ 22,316,286	\$ 23,789,161	\$ 25,727,977	\$ 27,824,808
Pension Contribution (Employer)	\$ 9,500,000	\$ 14,000,000	\$ 14,500,000	\$ 14,500,000	\$ 14,500,000
Temporary & Relief	\$ 4,800,000	\$ 9,600,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000
Contract Labour	\$ 12,000,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000	\$ 3,600,000
Group Life Insurance	\$ 1,500,000	\$ 1,750,000	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000
Professional Allowances	\$ 4,410,000	\$ 5,800,000	\$ 6,500,000	\$ 6,500,000	\$ 6,500,000
<b>TOTAL</b>	<b>\$ 296,427,000</b>	<b>\$ 319,924,632</b>	<b>\$ 358,901,504</b>	<b>\$ 382,495,836</b>	<b>\$ 408,013,105</b>

<b>22. Travel Expenditure &amp; Subsistence</b>					
Upkeep	\$ 36,264,000	\$ 46,348,000	\$ 46,348,000	\$ 46,348,000	\$ 46,348,000
Subsistence	\$ 1,000,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
Mileage, Taxifare	\$ 5,200,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000
Foreign Travel	\$ 2,400,000	\$ 2,400,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
<b>TOTAL</b>	<b>\$ 44,864,000</b>	<b>\$ 55,948,000</b>	<b>\$ 56,548,000</b>	<b>\$ 56,548,000</b>	<b>\$ 56,548,000</b>
<b>23. Rental</b>					
Property	\$ 37,047,000	\$ 38,899,350	\$ 40,844,318	\$ 42,886,533	\$ 45,030,860
Parking	\$ 3,750,000	\$ 3,600,000	\$ 3,800,000	\$ 3,800,000	\$ 3,800,000
<b>TOTAL</b>	<b>\$ 40,797,000</b>	<b>\$ 42,499,350</b>	<b>\$ 44,644,318</b>	<b>\$ 46,686,533</b>	<b>\$ 48,830,860</b>
<b>24. Public Utilities</b>					
Electricity	\$ 5,700,000	\$ 6,800,000	\$ 6,800,000	\$ 6,800,000	\$ 6,800,000
Telephone - Line	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000	\$ 1,800,000
Telephone - Cellular	\$ 1,440,000	\$ 2,400,000	\$ 2,400,000	\$ 2,400,000	\$ 2,400,000
Telephone - Internet & Backup	\$ 4,500,000	\$ 5,200,000	\$ 5,500,000	\$ 5,500,000	\$ 5,500,000
<b>TOTAL</b>	<b>\$ 13,440,000</b>	<b>\$ 16,200,000</b>	<b>\$ 16,500,000</b>	<b>\$ 16,500,000</b>	<b>\$ 16,500,000</b>

Object Classification	2018/19	2019/20	2020/21	2021/22	2022/23
<b>25. Purchase of Goods &amp; Services</b>					
Stationery	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Advertising & Public Relations	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000	\$ 4,500,000
Food & Drink	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
Subscriptions to Professional Magazines	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
Computer Supplies & Repairs	\$ 1,200,000	\$ 1,800,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Printing	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
Computer Software Maintenance	\$ 8,450,000	\$ 9,100,000	\$ 9,750,000	\$ 9,750,000	\$ 9,750,000
Furniture & Equipment Repairs	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000
Official Entertainment - CEO	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000
Petrol, oil and Lubricants	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Insurance of Assets	\$ 750,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
M/V Maintenance & Repairs	\$ 1,200,000	\$ 1,600,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Security Services	\$ 1,600,000	\$ 3,400,000	\$ 3,600,000	\$ 3,780,000	\$ 3,780,000
Refund of Tuition Cost	\$ 1,500,000	\$ 2,000,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Training	\$ 1,500,000	\$ 1,800,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000

Other Purchases – Goods & Services	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000
Armoured Security Service	\$ 320,000	\$ 400,000	\$ 350,000	\$ 350,000	\$ 350,000
Postage	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
Estate Backlog Project	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
Professional Services	\$ 6,000,000	\$ 4,000,000	\$ 4,200,000	\$ 4,200,000	\$ 4,200,000
<b>SUB-TOTALS</b>	<b>\$ 41,570,000</b>	<b>\$ 44,150,000</b>	<b>\$ 44,950,000</b>	<b>\$ 45,130,000</b>	<b>\$ 45,130,000</b>
<b>TOTAL RECURRENT</b>	<b>\$ 437,098,000</b>	<b>\$ 478,721,982</b>	<b>\$ 521,543,821</b>	<b>\$ 547,360,369</b>	<b>\$ 575,021,966</b>
<b>31. Purchase of Capital Goods</b> <i>(To be funded through Excess Revenue and Depreciation Provisions)</i>					
Motor Vehicle	\$9,500,000	\$7,500,000	\$0	\$0	\$0
Development of Estate Administration Software	\$57,200,000	\$15,600,000	\$10,400,000	\$7,800,000	\$7,800,000
Computer Hardware	\$5,000,000	\$3,000,000	\$8,000,000	\$6,000,000	\$6,000,000
Refurbishing	\$25,000,000	\$4,500,000	\$2,500,000	\$2,500,000	\$2,500,000
Furniture & Office Equipment	\$2,420,000	\$12,500,000	\$2,000,000	\$2,000,000	\$2,000,000
<b>SUB-TOTALS</b>	<b>\$99,120,000</b>	<b>\$43,100,000</b>	<b>\$22,900,000</b>	<b>\$18,300,000</b>	<b>\$18,300,000</b>
<b>GRAND TOTAL</b>	<b>\$536,218,000</b>	<b>\$521,821,982</b>	<b>\$544,443,821</b>	<b>\$565,660,369</b>	<b>\$593,321,966</b>



	Budget	Budget	Budget	Budget	Budget
Revenue Items	2018/19	2019/20	2020/21	2021/22	2022/23
Investment Fee	\$ 60,000,000	\$ 70,000,000	\$ 70,000,000	\$ 70,000,000	\$ 70,000,000
Investment Interest - 6%	\$ 10,000,000	\$ -	\$ -	\$ -	\$ -
6% Commission	\$ 20,000,000	\$ 24,000,000	\$ 28,000,000	\$ 28,000,000	\$ 28,000,000
Legal	\$ 55,000,000	\$ 64,000,000	\$ 75,000,000	\$ 90,000,000	\$ 100,000,000
Administration Fees	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 1,400,000
Property Administration	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Business Assets Monitoring Fee	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
<b>TOTAL REVENUE</b>	<b>\$ 147,000,000</b>	<b>\$ 160,000,000</b>	<b>\$ 175,000,000</b>	<b>\$ 190,000,000</b>	<b>\$ 200,000,000</b>
Estate Revolving Fund & Transportation Acct	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
Excess Revenue & Provisions	\$ 80,000,000	\$ 62,000,000	\$ 42,000,000	\$ 42,000,000	\$ 42,000,000
Total AIA Funding	<b>\$ 230,000,000</b>	<b>\$ 225,000,000</b>	<b>\$ 220,000,000</b>	<b>\$ 235,000,000</b>	<b>\$ 245,000,000</b>
Funding From Consolidated Fund	\$ 279,718,000	\$ 296,821,982	\$ 324,443,821	\$ 330,660,369	\$ 348,321,966
<b>GRAND TOTAL FUNDING</b>	<b>\$509,718,000</b>	<b>\$521,821,982</b>	<b>\$544,443,821</b>	<b>\$565,660,369</b>	<b>\$593,321,966</b>

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## ***9.0 MEASUREMENT AND EVALUATION OF ORGANIZATIONAL PERFORMANCE***

## 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 (2019/2020)		Year (2020/2021)		Year (2021/2022)		Year (2022/2023)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline			
Estate Administration	Investigations Completed	Investigations completed in 330 cases	Complete investigation and refer cases for Application of Instruments of Administration and Letters of Administration	250	Monthly	250	Monthly	300	Monthly	300	Monthly	- Managers progress reports
	Instruments of Administration & Instruments of Distribution	Instruments of Administration and Instrument of Distribution issued internally	Issue 95% of Instruments of Administration & Instruments of Distribution within 3 months from date of referral	95% within 3 months	Monthly	95% within 3 months	Monthly	95% within 3 months	Monthly	95% within 3 months	95% within 3 months	- 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 95% of the estates within 3 weeks from date of receipt of Instrument of Administration	95% within 3 weeks	Monthly	95% Within 3 weeks	Weekly	95% Within 3 weeks	Weekly	95% Within 3 weeks	Weekly	- Site visits - Managers' progress reports
	Estates Closed	678 cases closed	Number of cases closed	500	Monthly	700	Monthly	700	Monthly	800	Monthly	- Managers' progress reports
	Trust Accounting	2327 estate accounts completed	Number of estate accounts completed	2,800	Monthly	Automated	Monthly	Automated	Monthly	Automated	Monthly	- Manager's progress reports
	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	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	At least 95%	Monthly	- Insurance coverage report - 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 (2019/2020)		Year (2020/2021)		Year (2021/2022)		Year (2022/2023)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline			
Optimise Net worth												
	Agency’s budget	Expenses amounted to \$361.94M	Agency’s budget managed effectively	\$521.82M	Monthly	\$544.44M	Monthly	\$565.66M	Monthly	\$593.32M	Monthly	- Manager’s progress reports - Monthly Financial Statement
	Revenue	Revenue of \$164.18M earned	Revenue Earned	\$160M	Monthly	\$175M	Monthly	\$190M	Monthly	200M	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 lfocations	At least 95%	Daily	At least 95%	Daily	At least 95%	Daily	At least 95%	Daily	- Manager’s reports
Integrated Business Processes	TEMS Maintenance Schedule		Execute at least 80% of TEMS Maintenance Plan	As per approved schedule	Daily	As per approved schedule	Daily	As per approved schedule	Daily	As per approved schedule	Daily	TEMS Launched
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	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	70%	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	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	In accordance with approved schedule	Monthly	- Manager’s progress reports

# APPENDICES

## Appendix 1

### PROCUREMENT PLAN 2019/2020

Ref. No.	Description	Unit of Measure	Qty	Estimated Budget & Funding Source				Pre-qualification	Proc. Method [1]	Estimated dates			Status & Comments [2]
				GOJ	External Funding		Total	Y / N		Publication	Award	Start	
					L o a n s	Grants							
25	Stationery			1,500,000.00			3,000,000	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
25	Advertising & Public Relations			4,500,000.00			9,000,000	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Food and Drink			1,200,000.00			2,400,000	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Subscription to Professional Magazines			800,000.00			1,600,000	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Software Maintenance			11,220,000.00			13,020,000	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	Ongoing Contract
25	Other Asset Maintenance			3,600,000.00			4,200,000	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	

25	Official Entertainment-CEO			150,000.00			9,100,000	9,250,000	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Petrol, Oil and Lubricants			1,200,000.00			1,200,000	2,400,000	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Insurance			750,000.00			150,000	900,000	N	LT	Q1	Q1	Q1	Already Awarded
25	Security Services			1,600,000.00			1,000,000	2,600,000	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	Already Awarded
25	Refund of Tuition Cost			1,500,000.00			1,000,000	2,500,000	N	n/a	Q1-Q4	Q1-Q4	Q1-Q4	
25	Training			1,500,000.00			1,600,000	3,100,000	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
25	Other Purchases of Goods and Services			6,000,000.00			3,400,000	9,400,000	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
25	Armoured Security Service			350,000.00			2,000,000	2,350,000	N	LT	Q1	Q2	Q2	Already Awarded
25	Postage			600,000.00			1,800,000	2,400,000	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Estate Backlog Project			1,500,000.00			6,000,000	7,500,000	N	DC	Q1-Q4	Q1-Q4	Q1-Q4	
25	Professional Fees			3,000,000.00			400,000	3,400,000	N	LT	Q1-Q4	Q1-Q4	Q1-Q4	
25	Printing			600,000.00			600,000	1,200,000	N	DC & LT	Q1-Q4	Q1-Q4	Q1-Q4	
32	Development of Trust Estate			41,120,000.00			15,600,000	56,720,000	Y	LT	Q1	Q1	Q1-Q4	Already contracted



	Management Software													
32	Computer Equipment			12,000,000.00			3,000,000	15,000,000	N	LT	Q1	Q1	Q2	
32	Refurbishing			8,000,000.00			4,500,000	12,500,000	N	DC	Q1	Q1	Q1	
32	Furniture and Office Equipment			9,500,000.00			12,500,000	22,000,000	N	LT	Q1-Q2	Q1-Q2	Q1-Q2	
32	Motor Vehicle		1	5,000,000.00			7,500,000	12,500,000	N	LT	Q1	Q2	Q2	
				<b>117,190,000.00</b>			<b>1,750,000</b>	<b>117,190,000</b>						

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

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

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## Appendix 11

### TEMS Maintenance Plan Schedule for April 2019 - March 2020

**KPI # 15: - “Execute at least 80 percent of the TEMS Maintenance Plan” in accordance with approved schedule.**

#	Description	Target	Weight
	<b>TRAINING CONDUCTED</b>		
1.	TEMS - Training of Executive Group	By May 15, 2019	10
2.	TEMS - Training of Manager Group	By May 31, 2019	10
3.	TEMS - Training of General Staff Group	By June 30, 2019	15
	<b>FUNCTION MANUALS SUBMITTED</b>		
4.	Cashier	By July 15, 2019	5
5.	Cheque Writer	By July 15, 2019	5
6.	Estate Administration Confirmation of Ownership/Relationship/Proof of Death	By August 31, 2019	5
7.	Property Status/Formal Possession Report Preparation	By August 31, 2019	5
8.	Trust Accounting Fees Recovery	By September 30, 2019	5
9.	Trust Accounting Data Migration	By September 30, 2019	5
10.	Trust Accounting File Closure	By September 30, 2019	5
11.	Estate Administration File Verification	By October 31, 2019	5
12.	Estate Administration Beneficiary Payment/Third Party Payment	By October 31, 2019	5
13.	Estate Administration Fatal Accident Cases	By October 31, 2019	5
14.	Renting of Property	By November 31, 2019	5
15.	Legal Assets for Disposal	By December 31, 2019	5
16.	Legal Fatal Accident Cases	By December 31, 2019	5

## Appendix 111

### Public Education Plan Schedule for April 2019 - March 2020

**KPI # 15: - “Execute at least 80 percent of the public Education Plan” *in accordance with approved schedule***

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, 2020	10
2. Organise the Agency’s participation in the <b>2019 Biennial Diaspora Conference</b> to provide service to clients living in the Diaspora as well as to highlight the role and functions of AGD.	Participation	15
3. Organize activities to mark the <b>Department’s 20<sup>th</sup> year anniversary</b> as an Executive Agency	By December 31, 2019	30
4. Execute the <b>2019 Educational Awards Ceremony</b> for the Department	By August 31, 2019	10
5. Place at least 12 spots of the Department’s videos on television station	By December 31, 2019	15
6. Place print advertisements in at least one local newspaper to highlight the role and services of the Department	By March 31, 2020	10
7. Participate in at least 70% of the public education sessions requested by organizations	By March 31, 2020	10
<b>Total Weight</b>		100%

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