



LAND TENURE CENTER
University of Wisconsin - Madison

Consultancy Services to
The Government of the
Republic of Trinidad &
Tobago

LAND USE POLICY AND ADMINISTRATION PROJECT (LUPAP)

FINAL REPORT

AN IMPLEMENTATION PLAN TO INTRODUCE IMPROVEMENTS TO THE EXISTING INSTITUTIONAL STRUCTURE OF THE COMMISSIONER OF STATE LANDS

By

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1. Background

The implementation plan is based on the recommendations made in the study titled “Assessment of the Commissioner of State Lands” dated March 15, 2000. However, the plan takes into consideration the proposed merger of the office of the Commissioner of State Lands with the Land Administration Division. The recommendations pertaining to staff, vehicles, equipment, office space and additional financial resources are not being taken up for implementation at this stage, as the Business Plan of the new Authority has provided resources to address these issues. In the event no finality is reached as to the merger of the two agencies and the establishment of the Authority, action has to be initiated to implement those recommendations as well. Annex A provides a summary of additional actions needed, to implement those recommendations.

2. Implementation Plan

The plan identifies the steps required in improving efficiency and effectiveness of the institution. The actions that need to be followed by the new Commissioner of State Lands are summarized below.

Item No.	Action	When
1	Re-deployment of available staff	June 1-10, 2001
2	Seek approval to appoint Deputy Commissioners of State Lands	June 10, 2001
3	Jointly determine staff, physical assets, vehicles & equipment that would be made available to the CoSL	June 30, 2001
4	Establish Lease Management System & Workflow Management System	Sept. 1, 2001
5	Institute a program of revenue collection based on data provided by the Lease Management System	Sept. 1, 2001 – ongoing
6	Use data furnished by the Lease Management System to issue notices of renewal, notices of default of payment, notices of cancellation etc. on leaseholders.	September 1, 2001 – ongoing
7	Use data furnished by the Workflow Management System to commence a program of careful follow up of all cases with respective agencies and keep applicants informed of progress of each application	September 1, 2001- ongoing
8	Simplify processes that are presently adopted by careful scrutiny as to their validity and applicability	July 30,2001
9	Provide special attention to acquisitions which is subject to long delay	June 30, 2001
10	Prepare an Annual Plan of Operations	June 30, 2001
11	Follow identified indicators of progress to assess performance	September 1, 2001 – ongoing

12	Maintain records of all expenditure including salaries and other benefits, to assess the cost effectiveness of the operation	June 1, 2001 – ongoing
13	Institute a system of monitoring and evaluation of performance of individual members of the staff, related to output	September 30, 2001
14	Improve communication and linkages with other related institutions	June 1, 2001 –ongoing
15	Institute a system of delegation to the Deputies and other senior staff	June 30, 2001
16	Obtain consensus of all stakeholders and secure approval of Government for a new National Policy for State Land Management	December 30, 2001
17	Seek Cabinet approval to do away with certain approvals that are being sought at present	September 30, 2001
18	Revise the Draft Manual of Procedures in line with the new policy paper	January 30, 2002
19	Institute training programs for each level of staff to upgrade their skills	June 1, 2001 - ongoing
20	Review legislation and regulations pertaining to state land	September 30, 2001 – ongoing
21	Institute a formal process to bring to the notice of policy makers, the policy issues that surface in the course of implementation	December 30, 2001

2.1. Re-deployment of Staff of the Commissioner of State Lands

The full complement of staff identified in the report on the “Assessment of the Commissioner of State Lands will not be required at this stage, as the CoSL and the Land Administration Division are expected to merge into a new State Land Management Authority.

In the short term, it is proposed that the available staff be re-deployed in order to assume better control of the institution. The Supervisor of Lands should function as Deputy Commissioner of State Lands. Directly under the charge of the Commissioner, two units should be established, namely, the Land Information Unit and the Monitoring and Evaluation Unit. The Land Information Unit will be headed by the Systems Manager provided by the contractor selected for development of the Lease Management System and the Workflow Management System. Two data entry clerks have to be made available to this Unit from available staff. The Monitoring and Evaluation Unit will require the recruitment of a Planning Officer. Two clerks from the available cadre should be assigned to this Unit and as an interim arrangement, a Land Officer detailed to perform these duties.

Action should be initiated very early to secure approval for a Planning Officer.

2.2. Seek approval of the authorities for the appointment of Deputy Commissioners of State Lands as provided under the State Lands Act

The State Lands Act specifically provides for the President by Order to empower the Commissioner of State Lands or any Deputy Commissioner of State Lands to exercise any of the rights exercisable by him. The appointment of Deputy Commissioners of State Lands under Section 4(2) of the State Lands Act will enable the Commissioner of State Lands to delegate some of the functions to his/her deputy. It will also permit heads of other Government agencies that carry out state land management functions to carry out the functions of the Commissioner of State Lands, under the State Lands Act. In the first instance, the current Supervisor of Lands should be appointed to this position. It would facilitate the distribution of the workload in an even manner.

The following officers should be appointed to these posts, in addition to the substantive positions they hold at present.

- (i) Director, Land Administration Division of the Ministry of Agriculture
- (ii) Director, Land Management Services in Tobago
- (iii) Conservator of Forests (for the limited purpose of prosecuting and ejecting encroachers within forest reserves)
- (iv) Director of the Minerals Division of the Ministry of Energy (as envisaged in the new legislation)
- (v) Chairman, Land Settlement Agency and
- (vi) Such other officers that may require to be appointed from time to time

2.3. Agree on the allocation of staff, equipment and vehicles

The staff, physical assets, equipment and vehicles that are available belong to the Lands and Surveys Division. With the appointment of the Commissioner of State Lands, it is necessary to identify the staff and the physical resources that would ultimately belong to the Commissioner of State Lands. This apportionment has to be undertaken on a rational basis. The Commissioner of State Lands and the Director of Surveys should jointly agree on this matter early. When the merger takes place, it would be clear what assets would come under the control of the new Authority.

2.4. Establish the Lease Management System and the Workflow Management System

The contractor selected for the purpose of establishing the Lease Management System and the Workflow management System is expected to commence data preparation, data entry and data integration beginning May 1, 2001.

The Lease Management System is expected to provide the following benefits.

- (a) Computerize the essential data from State land records which are at present held in paper files to create a database that would facilitate more effective lease management
- (b) Determine the number of functioning and valid leases from the records system
- (c) Determine the number of licenses and agreements
- (d) Ability to respond to renewal or reassignment of leases speedily
- (e) Collect lease rents in a timely manner and recover of all outstanding rents
- (f) Collect outstanding rents on all licenses and agreements
- (g) Pursue action against defaulters
- (h) Ability to review leases that require periodic review of lease rent in a timely manner
- (i) Use updated data on status of leases with regular updating of information pertaining to transfers, assignments, sub-division etc.
- (j) Ability to retrieve information concerning all leases, licenses and agreements issued by the Commissioner of State lands
- (k) Use data in the formulation of the Annual Work Plan

The Workflow Management System is expected to provide the following benefits.

- (a) Ability to track progress of all applications made to the Commissioner of State lands
- (b) Identify delays within the Division as well as with other Governmental agencies
- (c) Take follow up action in a timely manner
- (d) Ability to respond speedily to requests from members of the public and to eliminate stagnation and delay in processing applications
- (e) Provide information concerning individual cases, classes of applications, and statistical information for management purposes

The Commissioner should ensure that all data required for the Lease Management System and Workflow Management System are captured. The final design of the data capture form should permit capture of all data required for both systems. The contractor has to also demonstrate in a pilot area to provide proof that the module works effectively to store retrieve and update data in the manner required. The database developed should be able to link with the on-going project to computerize the cadastral graphical database of the Director of Surveys and to SALIS

The Project Execution Plan has identified the activities that have to be undertaken in consultation with the Commissioner. The project proposal requires the Commissioner to review draft design and system manuals etc. and these responsibilities have to be met in a timely manner.

2.5. Institute a program of revenue collection based on data provided by the Lease Management System

It appears from the arrears of revenue and the variances reflected in actual revenue collected and the estimated revenue as given below, that adequate attention to revenue collection has not been paid. The Lease Management System will generate the required data pertaining to all leases and the rents due on them with specific dates on which they are due. Such data can be extracted and maintained by the officer in charge of revenue. The subject of revenue collection should be one of the important functions assigned to the Division and the Deputy Commissioner should be held responsible for monitoring progress. Such follow up action will result in a marked increase in revenue. The process of collection of arrears has to be carefully mapped out and would involve the following:

- (a) Obtain extracts of Core Information from the Lease Management System for each County to determine the leases, names of lessees and their dates of renewal and provide such information to Field Staff to check whether the lessees have paid their dues to-date or not.
- (b) Ascertain past payments made by each lessee from the records maintained in District Offices.
- (c) Determine quantum of arrears per lessee, imposing penalties as required by legislation
- (d) Obtain an extract of the leases in each of the counties where a review of rentals have to be undertaken
- (e) Ensure that the renewal is undertaken in time and new lease rentals are recovered
- (f) Get the field staff to enter all data pertaining to arrears etc. into a pre-designed Data Capture Form
- (g) Enter updated information pertaining to rental payments/renewal rental rates in the Lease Management System
- (h) Issue Advisory Notices through the field staff to lessees in default of rents
- (i) Follow up action and termination of lease in the event of non-payment
- (j) Eviction procedure through the Courts, including collection of arrears and legal and administrative costs

The District Revenue Offices should continue to furnish information on past payments made to update the data in the Lease Management System and to ascertain the quantum of arrears due from each lessee.

The total arrears of revenue as at 30/9/1998 reflected in the Revenue Estimates of the Lands and Surveys Division is TT\$ 14,761,388. This clearly shows that there is a large loss by way of revenue to the Government. There is also a very wide variance between the actual revenue collected in 1997 and 1998 and the estimated revenue for 1998/1999 and 1999/2000 as depicted below.

1997 Revenue Actual	Actual Revenue 1/1/98-30/9/98	1998/1999 Revised Estimate	1999/2000 Estimate
3,386,289	2,514,387	7,887,960	8,892,872

Unfortunately, no serious attempt has been made in the past to determine the rent due on leases annually, and to collect them through the District Revenue Offices, thereby causing loss of revenue to the Government.

2.6. Use data furnished by the Lease Management System to issue notices of renewal, notices of default of payment, notices of cancellation etc. on leaseholders

The Commissioner of State Lands should ensure that data generated by the Lease management System is made use of to send out advisory and quit notices to lessees in time and to pursue collection of rents methodically. The field officers too can be utilized in cases of default.

All Land Officers should study the working of the Lease Management System and regularly obtain extracts of the cases that are due for renewal each year. Follow up action is required. The procedure is as follows:

- (a) Determine the number of lessees and the dates of renewal, in the Counties that each Land Officer is responsible by obtaining an extract from the System Manager of the Lease Management System
- (b) Send out standard forms requesting renewal to all such lessees, three months in advance.
- (c) Determine the number of lessees who have not renewed their leases at the appropriate time and send out Notices to them separately. Follow up action on these Notices by using the Workflow Management System.
- (d) Send a copy of the computer-generated extract of lessees to the Inspector of Lands of the respective area to check whether the lessees have paid their dues to-date or not. This has to be done whether the lease is due for renewal or not, so that the Government can collect all outstanding dues.
- (e) Ensure that Rent Roll Notices (Arrears of Rent) are issued in all cases of default. Rent Roll Notices should also include a clause that all future arrears would be charged with interest, at prevailing Bank rates from the date reflected in the Notice.
- (f) Obtain an extract of the leases in each of the counties where a review of rentals have to be undertaken and refer such cases to the Commissioner of Valuations for new valuation. Follow up action on these by using the Workflow Management System.
- (g) Issue Termination Notices to all lessees who have not responded within a period of one month.
- (h) Issue Repossession Notices on those who have not responded to the Termination Notices.

2.7. Use data furnished by the Workflow Management System to commence a program of follow up of all cases with respective agencies and keep applicants informed of progress of each application

The objective of the workflow management system is to develop the ability to track down the progress made at any given time, in any of the applications made by the public or initiated by the Commissioner of State Lands himself/herself. At present there is no procedure for tracking or registering the progress of an application without an exhaustive search of the files.

The computer supported workflow management system that is being introduced would provide the Commissioner of State Lands the basic information s/he needs to track progress. The activities that involve state leases/grants and acquisitions generate correspondence and liaison with multitude of agencies. Action has to be pursued to ensure that the information generated is made good use of by alerting the respective Government agencies to furnish the required reports or approvals within a reasonable period of time.

The information content of this database has to be studied by all Land Officers and made use of at regular intervals to track progress of cases and applications made. The procedure is as follows:

- (a) The Workflow Management System has computerized data on the last action undertaken on each of the pending cases. Obtain an extract of the pending cases to determine what action needs to be followed up.
- (b) Send Memorandum to the respective agency to furnish report. Send information on the date such report was requested on the Data Entry Card provided. This information should be regularly sent to the System Manager, so that the Data Entry Clerks can enter data. Also send faxes at regular intervals by way of reminders.
- (c) The System Manager will furnish an extract of all reports that are due and have exceeded a time period of over a month. Follow up such cases by calling the respective agency and also by sending an extract of cases delayed over a month under the signature of the Commissioner of State Lands.
- (d) When reports are received from agencies, such data should be furnished to the System Manger on the Data Entry Card provided. Failure to do so will result in incorrect information being maintained in the computerized system. All Land Officers should bear responsibility for this aspect of the work. A random check should be conducted by a senior staff officer to ascertain whether updating of data is being carried out regularly.

2.8. Simplify processes that are presently adopted by careful scrutiny of their validity and applicability

One of the ways to gain efficiency and effectiveness is to simplify the processes identified in the “Assessment of the Commissioner of State Lands” and streamlining methods used by the institution. The study has made suggestions as to the instances in which the processes can be simplified. A small committee chaired by the Commissioner with senior staff should be appointed to study this aspect further to bring in the required procedural changes.

2.9. Provide special attention to acquisitions which is subject to long delay

The User Requirements Analysis conducted for the Land Records Management Project in April 1996, states that the average time taken for completion of a land acquisition is 7-15 years. The rapid appraisal of the files of the Acquisition Unit conducted under the study of the Commissioner of State Lands further confirms this finding.

The User Requirements Analysis has data on the subject, which is reproduced below. The following table records the number of applications made during the period 1991-1995 and also the number that have been completed.

Year	No. of Applications	No. of Applications Completed	Payment Finalized
1991	10	71	TT\$8.6 million
1992	3	20	TT\$2.0 million
1993	17	32	TT\$3.0 million
1994	3	38	TT\$9.8 million
1995	12	33	TT\$10.0 million

The same study provides a Summary of Acquisitions for the period 1971-1996

Purpose	No. of Acquisitions	Outstanding	% Completed
Community centers	27	14	48
Cemeteries	14	7	50
Health	22	10	55
Housing	15	11	27
Market sites	6	2	66
Miscellaneous	162	99	39
Recreation grounds	96	65	32
Roads	178	121	32
Schools	55	30	45
Water & Drainage	20	17	15
Total	595	376	Average 40

The position regarding new applications and the completed acquisitions for the period 1996 to 1999 is given below.

Year	No. of New Applications	No. Completed	Budgetary Allocation	Actual Release	Total Expenditure	%Utilized
1996	4	40	10 Million	7,581,701	5,438,774	71%
1997	7	46	10 Million	8,073,066	4,484,827	55%
1998	8	20	8 Million	4,400,475	4,302,353	98%
1999	20	21	8 Million	7,090,881	6,375,244	89%

There is an improvement in the utilization of monies allocated for payment of compensation in the year 1998 (98%) and 1999 (89%). However, the variance between the budgetary allocation and the amount of actual release has to be overcome. The backlog of outstanding acquisitions has to be dealt with in some order of priority.

The Workflow Management System should be made use of to categorize acquisitions that are lying dormant and others that need immediate action. As for those acquisitions that are lying dormant, action has to be pursued with the respective Ministries and Agencies as to their status and whether they wish the acquisition to be abandoned or proceeded with. In case of others, points of delay have to be identified and corrective action taken. If inadequacy of funds provided by Government for the payment of compensation is identified as a valid reason, request for additional funds should be sought. No new cases of acquisitions should be proceeded with, if the respective Ministry does not provide adequate funds for payment of compensation.

The delays in the acquisitions process have been identified as follows:

- (i) Delay on account of the procedure adopted
- (ii) Delay in surveying property
- (iii) Delay in obtaining valuation from the Commissioner of Valuation
- (iv) Delay on the part of the Chief State Solicitor in determining the parties to whom the compensation should be paid
- (v) Delay in making payments
- (vi) Need for better monitoring of progress

It would be necessary to categorize the types of delays in each case, so that corrective action can be taken.

2.10. Prepare an Annual Plan of Operations

The Commissioner of State Lands together with his/her deputy should prepare this plan at the beginning of each year based on the data provided by the Management Information System and from the experience gained over the years on the number of new leases processed. The Lease Management System that is being installed would provide the Commissioner with accurate data on the number of leases due for renewal etc. and such data would provide valuable information for planning purposes. Similarly, the Work Flow Management System would provide data on the number of applications that are being processed. Data provided by these two systems would be more than adequate to determine targets for the Annual Plan.

The following may be used as Annual Targets of the Program:

- (i) Total extent of unencumbered state lands identified for distribution during the year
- (ii) Extent distributed for the year
- (iii) Number of New Leases issued for the year
- (iv) Number of Renewals and other tenancy agreements
- (v) Target for Assignments, Transfers, Assignments, Mortgages (Approx.)
- (vi) Target for regularization of breached tenancies
- (vii) Target for preparation and registration of State Grants
- (viii) Target for approval of Building Plans
- (ix) Target for Acquisition of private lands for public purposes
- (x) Number of Licenses issued for Mines, Quarries and for Land Reclamation
- (xi) Quantum of revenue expected to be collected within the year
- (xii) Number of Advisory Notices issued
- (xiii) Number of land disputes resolved
- (xiv) Number of encroachments detected
- (xv) Number of cases filed in Court for eviction
- (xvi) Number evicted

2.11. Follow indicators of progress to assess performance

Each Land Officer should to ascertain efficiency of his/her part of the work. The following guidelines may help in developing these indicators:

- (i) Monitoring program implementation from inputs such as money, materials, equipment, staff, technical assistance
- (ii) Monitoring outputs such as number of permits, leases and licenses issued; transfers, assents and mortgages authorized; building applications approved; encroachments detected; Number of encroachers relocated; Number evicted; Acquisitions completed; Number paid compensation etc.
- (iii) Evaluating the efficiency of program implementation through speed of implementation of various program components (Speed with which new leases and renewals of leases are effected, approval for assignments, transfers, mortgages are given and financial information obtained and reports prepared)
- (iv) Financial monitoring including use of funds, disbursements, progress in collection of revenue and cost-effectiveness analysis (cost of implementation), achievement of financial goals (recovery of rents, processing fees etc.)
- (v) Evaluating project impact
 - (a) Impact on the land market
 - (b) Impact on the landless
 - © Encroachers and squatters on public land
 - (d) Agricultural production
 - (e) Impact on housing, commerce, industry

- (f) Employment generation
 - (g) Reduction of demographic pressures on land
- (vi) Beneficiary assessment focusing on the needs and interests of the intended beneficiaries (accessibility of services to intended beneficiaries, quality of the services provided)

The Monitoring and Evaluation Unit should be made use of from the very inception for the work described above.

2.12. Maintain records of all expenditure including salaries and other benefits, to assess the cost effectiveness of the operation

Government agencies tend not to follow the private sector practice of benefit cost analysis. This is considered a serious impediment in attaining efficiency of the operation, as officers do not appear to be concerned with the cost. It would be necessary to bring this management discipline into the system as a standard practice to ascertain the costs of each activity, be it an acquisition, issue of a new lease, a renewal, assignment or grant of an approval for a mortgage.

2.13. Institute a system of monitoring and evaluation of performance of individual members of the staff, related to output

Staff officers should use a more realistic performance appraisal system for the staff that relates to the quantum of work performed during a given period. Such an appraisal system would facilitate the proper completion of Sections B, C, D, E and F of the Public Service Annual Performance Appraisal Report (Confidential Form P.A.003). The Commissioner of State Lands should develop a quantifiable performance appraisal system to evaluate work of officers, with established norms determined in consultation with staff. This performance appraisal system should be used by apportioning a monthly target of work under each of the programs to every officer. Such targets should cover Land Officers, Inspectors of Lands, Clerical staff assisting Land Officers and other supporting staff.

2.14. Improve communication and linkages with other related institutions

Each Land Officer should establish a healthy rapport with his/her counterparts in the Agencies that he/she has to liaise with. This includes the Office of the Solicitor General, Valuation, Town and Country Planning, Registrar-General, Ministry of Energy, Land Administration Division of the Ministry of Agriculture and other similar agencies. Use of telephones and faxes to communicate and to furnish information on delays is suggested. The Workflow Management System generates ample data on delays and this valuable data should be used to speed up the process and coordinate work with other agencies.

2.15. Institute a System of Delegation to the Deputy and other Senior Staff

The system of delegation adopted at present by the Commissioner of State Lands is as follows:

- All offers for Leases and agreements are personally signed by the D/ L & S
- All Advisory Notices/ Termination/ Quit Notices are signed by the D/L & S due to their legal implications
- All recommendations that are submitted to Permanent Secretary in the Ministry are signed by the D/L&S
- All other functions such as requests for reports from Town and Country Planning, Forestry Division, status reports from the field etc. are handled by each Land Officer

All offers of Leases and Agreements and recommendations to the Permanent Secretary can continue to be signed by the Commissioner of State Lands. All other functions can be delegated to the Deputy without any legal implications, as the Deputy by statute is empowered to exercise all powers and duties of the Commissioner of State Lands.

2.16. Obtain consensus of all stakeholders and secure approval of Government for a new National Policy for State Land Management

The draft paper on National Policy for State Land Management has been prepared by consultants and is with a Cabinet Sub-Committee. With the approval of this committee, this draft policy paper should be made available to key Government agencies, universities, research institutes, NGO representatives and the general public for them to express their views and concerns, so that the final document will reflect comprehensive consultation with all stakeholders. It would be prudent to incorporate suggestions that are amenable for inclusion and present the final document at a workshop to gain consensus. Such document can be presented to the Government for final approval.

2.17. Seek Cabinet approval to do away with certain approvals that are being sought at present

The procedure followed at present is to obtain Cabinet approval for the following:

- (a) New Leases
- (b) Change of Use
- (c) Sub-division
- (d) Transfer (sale) of agricultural land, other than by will/consent

There is no reason why Cabinet approval should be sought for new leases or any of the matters concerning leases referred to above. The Cabinet can lay down the overall policy for State land alienation and the selection procedure. The issue of leases to individuals should remain a legitimate function of the Commissioner of State Lands within the Cabinet approved framework and subject to approval by the Minister in charge of the subject of State lands. This would save the time of the Cabinet as well as expedite handling of leases. The Commissioner of State Lands should prepare this policy framework and selection criteria and seek the approval of the Cabinet. Submission of lists

of persons, who are to be provided with leases for prior Cabinet approval, should be done away with.

2.18. Revise the Draft Manual of Procedures in line with the new policy paper

With the assistance of Consultants, a draft Manual of Procedures has been prepared. This draft has not been studied in depth by the senior staff of the Commissioner of State Lands. Once approval is obtained for the policy paper on state land management, it would be necessary to revise the draft to adhere to the new policy on State Land Management.

2.19. Institute training programs for each level of staff to upgrade their skills

Training programs for the staff are essential to upgrade their skills, as a means to gain efficiency and effectiveness of the organization and as an incentive. The proposed changes mentioned in the foregoing paragraphs require skills to handle land management, computers and use of management techniques to monitor workflow. The training curriculum will be as follows:

Module	Function	For Whom
1. Core	An overview of objectives; powers, duties and; processes & control mechanisms; land laws and their application	Senior Staff and Managers
2. State Land Management	Definitions- Location, Evaluation, Conservation, Allocation, and Management of state land, Acquisition of private lands; procedures	Senior Staff and Managers
3. Monitoring and Evaluation	Performance targets; Indicators of progress; Data analysis; Monitoring program implementation, Evaluating efficiency and program impact; Financial monitoring and Beneficiary Assessment	Senior Staff, Managers, Information System Managers and Planning Officers
4. Training for Field Staff	Overview; Procedures; Collection of Revenue; Encroachment surveys; Resolution of disputes;	Field Staff

	Court procedure; Reporting and record keeping.	
5. Training for Support Staff	Systems overview; Data content and methods of operation; Presentations	Support staff

2.20.Review legislation and regulations pertaining to state land

The Commissioner of State Lands should as an ongoing exercise discuss the problems encountered in the implementation of the provisions of various pieces of legislation, and land regulations with his deputy and the Land Officers at their monthly meeting of senior staff. There should be a regular review process of legislation that is being implemented by the Commissioner of State Lands. There are conflicts pertaining to the implementation of provisions under separate pieces of legislation covering state lands. (Ex. State Lands (Regularization of Tenure) Act of 1999). An attempt has to be made to identify these conflicts with the relevant agencies with a view to harmonize legal procedure. The Commissioner of State lands should spearhead this effort. Similarly, the Land Regulations published under the State Lands Act may need revision to fit into the present day needs. The Heads of Agencies managing state lands should possess powers and authority to enforce the law in regard to encroachment and squatting on state land. Such a review will enable the Government to overcome the problems of implementation of legislation. The outcome of the discussions on legislation and regulations should be brought before the Committee of Representatives of Government Agencies managing State Land, mentioned under paragraph 2.20.

2.21.Institute a formal process to bring to the notice of policy makers, the policy issues that surface in the course of implementation

There does not appear to be any formal or informal process to bring the land policy issues that surface in the course of implementation of the program of work to the attention of policymakers.

As an interim arrangement, the Commissioner of State Lands should chair a Committee with representatives from Government agencies managing state lands, to discuss policy issues that emanate in the course of their work. The committee should comprise of representatives of the following agencies.

- Caroni (1975) Limited
- The Chaguaramas Development Authority
- The Land Settlement Agency
- The National Housing Authority
- The National Physical Planning Commission (NPPC)
- The Tobago House of Assembly (THA)

The Commissioner of State Lands as at present should be the focal point for policy issues pertaining to state land management.

Annex A

The actions reflected in this table should only be pursued in the event there is no finality reached on the establishment of the State Land Management Authority by merging the office of the Commissioner of State Lands and the Land Administration Division.

Item No.	Action	When
1	Seek approval for additional staff requirements	June 30, 2001
2	Apportion funds on a rational basis from the Land & Surveys Annual Budget	June 15, 2001
3	Find adequate office space in close proximity to Director of Surveys	July 30, 2001
4	Seek approval for additional physical resources	June 30, 2001
5	Seek approval for additional financial resources	June 30, 2001