



**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)**

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FINAL REPORT

# Establishment of a Lease Management System and a Workflow Management System

By

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## **Project Summary**

<b>Project Name:</b>	Establishment of a Lease Management System and a Workflow Management System
<b>Implementing Division:</b>	Lands and Surveys Division, Ministry of Housing and Settlements
<b>Project Type:</b>	Institution Building
<b>Project Location</b>	Trinidad and Tobago
<b>Project Cost</b>	US\$134,233

### **1. Project Objectives**

The project seeks to develop a Lease Management System and a Workflow Management System with the following objectives:

- a) To facilitate effective lease management, to respond speedily to requests from members of the public and to eliminate stagnation and delay in processing applications
- b) To computerize the essential data from State land records which are at present held in 30,000 paper files to create a database that would facilitate more effective lease management and to maintain current information on tenure status, rental payment status, compliance with the terms and conditions of leases/agreements
- c) To track progress of all applications made to the Commissioner of State lands and identify delays within the Division as well as with other Government agencies; and take follow up action in a timely manner

### **2. Project Description**

The project expects to computerize the essential data from State land records which are at present held in 30,000 paper files and develop a Lease Management System that would enable the Commissioner of State Lands to effectively manage leases.

The Commissioner of State Lands does not possess an automated system that would provide information as to the number of leases issued, their dates of renewal, whether rental has to be reviewed at regular intervals and such other data. Unless this information is assembled, there is no way to determine the number of defaulting lessees or the actual volume of work in a given year in regard to renewals.

Applications are being made by members of the public on a regular basis to obtain State land. Similarly, Government institutions make requests for vesting of State land or for acquisitions of private lands for public purposes. No attempt has been made to monitor the workflow to ascertain the progress made in each case. At present, individual files have to be referred to on representation made by the individual or the agency to ascertain progress. The proposed Workflow Management System would track all applications as to progress and highlight any delays.

### **3. Project Scope**

- ❑ To capture essential data from the 30,000 files on leases, licenses and agreements, verification of data, data entry, and development of a database
- ❑ To develop a database with a view to track down progress made at any given time on any application made to the Commissioner of State land
- ❑ To link the Lease Management System with the on-going project to computerize lease and graphic database of the Lands and Surveys Division and with the State Agricultural Land Information System (SALIS). Relate to each District Revenue Office for purposes of collection of lease rents

### **4. Project Justification**

Several past studies including the recent assessment of the Commissioner of State lands have indicated clearly that it is impossible to determine the number of functioning and valid leases from the records system as presently organized within the Lands and Surveys Division. The system for filing and retrieving information concerning the status of leases is deficient, resulting in substantial arrears of ground rents. It has been estimated that over 14 Million \$TT are in arrears of ground rents and royalties. The Annual estimated Revenue is in the region of 8 Million \$TT.

The procedures for the processing of state leases are inadequate, and the weak workflow management is a major contributing factor to the stagnation and delay involved in processing applications. These studies show that extensive responsibilities have been placed on the Commissioner of State lands without adequate resources. They recommend the introduction of a Lease Management System and a Workflow Management System to streamline the process and to enable adoption of a proactive management strategy.

The proposed 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) Ability to collect lease rents in a timely manner and recover of all outstanding rents
- (f) Identify lease rent infringements
- (g) Ability to collect outstanding rents on all licenses and agreements
- (h) Ability to pursue action against defaulters
- (i) Ability to review leases that require periodic review of lease rent in a timely manner
- (j) Use updated data on status of leases with regular updating of information pertaining to transfers, assignments, sub-division etc.
- (k) Ability to retrieve information concerning all leases, licenses and agreements issued by the Commissioner of State lands
- (l) Use data in the formulation of the Annual Work Plan and in the decision making process

The proposed 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

#### **5. Project Indicators**

- An Automated System of Lease Management
- A Computerized System of Workflow Management

#### **6. Participating Institutions**

- ◆ , Lands and Surveys Division, Ministry of Housing and Settlements
- ◆ Land Administration Division, Ministry of Agriculture, Lands and Marine Resources

#### **7. Project Schedule and Cost by Stage**

Stage	Estimated Cost (US\$)	Start Date	End Date
I	105,203	August, 2000	December 2000
II	29,030	January, 2001	December, 2001

#### **Attachments:**

- Appendix 1 Project Execution Plan
- Appendix 2 Breakdown of Costs
- Appendix 3 Data Content
- Appendix 4 Logical Framework

## Project Execution Plan

### Lease Management System: Activities, Responsibilities and Location of Activities

<b>Activity</b>	<b>Responsibility</b>	<b>Location</b>
<b>Phase I: System Logical Design</b>		
1. Users requirement analysis	Contractor with LSD	LSD's office
2. Logical database design	Contractor	Contractor's office
3. Preparation and submission of draft logical design	Contractor	Contractor's office
4. Review of draft system design	LSD	LSD's office
5. Preparation and submission of final logical design	Contractor	Contractor's office

<b>Phase II: System Physical Design</b>		
1. Physical database design	Contractor	Contractor's office
2. Design of quality control and quality assurance tools	Contractor with LSD	Contractor's office
3. Design of database updating strategies	Contractor with LSD	LSD's office
4. Design of system access and security strategies	Contractor with LSD	LSD's office
5. Design of data storage and archiving system	Contractor	Contractor's office
6. Preparation and submission of draft physical design	Contractor	Contractor's office
7. Review of draft design	LSD	LSD's office
8. Preparation and submission of final physical design	Contractor	Contractor's office
9. Acquisition of hardware and software for the LSD	Contractor	Contractor's office

<b>Phase III: System Implementation</b>		
1. Design of data capture forms	Contractor	Contractor's office
2. Training on Data capture	Contractor	LSD's office
3. Data capture	Contractor	LSD's office
4. Data capture verification	Contractor	Contractor's office
5. Training on data entry	Contractor	LSD's office
6. Data entry	Contractor	Contractor's office
7. Data entry validation	Contractor	Contractor's office
8. Design of user interface	Contractor	Contractor's office
9. Generation of lease management reports	Contractor	Contractor's office
10. Integration with SALIS and other parcel based systems	Contractor	LSD's office
11. Training on system use	Contractor	LSD's office
12. Review of activities	LSD	LSD's office

<b>Phase IV: System Roll-out</b>		
1. Systems installation and roll-out	Contractor	LSD's office
2. Training on system management	Contractor	LSD's office
3. Preparation and submission of draft system manuals	Contractor	Contractor's office
4. Review of draft system manuals	LSD	LSD's office
5. Preparation and submission of final system manuals	Contractor	Contractor's office
6. Provision of One-year system support	Contractor	LSD's office

## Workflow Management System: Activities, Responsibilities and Location of Activities

<i>Activity</i>	<i>Responsibility</i>	<i>Location</i>
<b>Phase I: System Logical Design</b>		
1. Users requirement analysis	Contractor with LSD	LSD's office
2. Design of logical data flow diagrams	Contractor	Contractor's office
3. Validation of data flow diagram	Contractor with LSD	LSD's office
4. Physical database design	Contractor	Contractor's office
5. Acquisition of hardware and software for the LSD	Contractor	Contractor's office
6. Preparation and submission of draft logical design	Contractor	Contractor's office
7. Review of draft system design	LSD	LSD's office
8. Preparation and submission of final logical design	Contractor	Contractor's office

<b>Phase II: System Physical Design</b>		
1. Design of quality control and quality assurance tools	Contractor with LSD	Contractor's office
2. Design of system access and security strategies	Contractor with LSD	LSD's office
3. Design of data storage and archiving system	Contractor	Contractor's office
4. Preparation and submission of draft physical design	Contractor	Contractor's office
5. Review of draft design	LSD	LSD's office
6. Preparation and submission of final physical design	Contractor	Contractor's office

<b>Phase III: System Customization</b>		
1. System prototyping	Contractor	Contractor's office
2. Testing and debugging	Contractor	LSD's office
3. Design of user interface	Contractor	LSD's office
4. Generation of activity reports	Contractor	Contractor's office
5. Integration with systems (human resources or accounting)	Contractor with LSD	LSD's office
6. Training on system use	Contractor	Contractor's office
7. Review of activities	LSD	Contractor's office

<b>Phase IV: System Roll-out</b>		
1. Systems installation and roll-out	Contractor	LSD's office
2. Training on system management	Contractor	LSD's office
3. Preparation and submission of draft system manuals	Contractor	Contractor's office
4. Review of draft system manuals	LSD	LSD's office
5. Preparation and submission of final system manuals	Contractor	Contractor's office
6. Provision of One-year system support	Contractor	LSD's office

## Estimated Cost

<i>Activity</i>	<i>Estimated Duration (weeks)</i>	<i>Estimated Cost (US\$)</i>
<b>Lease Management System</b>		
Phase I: System Logical Design	2	\$5,000.0
Phase II: System Physical Design	3	\$7,500.0
Phase III: System Implementation	12	\$18,000.0
Phase IV: System Roll-out	2	\$5,000.0
<b>TOTAL</b>	<b>19 weeks</b>	<b>\$35,500.0</b>
<b>Workflow Management System</b>		
Phase I: System Logical Design	2	\$5,000.0
Phase II: System Physical Design	2	\$5,000.0
Phase III: System Customization	3	\$7,500.0
Phase IV: System Roll-out and training	2	\$5,000.0
<b>TOTAL</b>	<b>9 weeks</b>	<b>\$22,500.0</b>

## Resources Required

<i>Resources</i>	<i>Estimated Cost (US\$)</i>
<b>Hardware</b>	<b>US\$20,000.0</b>
Pentium III personal computers (4)	
Scanner (1)	
Digital camera (1)	
<b>Software</b>	<b>US\$15,000.0</b>
Microsoft Window NT	
Microsoft Office professional	
Desktop GIS ( eg ArcView GIS)	
Workflow management (eg MP5)	
<b>Personnel</b>	<b>Salaries</b>
1. Data capture clerk (1)	<b>US\$5790.0</b>
2. Data entry clerk (1)	<b>US\$5790.0</b>
3. System manager (1)	<b>US\$15,450.0</b>
4. One Year System Support	<b>US\$2000.0</b>

### Summary of Estimated cost

<i>Resources</i>	<i>Estimated Cost (US\$)</i>
Lease management system	\$35,500.0
Workflow management system	\$22,500.0
Hardware	\$20,000.0
Software	\$15,000.0
Personnel	\$29,030.0
Contingencies (10%)	\$12,203.0
<b>Total</b>	<b>\$ 134,233</b>



### 1. Volume of Work

According to the Lands and Surveys Division Strategic Plan 1999-2003, there are around 30,700 active files relating to leases. The “Overview of the Role of the Commissioner of Lands and the Procedures and Policies regarding Granting and Administration of Leases”(1989 approx.) describes types of files stored and indicates that there are approximately 16,000 Leases and Tenancy Agreements and 6000 isolated lots under the National Housing Authority program. The rest of the files fall into requests for surveys, application for access roads, claims and complaints, recreation grounds, cemeteries, school sites and churches, health and sanitation areas and other miscellaneous files. There is no way to assess the actual number of active files pertaining to leases without a physical check. However, for purposes of this project, it may be safe to surmise that the number of leases/licenses and agreements is within 25,000.

### 2. Data Capture

The data capture exercise in relation to the proposed Lease Management System is limited to resolving the immediate problem of not having data pertaining to leases, licenses and permits issued to-date and lease management. However, the database should be able to link with the on-going project to computerize the cadastral graphical database and details of deeds that define rights to leased lands and to SALIS. The contractor selected for the purpose is expected to design the data capture forms to ensure that all data required for the Lease Management System and the Workflow Management System are captured. Database content is given below. The LSD will also assist the contractor in reviewing the Data Capture Forms.

### 3. Data Content

The data content of the Lease Management System should be able to capture data on leases, agreements, assignments, assents and mortgages, licenses and permits. The Data Capture Form on Leases, Agreements and Sub-leases should capture data on:

- (a) Name of Current Lessee
- (b) Address
- (c) File No.
- (d) Category of Land Use
- (e) County
- (f) UPRN No. (if available/ if not available, leave space)
- (g) Plan No.
- (h) Deed Registration No.
- (i) Commencement Date
- (j) Period of Lease
- (k) Expiry Date
- (l) Period of Rent Review(if any)
- (m) Annual rent due with date
- (n) Place of Payment
- (o) Advisory Notices/Termination Notices (if any)served with date

The Data Capture Form on Assignments, Assents and Mortgages should capture data on:

- (a) Name of Assignee
- (b) Address
- (c) File No.
- (d) Category of Land Use
- (e) County
- (f) UPRN No. (if available/ if not available, leave space )
- (g) Parent Deed Registration No.
- (h) Name of Original Lessee
- (i) Assignment Commencement Date
- (j) Assignment Expiry Date
- (k) Period of Assignment

The Data Capture Form on Mortgages should capture data on:

- (a) Name of Mortgagor
- (b) Address
- (c) File No. (to determine category/county)
- (d) UPRN No. (if available/ if not available, leave space)
- (e) Plan No.
- (f) Parent Deed Registration No.
- (g) Mortgage Commencement Date
- (h) Mortgage Expiry Date
- (i) Period of Mortgage

The Data Capture Form on Licenses and Permits should capture data on:

- (a) Name of Current Licensee/Permit Holder
- (b) Address
- (c) File No.
- (d) Category of Land Use
- (e) County
- (f) UPRN No. (if available/ if not available, leave space)
- (g) Plan No.
- (h) Commencement Date
- (i) Period of License/Permit
- (j) Expiry Date
- (k) Period of Rent Review(if any)
- (l) Annual rent due with date
- (m)Place of Payment

When files are being perused for data capture, the data capture staff will come across a large number of pending cases. A separate Data Capture Form should capture important data on these pending cases, such as last two/three actions taken in the processing of an application (Ex. Issue of Survey Order, Valuation for Report, Town and Country Planning for Report). This data will go into the proposed Workflow Management System.

#### 4. Work Flow Management System

It is proposed that a computer supported work flow management system be introduced to provide the Commissioner of State Lands the basic information he needs to track progress. The activities that involve state leases/grants and acquisitions generate correspondence and liaison with multitude of agencies. The applications can fall into one of the following categories.

- (a) issue of new lease
- (b) renewal of lease
- (c) transfer/assign /mortgage of lease
- (d) surrender of lease
- (e) termination of lease
- (f) breach of tenancy agreement
- (g) application to reclaim land from sea
- (h) application for licenses for mines and quarries
- (i) application for change of use
- (j) application for acquisition of private property for public purposes
- (k) issue of Grants for parcels in NHA projects

The objective of the work flow 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. At present there is no procedure for tracking or registering the progress of an application without an exhaustive search of the files. The content of this database may be as follows:

##### 1. New Lease

- (a) Date of Application/Date on which CSL initiated action
- (b) File No.
- (c) UPRN Number( if available/If not, leave space)
- (d) Date referred to IOSL
- (e) Date Status Report received
- (f) Date referred to T&CP for approval
- (g) Date of approval from T&CP
- (h) Date referred to Valuation
- (i) Date valuation received
- (j) Date of Letter of Offer
- (k) Date of Acceptance
- (l) Date request made to nominate a private surveyor
- (m) Date of issue of Survey Order
- (n) Date Plan received
- (o) Date plan approved by DOS
- (p) Date referred to State Solicitor for preparation of lease
- (q) Date applicant asked to deposit fees
- (r) Date of issue of lease
- (s) Date of registration with Registrar General

Signals have to be placed to highlight every event that takes more than 4 weeks, so that they can be followed up with individual officers or with the respective agencies.

## 2. Renewal of Lease

- (a) Name of Applicant
- (b) Date of Application by Lessee/Date COSL initiates action to renew
- (c) File No.
- (d) UPRN Number( if available/If not, leave space)
- (e) Date referred to IOSL for Report
- (f) Date Status Report received
- (g) Date referred to Valuation
- (h) Date valuation received
- (i) Date of Letter of Offer
- (j) Date of Acceptance
- (k) Date referred to State Solicitor for preparation of lease
- (l) Date applicant asked to deposit fees
- (m) Date of issue of lease
- (n) Date of registration with Registrar General

## 3. Transfer/Assignment/Assent/Mortgage of Lease

- (a) Name of Applicant
- (b) Date of Application by Lessee
- (c) File No.
- (d) UPRN Number( if available/If not, leave space)
- (e) Date referred to IOSL for Report for any breach of conditions
- (f) Date Status Report received
- (g) Date Consent Issued
- (h) Date Deed of Transfer/Assignment/Assent/Mortgage registered  
by Applicant/Transferee's private attorney
- (i) Details of Assignment/Assent/Mortgage (i.e. date of commencement/date of expiry)

## 4. Surrender of Lease

- (a) Name of Lessee
- (b) Date of Application by Lessee
- (c) File No.
- (d) UPRN Number( if available/If not, leave space)
- (e) Date Cabinet approves surrender
- (f) Date referred to the Chief State Solicitor
- (g) Date of Issue of New Lease

5. Termination of Lease

- (a) Name of Lessee
- (b) Date decision made to Terminate Lease
- (c) Date of Notice of Termination
- (d) Date of Repossession

6. Breach of Tenancy Agreement

- (a) Name of Lessee
- (b) File No.
- (c) UPRN Number( if available/If not, leave space)
- (d) Date IOSL reports breach of tenancy agreement
- (e) Date of Issue of Notice
- (f) Date referred to IOSL to ascertain whether now in conformity

7. Application to Reclaim Land from Sea

- (a) Name of Applicant
- (b) Date of Application by Lessee
- (c) File No.
- (d) UPRN Number (if available/If not, leave space)
- (e) Date referred to IOSL for Report
- (f) Date Status Report received
- (g) Date referred to West Coast Master Plan Committee
- (h) Date of approval
- (i) Date referred to P/S
- (j) Date approved by Cabinet
- (o) Date referred to Valuation
- (p) Date valuation received
- (q) Date of Letter of Offer
- (r) Date of Acceptance
- (s) Date referred to State Solicitor for preparation of lease
- (t) Date applicant asked to deposit fees
- (u) Date of issue of lease
- (v) Date of registration with Registrar General

8. Application for Licenses for Mines and Quarries

- (a) Name of Applicant
- (b) Date of Application by Lessee
- (c) File No.
- (d) UPRN Number (if available/If not, leave space)
- (e) Date referred to IOSL for Report
- (f) Date Status Report received
- (g) Date referred to Quarries Advisory Committee
- (h) Date of approval

- (i) Date referred to P/S
- (j) Date approved by Cabinet
- (k) Date referred to Valuation
- (l) Date valuation received
- (m) Date of Letter of Offer
- (n) Date of Acceptance
- (o) Date of issue of license

#### 10. Application for Change of Use

- (a) Name of Applicant
- (b) Date of Application by Lessee
- (c) File No.
- (d) UPRN Number (if available/If not, leave space)
- (e) Date referred to IOSL for Report
- (f) Date Status Report received
- (g) Date referred to T&CPD
- (h) Date Report received from T &CPD
- (i) Date Consent given

#### 11. Application for Acquisition of Private Property for Public Purposes

- (a) Date of Application and Name of Government Agency
- (b) File No.
- (c) UPRN Number (if available/If not, leave space)
- (d) Date of Cabinet Approval
- (e) Date Section 3 Notice published
- (f) Date Survey Order issued
- (g) Date of request for Valuation
- (h) Date Valuation received
- (i) Date Section 4 published
- (j) Date land owner submits claim for payment of advance for compensation
- (k) Date Chief Solicitor is written to determine whom to pay compensation
- (l) Date Chief Solicitor replies determining parties for compensation
- (m) Date advance payment is made
- (n) Date Section 5 published vesting land in the State
- (o) Date final payment is made

#### 12. Issue of Grants for land parcels in NHA projects

- (a) Date of Application
- (b) File No.
- (c) UPRN Number (if available/If not, leave space)
- (d) Date referred to Drawing Office to draw parcel on State Grant Forms
- (e) Date State Grant Forms received back from Drawing Office
- (f) Date referred to Check Staff
- (g) Date referred to Supervisor, Surveys

- (h) Date of Approval by DOS
- (i) Date forwarded to P/S for transmission to President's office
- (j) Date received back from President's Office via P/S
- (k) Date of letter sent to Applicant regarding indebtedness
- (l) Date applicant provides evidence of non-indebtedness
- (m) Date of letter to applicant requesting to deposit stamps for registration
- (n) Date forwarded to DOS for signature
- (o) Date forwarded to Registrar General
- (p) Date Registrar General provides number of registration
- (q) Date applicant is informed to collect State Grant from Registrar's Office

## **5. Procedures for Data Capture**

Following procedures are proposed for data capture.

- (a) Take over files on a County basis and Land Use Category (Agriculture, Residential, Commercial, Industrial or mixed)
- (b) Separate the files in Tobago (that too on the basis of County and Land Use Category).
- (c) Register files transferred to the officers assigned to the project on a Form.
- (d) Place Identification Mark on the jacket to ensure identification of files that have been dealt with
- (e) Enter data on all Leases/ Sub-leases and Agreements on a separate Data Capture Form
- (f) Enter Data on all Assignments, Assents and Mortgages on a separate Data Capture Form
- (g) Enter Data on all Licenses and Permits on a separate Data Capture Form
- (h) Assign officer/s for data validation, to ensure that all entries are correct
- (i) Ensure that officers from LSD undertake a random check of validated data
- (j) Return each batch of files to the Vault after data entry and data validation are complete on a Form.
- (k) Forward Data Capture Forms in each County and under each Category separately to Data Entry Personnel
- (l) Data entry

## **6. Procedures for Data Entry**

The contractor is expected to transfer all data from the Data Capture Forms into Database files. Creation of appropriate database files based on the groups of data captured is a matter left to the contractor. However, the contractor will be asked to demonstrate in a pilot area to provide proof that the module works effectively to store, retrieve and update data in the manner required.

## **7. Design of the Database**

The database design, database management, data updating procedures, hardware and software requirements, one year system support (trouble shooting-on site as and when required) and training requirements are left to the contractor selected for the purpose. The contractor will be expected to demonstrate that the module allows the following:

- (a) Ability to link with the on-going project to computerize lease and graphic database

- (b) Ability to link with the State Agricultural Land Information System (SALIS)
- (c) Relate to each District Revenue Office for purposes of collection of lease rents
- (d) Storage and retrieval methods permit identification by location of parcel, name, land use category, UPRN No. and county
- (e) Permit identification of leases due for renewal each year in each County
- (f) Ability to identify leases that require review of lease rent in each year
- (g) Permit identification of Licenses and Permits issued on a County basis
- (h) Permit updating of data at regular intervals by installing a system of updating

## **8. Updating of Data**

The contractor should design an appropriate updating system for the Lease Management System as well as the Workflow Management System. A possible scenario would be for the Clerk in charge of Leases to furnish on a weekly basis data on transfers, assignments, mortgages or any other changes pertaining to leases that are brought to his/her attention. A card system may provide such information to the System Manager, who will in turn make the necessary entries in the system, after requisite approval. Similar card system has to be designed to feed the Workflow Management System. In this case, number of officers may have to furnish information on important actions taken in regard to a particular application.

## **9. Security Aspects**

The system should be so designed that only authorized personnel can have access to the system and only an authorized officer can make any changes to the data entered into the systems after obtaining written approval.

## **10. Staffing and Training**

The contractor will be required to provide all staff, equipment and other resources for data capture, data entry, data validation and for development of the database program. In addition, he should provide system support for a period of 12 months as and when required, so that the staff of the Commissioner of State lands can acquire the expertise. A program of training should be provided. In addition, the contractor should provide identified computer hardware and software and the three persons to run the system (System Manager, Data Capture Clerk, and Data Entry Clerk) for a period of twelve months (12). The Land and Surveys Division (LSD) will make arrangements during this period to obtain requisite approvals to engage contract officers.



## Establishment of a Lease Management System and a Workflow Management System

## Logical Framework

Narrative Summary	Monitoring Indicators	Means of Verification	Critical Assumptions
<p><b>Development Objective</b></p> <ul style="list-style-type: none"> <li>- Institute a System for Management of Leases, Licenses and Permits</li> <li>- Institute a System of Workflow Management</li> </ul>	<ul style="list-style-type: none"> <li>- An effective and efficient system to manage leases, licenses &amp; permits</li> <li>- An effective and efficient system to monitor progress of work</li> </ul>	<ul style="list-style-type: none"> <li>-Accurate data on current leases</li> <li>-Accurate data on progress of work on all applications</li> </ul>	<p><b>Assumptions for Achieving Goal</b></p> <ul style="list-style-type: none"> <li>- Additional staffing requirements are provided</li> <li>- Training program is implemented</li> <li>- Computer hardware and software are provided</li> </ul>
<p><b>Specific Objective</b></p> <ul style="list-style-type: none"> <li>-establishment of a database for managing leases, licenses and permits</li> <li>-establishment of a database to monitor workflow</li> </ul>	<ul style="list-style-type: none"> <li>- Data on leases, licenses and permits issued to-date</li> <li>- Data on progress of work on all applications</li> </ul>	<ul style="list-style-type: none"> <li>-Lease records of State lands</li> <li>-Critical events in workflow system</li> </ul>	<p><b>Assumptions for Achieving purpose</b></p> <ul style="list-style-type: none"> <li>- Additional staff in place for training</li> <li>- Information is adequately utilized</li> </ul>
<p><b>Project</b></p> <ul style="list-style-type: none"> <li>-Establishment of a Lease Management System</li> <li>-Establishment of a Workflow Management System</li> </ul>	<p>To be established by December 2000</p> <ul style="list-style-type: none"> <li>- Accurate lease management information on approx. 20,000 leases to allow efficient management</li> <li>- Information on progress of work on all applications</li> </ul>	<ul style="list-style-type: none"> <li>-Lease Management Database</li> <li>-Workflow Management Database</li> <li>-Annual Plans</li> <li>-Progress reports</li> </ul>	<p><b>Assumptions for Achieving Outputs</b></p> <ul style="list-style-type: none"> <li>-COSL uses the information for decision making, collection of revenue, renewal of leases and enforcement of regulatory aspects</li> <li>-COSL uses the information to monitor progress, determine norms of performance, and to avoid delay</li> </ul>

<p><b>Project Activities</b></p> <ul style="list-style-type: none"> <li>-Prepare detailed work plans</li> <li>- Employ contractor for data collection, entry and designing databases</li> <li>-Hire additional staff and train as necessary</li> <li>-Use systems to manage leases and all workflow</li> </ul>	<p>Project Staff (additional)</p> <ul style="list-style-type: none"> <li>-System Manager (1)</li> <li>-Data Entry Clerk (1)</li> <li>-Data Capture Clerk (1)</li> </ul> <p>Equipment</p> <ul style="list-style-type: none"> <li>-Pentium III personal Computer (4)</li> <li>-Scanner (1)</li> <li>-Digital Camera(1)</li> <li>-Software</li> </ul> <p>Expenditure</p> <ul style="list-style-type: none"> <li>-US\$134,233</li> </ul>		<p><b>Assumptions for Providing Inputs</b></p> <ul style="list-style-type: none"> <li>-Adequate manpower made available in a timely manner</li> <li>-Staff properly trained for future maintenance of the systems</li> <li>-Data input is accurate</li> </ul>
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