

AUDITOR GENERAL'S DEPARTMENT



ECONOMY

EFFICIENCY

EFFECTIVENESS

PERFORMANCE
AUDIT REPORT
ON THE
ADMINISTRATION OF
STAMPS AND
PROPERTIES BY THE
POST AND
TELECOMMUNICATION
DEPARTMENT

MAY 2010

**PERFORMANCE AUDIT REPORT ON
POST AND TELECOMMUNICATION
DEPARTMENT
POSTAL STAMPS AND PROPERTIES**

FOREWORD

This report contains the results of the Performance Audit of the administration of stamps and properties by the Post and Telecommunication's Department for the period April 1, 2006 through to February 28, 2009. The audit was conducted pursuant to Section 25(1) (c & f) of the Financial Administration and Audit Act and in accordance with Performance Audit Standards issued by the International Organisation of Supreme Audit Institutions (INTOSAI).

The Post and Telecommunication Department under the direction of the Ministry of Industry Investment and Commerce manages 290 post offices and 272 postal agencies island-wide. The core function of the Department involves the movement of letters and parcels within Jamaica and overseas. The fees for this service are collected mainly through the sale of postal stamps. However, rapid growth in technology over the past decade has shifted the methods of communication from regular letters to electronic mail, which is now threatening the financial viability of the Post and Telecommunication Department. In response to this change, the Postal Corporation of Jamaica Ltd. was established in 1995 to improve the attractiveness of the postal communication services by providing a more reliable, efficient and low cost service.

The audit focused on reviewing management's strategy in order to determine whether the revenue earning capacity, of property rental and the marketing of postal stamps have been optimised. The audit findings indicated that there is a possibility that property rental can offer a greater level of revenue intake, than is currently being realised and the potential exists to reduce related expenditure, for both activities. However, management needs to adopt a proactive approach to ensure that the activities of PTD are driven by market conditions.

I wish to express my sincere thanks to the Post and Telecommunication Department for the cooperation and assistance given to my staff, during the audit.

Pamela Monroe Ellis
Auditor General

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POST AND TELCOMMUNICATION DEPARTMENT-STAMPS AND PROPERTIES**EXECUTIVE SUMMARY**

This report examines the effectiveness of the Post and Telecommunication Department property management system, whether stamps were procured in accordance with the Government procurement guidelines and the adequacy of the controls exercised over the custody and distribution of stamps. The audit was conducted over the period January to March 2010 and involved the review of documents, interviews with key personnel, analysis of financial information and physical inspection.

An effective property management and stamp administration system requires the implementation of appropriate processes and records to ensure adequate control, accountability, maintenance and optimum utilization of properties and sale of stamps. The audit revealed that there were serious weaknesses in the management of the Department's properties and stamps. There was no evidence that the appropriate strategic planning was undertaken and the necessary policies/procedures implemented in the administration of stamps and properties.

A transformation of the practices employed to administer stamps and properties is recommended by developing strategies that will maximise revenue, minimise losses or improper use of public funds and are market driven. A summary of the major findings are outlined below.

MAJOR FINDINGS	SUMMARY
CHAPTER 1- ADMINISTRATION OF PROPERTIES	<u>Inadequate Records Management</u> The Post and Telecommunication Department did not maintain a detailed inventory record, which uniquely identified its properties by listing, property location, size, title volume and folio numbers to facilitate effective management.

MAJOR FINDINGS	SUMMARY
	<p><u>RECOMMENDATION 1</u></p> <p><i>Although the ownership of Government properties is not vested in Ministries and Departments, best practice dictates that PTD should maintain a fixed asset register for all assets under its purview; to enable management at all times to readily account for all assets and facilitate determination of property values.</i></p> <p><u>Inadequate Property Management and Maintenance</u></p> <p>There was no property management policy to guide the activities of the Building Administration unit. In addition, the Department did not assess the risks associated with property management to allow for identification and implementation of effective measures to protect its properties and preserve their real estate values.</p> <p><u>RECOMMENDATION 2</u></p> <p><i>It is the view of the AGD that the revenue potential of all properties should be explored. Therefore, PTD should establish a property management policy, which adopts a systematic approach towards property maintenance and value enhancement. In that regard property management should not be confined to operational maintenance activities but instead engage a proactive approach, which identifies, space availability and utilisation; planned development activities; and property maintenance costs over specified periods. The feasibility of Government's</i></p>

MAJOR FINDINGS	SUMMARY
CHAPTER 2- GOVERNMENT PROPERTIES RENTED	<p><i>ownership of the various properties could then be assessed.</i></p> <p><u>Unauthorised Rent Arrangements and Unstructured Rent Rate Policy</u></p> <p>Procedures were neither implemented to ensure maximisation of revenue from all properties nor were strategies implemented to enhance revenue generation from excess spaces at post offices.</p> <p>Rental rates were not always set by a competent officer and consultations were not made with the Commissioner of Lands for 23 of the 24 rental agreements presented, as required by the Crown Properties (Vesting) Act, 1960.</p> <p>Rental arrangements were not monitored to ensure that the terms and conditions outlined therein were duly executed and the stipulated rental rates obtained. Rental rates were not consistently adjusted in keeping with the terms of related contracts; 7 of the 24 contracts presented had expired for periods up to 7 years.</p> <p><u>RECOMMENDATION 3</u></p> <p><i>PTD should ensure that the Commissioner of Lands negotiates and signs all rental agreements. (Section 4 of the Crown Property (Vesting) Act, 1960 refers).</i></p>

MAJOR FINDINGS	SUMMARY
	<p><u>Deficient Rent Collection System</u></p> <p>Nineteen (19) tenants owed the Department approximately \$6.7M in rental as at September 30, 2009 for periods up to 57 months; One telecommunication company owed PTD in excess of \$5.3M. The Department failed to provide information on the status of outstanding rental as at January 31, 2010.</p> <p>Tenants were not always required to pay the actual costs for the electricity and water supplied; instead, they were allowed to pay fixed charges.</p> <p><u>RECOMMENDATION 4</u></p> <p><i>Urgent efforts should be made to collect all outstanding rent. PTD should also establish procedures to facilitate the frequent monitoring of rental arrangements to ensure strict adherence to the related terms and conditions. A suitable basis of determining the tenant's utility charges should also be developed which is reflective of the utility cost they incur. Tenants should be required to pay the actual cost for electricity and water used.</i></p> <p><u>RECOMMENDATION 5</u></p> <p><i>The AGD recognised that property rental is not the core activity of the PTD. In that regard, it appears that sufficient attention is not placed on the income earning potential of government properties and also ensuring that all amounts due are collected and properly paid over to the</i></p>

MAJOR FINDINGS	SUMMARY
	<p><i>Government's coffers [All rental income collected by the PTD is paid into the Consolidated Fund]. None-the-less, the AGD is of the opinion that a capacity constraint within the Department will also impact negatively the potential to convert these properties to revenue generating units.</i></p> <p><i>The AGD recommends that a review be conducted of PTD's capacity to retain the responsibility to effectively manage the properties under its stewardship and maximise the revenue earned from them. The Government could also give serious consideration to transferring the property management and rental function of the Department to another government agency.</i></p>
<p>CHAPTER 3- ADMINISTRATION OF STAMPS</p>	<p><u>Management of Stamps</u></p> <p>There was no formal contract outlining the relationship between PTD and the supplier of stamps. In addition, there were breaches of the Government's procurement guidelines.</p> <p>The Department failed to provide information indicating the total expenditure for the procurement of stamps for the period April 2006 to March 2009. In the absence of this information, the audit was unable to determine whether the approval limits prescribed by the Government's procurement guidelines were observed.</p>

MAJOR FINDINGS	SUMMARY
	<p><u>RECOMMENDATION 6</u></p> <p><i>PTD should review its arrangement with the supplier of stamps in order to ascertain whether this represents the most economical option available to the Government in acquiring stamps. In doing so, PTD should ensure that it is in full compliance with the Government's procurement guidelines.</i></p> <p>The Department's procurement and sales strategies did not include an assessment of consumers' demand patterns to inform the purchase of stamps.</p> <p>There was no policy guiding the distribution of stamps to ensure that potential revenue from all stamp stock is realised. A stock of slow moving stamps valued at \$61.7M at the date of the report had categories of stamps that remained unissued for periods up to 13 years.</p> <p><u>RECOMMENDATION 7</u></p> <p><i>PTD should develop a proactive strategic approach to ensure that decisions made concerning the acquisition and distribution of stamps and related products are driven by market conditions in order to minimise loss of stamps and improve cash flow.</i></p> <p>Internal controls over the custody and issue of stamps were not enforced, as stamps valuing \$11.6M issued to post offices were not recorded in the dispatch register</p>

MAJOR FINDINGS	SUMMARY
	<p>and there was no evidence that the register was subjected to review by an independent officer. In addition, the Department was unable to provide details of the contents held in 214 bags, which included stamps that were designated for destruction. The Department did not provide the value of the stamps to be destroyed.</p> <p><u>RECOMMENDATION 8</u></p> <p><i>The face value of the stamp is directly related to the revenue intake. Consequently, any loss or destruction of stamps is a direct loss of potential revenue. The AGD is of the opinion that PTD needs to adopt a cohesive system to govern the management of stamps; beginning with procurement through to sale.</i></p> <p><i>Again, recognising the monetary value of the stamps, PTD should apply the same level of controls as it would to its cash in hand. It is highly recommended that the Department review the day to day system that governs issues from stock to the post offices, which should include the monthly reconciliation of the inventory with the returns (monthly reports) from the post offices.</i></p>
CHAPTER 4-OTHER MATTERS	<p><i>During the conduct of the audit, concerns that were not directly related to the audit objectives were noted.</i></p>

MAJOR FINDINGS	SUMMARY
	<p><i>However, it is the AGD's opinion that these matters are sufficiently important to be included in this report and it is recommended that corrective measures be implemented to address these concerns.</i></p> <p><u>Liguanea Post Mall</u></p> <p>The Postal Corporation of Jamaica Ltd. of Jamaica Limited entered into a Joint Venture Arrangement with a developer to build the captioned Mall at a projected cost of \$199.98M. The Postal Corporation of Jamaica Ltd.'s contribution to the development was 45,000 square feet of land valued at \$42M. It was agreed, between the Joint Venture Partners, that Postal Corporation of Jamaica Ltd. would receive 8,000 square feet of office space and 25% of the audited net profit of the Development, but not less than \$7M.</p> <p>The Corporation received 8,065 square feet of office spaces valued at approximately \$46M- \$48M by a chartered quantity surveyor. However, up to the date of this report the Corporation had only received \$1M.</p> <p>A conflict of interest existed with the arrangement, for the construction of the Liguanea Post Mall, as the directors of the Development Company, which were party to the joint venture agreement, were the same directors of the consulting engineer firm engaged to supervise and</p>

MAJOR FINDINGS	SUMMARY
	<p>certify that the construction work met required standards.</p> <p><u>Un-recouped Utility Charges</u></p> <p>Two telecommunication companies were charged for electricity consumed based on readings obtained from privately installed meters provided by PTD. The companies were not billed monthly but rather on an ad hoc basis. The companies have not been billed by PTD for electricity usage since October 2008.</p> <p><u>Premises Leased from Landlords</u></p> <p>The Department paid \$8.5M to various individuals/entities per annum for 115 properties leased to house post offices island wide. However, PTD failed to produce documentary evidence to demonstrate that 94 of these payees were the owners of premises leased or authorised agents. In addition, rental agreements were not presented for 103 of the 115 properties.</p>

PTD has advised the AGD that they will be implementing some of the recommendations included in this report. They also indicated that resources and capacity constraints have negatively affected their ability to effectively manage properties under their purview. ***(Refer to page 38 for the conclusion to this report.)***

BACKGROUND

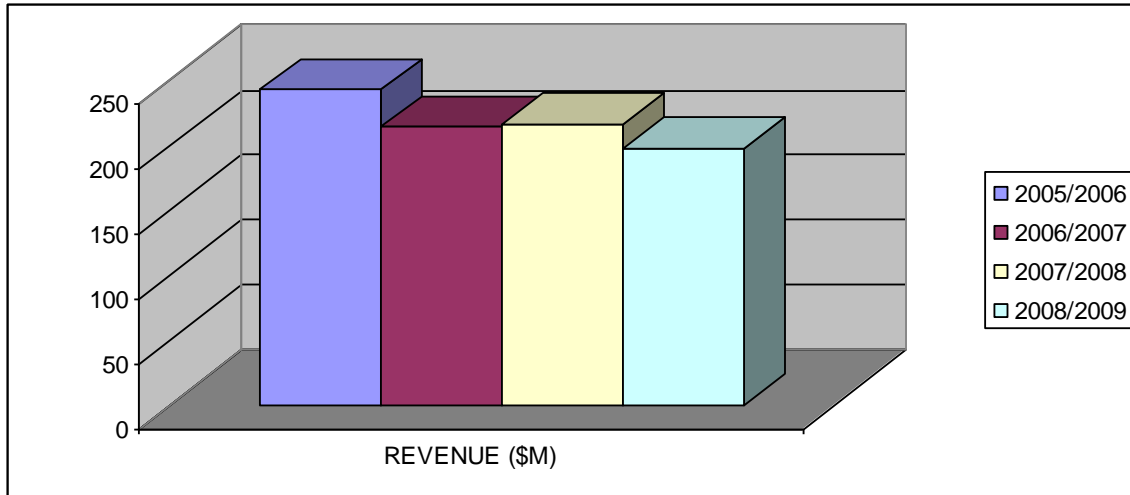
The Post and Telecommunication Department (PTD) has responsibility for the postal services in Jamaica. The operations of PTD are governed by; the Post Office Act of 1973, the Universal Postal Union Standards and Regulations, the Financial Administration and Audit Act and other policies directives from the Ministry of Finance and the Public Service. The Universal Postal Union Standards and Regulations outlines the standard mail practices required to ensure the desired quality and integrity of postal services.

The Post Office provides a comprehensive range of postal services. These include:

- The sale of postage stamps
- Acceptance and delivery of letters and parcels
- Sale & encashment of Postal Money Orders
- Sale of philatelic products
- Acceptance and delivery of registered and express mail
- Provision of private letter boxes

Over the past decade, advances in technology have change the modes of communication and this has negatively impacted the financial viability of PTD; this is evidenced by the continual decline in reported stamp revenue from \$242.2M in financial year 2005/2006 to \$197.4M in 2008/2009.

Figure 1-Revenue from stamps sales



The change in communication patterns of customers led to a reduction of postal operations, which resulted in excess office space in most post offices.

In response to the declining operation of the PTD, the Postal Corporation of Jamaica Ltd. was established in 1995 to modernise the postal services and facilitate the transformation of the Department to an Executive Agency. The Corporation has succeeded in expanding the range of products offered to include bill payments, the provision of remittance services and the sale of gaming products, Jamaica Urban Transit Corporation smart cards and phone cards.

AUDIT OBJECTIVES, FOCUS, SCOPE AND METHODOLOGY

PERFORMANCE AUDITING

Performance auditing is concerned with evaluating the economy, efficiency and effectiveness of government's undertaking, programmes and organisation. It embraces:

- (a) the economy of the administrative activities in accordance with sound administrative principles, practices, and implementation of policies;
- (b) efficiency in the utilisation of human, financial and other resources, including examination of information systems, performance measures and monitoring arrangements, and procedures followed by audited entities for remedying identified deficiencies; and
- (c) effectiveness of performance in relation to achievement of the objectives of the audited entity, and the actual impact of the activities compared with the intended impact.

OBJECTIVES

The objectives of the performance audit were to determine whether:

- adequate measures exist to safeguard the Department's properties and preserve their real estate value;
- lease agreements are negotiated in a manner to ensure that the full income earning potential of each asset is realised; thereby maximising the revenue to government;

- adequate measures exist to safeguard the condition of stamp stock to prevent unauthorised access and to facilitate disposal in accordance with Government's guidelines; and
- a cohesive strategy exist for the procurement of stamps which is in keeping with the Government's procurement guidelines and adequate controls govern the custody and distribution of stamps.

FOCUS

The PTD in conjunction with the Postal Corporation of Jamaica Ltd. undertook, in addition to its core activities, income-generating activities such as sale of phone cards, betting and gaming activities and rental of properties. The audit was restricted to the administration of postal stamps and the management of properties. The audit focus was influenced by the large property portfolio under the Department's stewardship and the concerns identified in the management of stamps during our regular compliance audit.

SCOPE

The audit examined the controls exercised over properties and stamp stock. Specific emphases were placed on the Department's administration of its properties and procedures in place over the procurement, management and distribution of stamps for the period April 1, 2006 to March 2010.

METHODOLOGY

The audit was conducted pursuant to section 25(1) (c & f) of the Financial Administration and Audit (FAA) Act and in accordance with auditing standards, which are applicable to performance audit and issued by the International Organisation of Supreme Audit Institutions (INTOSAI). The methodology in support of the audit objectives included:

- interviewing and consulting with management of the Post and Telecommunication Department and Postal Corporation of Jamaica Ltd.;
- reviewing the Post Office Act, Universal Postal Union Standards and Regulations;
- conducting physical inspections and stock count;
- reviewing and analysing financial information and other documentation; and
- reviewing of rental agreements, receipts, registers and related property files.

FINDINGS AND RECOMMENDATIONS

CHAPTER 1-ADMINISTRATION OF PROPERTIES

- 1.1 The Post and Telecommunication Department's offices are located on Government properties or privately rented premises. The properties owned by the Government are vested in the Commissioner of Lands in accordance with Section 4 of the Crown Property (Vesting) Act (1960). The Act also requires the authorisation of the Commissioner of Lands for the rental of properties to and by government entities. Government bodies are responsible for the management and maintenance of properties on which their offices are located. At the time of this report, the Post and Telecommunication Department rented 88 spaces on government owned properties. The Department did not provide the total rental revenue for the period under review.

OBJECTIVE

- 1.2 To ascertain whether adequate measures exist to safeguard the Department's properties and preserve their real estate value.

CRITERIA

- 1.3 A master inventory record should exist outlining detailed descriptions of all properties owned and rented by the Department;
- 1.4 There should be a formal maintenance policy;
- 1.5 There should be written policies and procedures to govern rental of premises.
- 1.6 The activities of the building administration unit are structured to facilitate effective monitoring and management practices.

AUDIT FINDINGS

Inadequate Records Management

- 1.7 The Post and Telecommunication Department (PTD) maintained a list of all properties under its stewardship. However, the list did not provide pertinent details, which uniquely identify the properties; such as, property location, size, title volume and folio numbers. An attempt was made to confirm with the Commissioner of Lands the total number of properties managed by PTD; the Commissioner of Lands was not able to provide this information to the AGD.

Fact 1- Section 4 (2) Crown properties Vesting Act, 1960

Legislation Section 4 subsection 2 of the Crown Property (Vesting) Act, 1960 states:

“All lands acquired, by whatsoever means on or after the commencement of this Act for the use of the Government of the Island other than lands acquired by the Minister of Housing for purposes of the Housing Act shall be vested in the Commissioner for the time being and held by him and his successors in the said office in trust for her Majesty, her heirs and her successors.

RECOMMENDATION 1

Although, the ownership of Government properties are not vested in Ministries and Department best practice dictates that PTD should maintain a fixed asset register for all assets under its purview; to enable management at all times to readily account for all assets and facilitate determination of property values.

Inadequate Property Management and Maintenance

- 1.8 The Building Administration Unit, which had responsibility for property administration and maintenance, did not have a property management policy to guide its activities. The Department had not assessed the risk exposure associated with various properties owned; such as, vandalism, fire and natural disaster.
- 1.9 There were no scheduled dates for inspection of post offices. PTD relied mainly on the regional inspectors¹, who visit post offices on an ad hoc basis, and postmasters to inform them of maintenance requirements. The AGD visited twenty-seven (27) post offices, of which three (3) were found to be in a deplorable condition. ^{Appendix I} **Despite the existence of regional inspectors and post masters the Department was unable to explain or provide documentation to indicate the basis on which two tenants gained access to and occupied PTD premises at the Brown's Town post office, St. Ann, rent free.**

RECOMMENDATION 2

It is the view of the AGD that the revenue potential of all properties should be explored. Therefore, PTD should establish a property management policy, which adopts a systematic approach towards property maintenance and value enhancement. In that regard property management should not be confined to operational maintenance activities but instead engage a proactive approach, which identifies, space availability and utilisation; planned development activities; and property maintenance costs over specified periods. The feasibility of Government's ownership of the various properties could then be assessed. A risk response policy should be developed and implemented.

¹ Regional inspectors are responsible for overseeing and reporting on the activities of post offices within a given region.

CHAPTER 2- GOVERNMENT PROPERTIES RENTED

- 2.1 PTD rents eighty-eight (88) spaces which is comprised of fifty (50) office spaces, nine (9) residential spaces to employees, twenty-five (25) lots to two telecommunication companies for cell site activities and four (4) for Automated Banking Machines. ^{Appendix II}

OBJECTIVE

- 2.2 To determine whether lease agreements are negotiated in a manner to ensure that the full income earning potential of each asset is realised; thereby maximising the revenue for government.

CRITERIA

- 2.3 There should be formal agreements signed by the Commissioner of Lands for all rental arrangements to safeguard the government's interest.
- 2.4 Periodic reviews should be conducted of all rental arrangements.
- 2.5 An objective method exists for assessing rental and utilities rates that is in keeping with best practice.

AUDIT FINDINGS

Absence of and Unauthorised Rent Arrangements

- 2.6 Rental agreements were not presented for fifty-six (56) properties; this included sixteen (16) properties rented by two telecommunication companies.
- 2.7 The terms and conditions of twenty-four (24) contracts were reviewed. Contrary to Section 4 of the Crown Property (Vesting) Act, twenty-three (23) of the rental agreements were signed by the Post Master General instead of the Commissioner of Lands.
- 2.8 Rental arrangements were not monitored to ensure that they were executed in accordance with the terms and conditions of the related contract and rental revenue optimised. The rent review clause of ten (10) contracts states that “the rental shall be increased by 7.5 per cent each year”. However, the audit identified that increases were applied on an “ad hoc” basis instead of the stipulated annual rate. ^{Appendix IX} This also manifested in PTD’s failure to renew seven (7) rental agreements that expired; one such agreement had expired eighty-four (84) months prior to the date of audit. ^{Appendix V}

There is no guarantee that the government’s interest is protected in the absence of the required scrutiny of the rental contracts by the Commissioner of Lands.

RECOMMENDATION 3

PTD should ensure that the Commissioner of Lands negotiates and signs all rental agreements. (Section 4 of the Crown Property (Vesting) Act (1960) refers).

Unstructured Rental Rate Policy

- 2.9 PTD did not have a policy to govern how rental rates should be determined. The rates, charged by the department, were fixed by the Building Administration Unit (The Unit); there was no indication that reference was made to prevailing market rates and there was no paper trail to indicate the level of consultation undertaken and the method used to arrive at the rental rates.
- 2.10 The Unit was made up of three officers as follows; a Building Engineer-Head of Department; Building Administrator-Junior Administrator and a Senior Secretary.
- 2.11 It was evident during the audit that the position of Building Engineer was vacant at different periods. It was also noted that during these periods rental rates were revised. However, the audit could not determine whether they were revised by a competent officer.
- 2.12 The AGD identified that approximately 2,000 square feet of office space was rented to a software company at the Half Way Tree Post Office. Information provided indicated that the company paid rental of \$15,000 per annum. In addition, the software Company provided computer training to PTD's staff. Although requested, the related agreement was not presented. Documents presented indicated that for the period January 2003 to June 2009, 694 PTD's officers were trained in various computer applications valued at \$7,444,000.
- 2.13 Ten (10) commercial tenants were charged fixed utility rates ranging from \$1,000 to \$3,000 per month instead of being billed for actual usage. ^{Appendix IV-V}
- 2.14 Properties were rented to nine (9) employees; the annual rental rates ranged from \$13,567 to \$40,817. ^{Appendix III.} The PTD did not calculate the deemed benefit and tax the employees accordingly. Additionally, there were no formal contracts

to govern the rental arrangement between PTD and the said employees. Eight employees paid a fixed monthly rate of \$500 for water and electricity by way of salary deduction, to PTD; the other employee paid \$1000 per month for these services. ^{Appendix III}

The system in place for rates determination was unstructured, thereby not providing the required platform to achieve revenue maximisation from the rental (lease) of government properties.

The Department failed to ensure that the full income earning capacity of property rental was realised and denied the government of much needed revenue.

The policy of charging fixed rates for utilities to employees may result in the Government subsidising their tenant's utility costs.

Deficient Rent Collection System

- 2.15 The Department's records at September 30, 2009 revealed that nineteen (19) tenants owed rental amounting to \$6,726,502 for periods ranging from one to fifty-seven months ^{Appendix XI}. This included approximately \$5.3M owed by a Telecommunication Company. The company made an initial deposit of \$2M in March 2007. However, it ceased rental payments immediately thereafter, and demanded that PTD prove ownership of the twelve properties before further payments are made. The Department did not actively pursue collection of the outstanding amounts. None-the-less subsequent to the commencement of the audit the advice of the Attorney General was sought. This matter is still outstanding. The Department failed to provide information on the status of outstanding rental as at January 31, 2010.
- 2.16 Automated Banking Machines were installed at St. Ann's Bay and Mandeville post offices' premises by a commercial bank in October 2006 and April 2007 respectively. However, the related rental agreements were not presented and there was no evidence that rent was being collected for these machines.
- 2.17 PTD paid the total cost for water and electricity supplied to PTD's premises shared with tenants; of the thirty-two (32) arrangements, seven (7) tenants did not acquire their own water and electricity supplies as stipulated in their rental agreements. PTD did not recover the related charges from these tenants. It was also noted, that the Department paid the total cost for utilities of \$5,504,708.63 over the period June to December 2008 for properties shared with 22 tenants and only recovered \$76,500 from 15 tenants. ^{Appendix XII}

RECOMMENDATION 4

Urgent efforts should be made to collect all outstanding rent. PTD should also establish procedures to facilitate the frequent monitoring of rental arrangements to ensure strict adherence to the related terms and conditions. A suitable basis of determining the tenant's utility charges should also be developed which is reflective of the utility cost they incur. Tenants should be required to pay the actual cost for electricity and water used.

RECOMMENDATION 5

The AGD recognised that property rental is not the core activity of the PTD. In that regard, it appears that sufficient attention is not placed on the income earning potential of government property and also ensuring that all amounts due are collected and properly paid over to the Government's coffers [All rental income collected by the PTD is paid into the Consolidated Fund]. None-the-less, the AGD is of the opinion that a capacity constraint within the Department will also impact negatively the potential to convert these properties to revenue generating units.

The AGD recommends that a review be conducted of PTD's capacity to retain the responsibility to effectively manage the properties under its stewardship and maximise the revenue earned from them. The Government could also give serious consideration to transferring the property management and rental function of the Department to another government agency.

PTD indicated that the Department “has not received the necessary funds to implement a proper refurbishing programme to preserve property values. For example, over the last six (6) years less than J\$30M has been received to upgrade postal properties island wide. This against the background where at least 90% of government-owned offices urgently require some form of refurbishment.”

They also added that “In many instances, though excess space exists in many post offices it is not advisable from a security standpoint to rent space without proper reconfiguration of the property, e.g. building a separate entrance for tenants and their customers, as failure to do so would seriously jeopardise the safety of the postal staff and the valuables, including cash, in their custody.”

CHAPTER 3-ADMINISTRATION OF STAMPS

- 3.1 The Crown Agent Stamps Bureau, an English based company, has been procuring stamps and related products for the PTD prior to Independence. The Bureau was acquired by CASCO Philatelic Services on July 16, 2007 and assumed the responsibility for procuring stamps and related products on behalf of the Jamaican Government with effect from October 1, 2007. In addition, CASCO Philatelic Services also sells philatelic products on behalf of the Department. Stamps received from the supplier are stored at the Central Sorting Office and are subsequently distributed to the various post offices and postal agencies.

OBJECTIVES

- 3.2 Adequate measures exist to safeguard the condition of stamp stock and prevent unauthorised access and facilitate disposal in accordance with Government's guidelines; and
- 3.3 A cohesive strategy exists for the procurement of stamps, which is in keeping with the Government's procurement guidelines, and adequate controls governed the custody and distribution of stamps.

CRITERIA

- 3.4 There should be strict adherence to Government's Procurement guidelines which includes:
- competitive tendering;
 - appropriate approvals;
 - written agreement.
- 3.5 Established procedures exist for the replenishment of stamps.
- 3.6 Adequate mechanisms exist to safeguard and monitor stock.

AUDIT FINDINGS

Management of Stamps

3.7 The procurement of stamps by PTD was not subjected to government's procurement guidelines. The Department has been using the services of the Crown Agent Stamp Bureau (now assumed by CASCO Philatelic Services) since its inception. There was no evidence to indicate that the abovementioned arrangement was reviewed to determine whether the services could be obtained on a more competitive basis.

The absence of competitive tendering undermines the process intended to secure probity, transparency and obtain value for money in the acquisition of goods and services.

3.8 Contrary to the Financial Management (Ministries and Departments) Regulations, 1996 (Section 40 (1)), PTD did not have a written contractual agreement with CASCO Philatelic Services. In addition, CASCO Philatelic Services sells philatelic products to the international community on behalf of the Department at a commission of 20% of sales. The Department did not present a written contractual agreement for this arrangement, despite repeated request.

3.9 PTD did not maintain an independent record for the stock held by CASCO Philatelic Services and there was no evidence that the reports submitted were subjected to internal checks to verify their correctness.

3.10 Despite oral and written requests, the Department failed to provide information indicating the total expenditure for the procurement of stamps for the period April 2006 to March 2009. In the absence of this information, the audit was unable to determine whether the approval limits prescribed by the Government's procurement guidelines were observed.

The absence of a formal agreement could result in the Department's inability to protect the Government's interest. It was also difficult to determine whether the services provided and the rates paid were consistent with the agreement.

RECOMMENDATION 6

PTD should review its arrangement with CASCO Philatelic in order to ascertain whether, this represents the most economical option available to the Government, in acquiring stamps. In doing so, PTD should ensure that it is in full compliance with the Government's procurement guidelines.

- 3.11 PTD did not have a clearly defined strategy in place to respond to the rapidly changing communication patterns of customers, which impacted negatively on stamp sales. Information on sales from post offices and their stamp stock was not assessed to determine stamp requirements. Only stamp balances of the main and dispatch vaults, informed the procurement decision.

Fact 2 - PTD Average Monthly Stamp Sales for the Period April 1, 2005 to March 31, 2009

Stamp stock held in the main and dispatch vaults, as at January 2010, was valued at \$714M and the average monthly stamp sales of all post offices for nine months ended December 31, 2009 was \$16.78M representing 2% of stock balance in these vaults. The balances of stamps held in post offices island wide was not produced by the Department.

Average Monthly Stamp Sales for the period April 1, 2005 to March 31, 2009

Year	Average Monthly Sales (\$)	Year	Average Monthly Sales (\$)
2005/2006	19,484,924.42	2007/2008	17,215,595.77
2006/2007	19,222,477.15	2008/2009	15,879,766.34

Source: Post and Telecommunication Department

The Department's failure to monitor its stamp stock and emerging market trends prevented the design and implementation of an effective procurement strategy.

3.12 There was no documented policy and procedure dictating how stamps should be combined for sale to customers to ensure its effective distribution. Examination of stamp stock registers on March 1, 2010 revealed slow moving stamp stock and related products valuing \$61,737,193.50, which remained unissued from the main vaults for up to thirteen (13) years^{Appendix XIII}. In addition, analysis of the distribution rate of eleven (11)-stamp type revealed that stamps distribution rate² for eight ranged from 0.17% to 3% monthly. A re-order level was not set to determine stamp requirement.

² Percentage of average monthly stamps distributed to post offices against the aggregate of the related stock held in main and dispatch vaults

3.13 Post offices requested stamps from the Head Office on an “as needed” basis. Such requisitions are met from the Department’s stamp stock, maintained in its dispatch vault. The dispatch register³ was not faithfully maintained thereby weakening management’s control over the issue of stamps. A test check of stamps issued to various post offices revealed that stamps valued at \$11,623,775 were not entered therein ^{Appendix XV}. There was also no evidence that the register was subjected to review by a senior officer.

3.14 Stamps procured by PTD were stored in two vaults at its Head Office namely the main and dispatch vaults. Access to the vaults was restricted to authorized officers. A physical inspection of the main stamp vault revealed 214 bags containing stamps and other items⁴ designated for destruction. The Department did not provide the value of the stamps that were to be destroyed.

(See Figure 3 on page 34)

3.15 An inspection of 29 of the bags containing 3,212,750 stamps, valued at \$2,234,619 disclosed that the stamps were in good condition and the adhesive thereon viscid ^{Appendix XVI}.

(See Figure 2 on page 34)

Failure to implement procedures to guide the distribution of stamps could result in some denominations remaining unsold, which is a loss of revenue.

RECOMMENDATION 7

PTD should develop a proactive strategic approach to ensure that decisions made concerning the acquisition and distribution of stamps and related products are driven by market conditions in order to minimise loss of stamps and improve cash flow.

³ Vault from which stamps and related products are issued to Post Offices Island wide.

⁴ Other items included newspaper wrappers, postcards and envelopes

RECOMMENDATION 8

The face value of the stamp is directly related to the revenue intake. Consequently, any loss or destruction of stamps is a direct loss of potential revenue. The AGD is of the opinion that PTD needs to adopt a cohesive system to govern the management of stamps; beginning with procurement through to sale.

Again, recognising the monetary value of the stamps, PTD should apply the same level of controls as it would to its cash in hand. It is highly recommended that the Department review the day-to-day system that governs issues from stock to the post offices, which should include the monthly reconciliation of the inventory with the returns (monthly reports) from the post offices.



Figure 2-Sample of stamps seen in 29 of the 214 bags designated for destruction.



Figure 3-A portion of the 214 bags seen in the main vault designated for destruction.

CHAPTER 4 – OTHER MATTERS

- 4.1 During the conduct of the audit, concerns that were not directly related to the audit objectives were noted. However, it is the AGD's opinion that these matters are sufficiently important to be included in this report and it is recommended that corrective measures be implemented to address these concerns.

Liguanea Post Mall

- 4.2 The Postal Corporation of Jamaica Ltd. was established in 1995 to assist in the modernisation of the postal service by enhancing quality, development of new products and changing the image of the Post and Telecommunication Department. Despite being separate entities the Postmaster General manages both organisations. Both entities are involved in the rental of office spaces and contribute jointly to the improvement of the Postal Services. The Postal Corporation of Jamaica Ltd. of Jamaica Limited entered into a Joint Venture Arrangement with a developer to build the captioned Mall at a projected cost of \$199.98M⁵. The Postal Corporation of Jamaica Ltd.'s contribution to the development was 45,000 square feet of land valued at \$42M. It was agreed, between the Joint Venture Partners, that the Postal Corporation of Jamaica Ltd. would receive 8,000 square feet of office space and 25% of the audited net profit of the Development, but not less than \$7M.

- 4.3 The Corporation received 8,065 square feet of office spaces valued at approximately \$46M- \$48M by a chartered quantity surveyor. However, up to the date of this report the Corporation had only received \$1M of the projected profit.

⁵ The Joint Venture Agreement was undated but PTD's records indicated that the project commenced July 16, 2007.

- 4.4 The Corporation reported that the Developer's tardiness to submit the related accounting records and financial statements to the auditors has contributed to the non-finalisation of the amount payable.
- 4.5 In a letter dated October 12, 2006, the Attorney General's Department advised the Postal Corporation of Jamaica Ltd. of Jamaica to immediately proceed to exercise its rights under Clause 19 of the Joint Venture Arrangement to appoint an arbitrator to have the matter resolved. However, up to the date of this report there was no evidence to indicate that this matter was referred to an arbitrator.
- 4.6 A conflict of interest existed with the arrangement for the construction of the Liguanea Post Mall, as the directors of the Development Company, which were party to the joint venture agreement, were the same directors of the consulting engineer firm engaged to supervise and certify that the construction work met required standards. There was no evidence that PTD sought or obtained the services of an independent engineer to assure the Department that the offices received were satisfactorily constructed.
- 4.7 The Postal Corporation of Jamaica Ltd. incurred cost of approximately \$2.3M to correct a roof that leaked and replace defective tiles within three years after taking possession of the space provided to PTD. The defects were reported to the Developer in 2005, one year after the designated area was handed over. None-the-less the Developer neither addressed the concern of the Postal Corporation of Jamaica Ltd. nor was the cost incurred by the Postal Corporation of Jamaica Ltd. reimbursed.

Un-recouped Utility Charges

4.8 Two telecommunication companies were charged for electricity consumed based on readings obtained from privately installed meters provided by PTD. The companies were not billed monthly but rather on an ad hoc basis, for periods ranging up to eighteen (18) months. As at the date of audit, the companies had paid \$3,710,394.89 for electricity charges for the period September 2007 to October 2008. **The telecommunication companies have not been billed by PTD or paid for electricity usage since October 2008.**

4.9 ***The provision of private electricity meters by the PTD, offered no assurance that the companies were being charged rates commensurate with the related rates paid to supplier of electricity. In addition, the Department's failure to collect charges in a timely manner increased the risk of non-recovery of the related charges.***

Premises Leased from Landlords

4.10 The Department paid \$8.5M to various individuals/entities per annum for 115 properties leased to house post offices island wide. However, PTD failed to produce documentary evidence to demonstrate that 94 of these payees were the owners of the premises leased or authorised agents. In addition, rental agreements were not presented for 103 of the 115 properties.

4.11 ***The Department's failure to formalise rental arrangements with landlords could expose the Government to costly litigation in the event of disputes.***

CONCLUSION

The audit revealed serious managerial weaknesses over the administration of stamps and properties. There was a general lack of strategies towards the management of rental arrangements and the usage of unoccupied spaces to facilitate optimisation of their revenue potential. In addition, the procurement strategies employed by the Department was not driven by market conditions, which resulted in losses and a significant amount of cash being “tied up” in slow moving stock.

Management has an opportunity to recognise increased revenue from rental of properties and reduce its loss from stamps. To achieve this, Management needs to identify and implement appropriate procedures to transform its current practices. There should be particular focus on strengthening the function of the Building Administration Unit and the procurement and distribution strategies for stamps. There is also an opportunity for management to consider diversification of some of its activities.

REFERENCES

1. Financial Statements and Revenue Estimates for the periods 2007/2008-2009/2010, statement XV
2. jamaicapost@gov.jm, retrieved July 5, 2009
3. Reports and Documents of the Post and Telecommunication Department
4. The Universal Postal Union Standards and Regulations, 2005
5. The Post office Act, 1973

Glossary

TERMS	MEANING
Commemorative Stamps	A limited supply of stamps to celebrate an event or an individual life.
Definitive Stamps	Stamps for everyday postage. The same images may be used for several years.
Joint Venture Agreement	A contractual agreement between two or more business partners to assume a common business strategy on a project
Philatelic Interest	Adjective used to describe individuals involved in the collection of stamps.
Postal Orders	A type of promissory note, which can be bought and redeemed at post offices and banks. It is a method used for sending money through the mail.

POST OFFICES VISITED

	PROPERTIES Post Offices	CONDITION
1	Savanna-La-Mar	Fair -Minor Repairs Required In Some Areas
2	Grange Hill	Poor
3	Petersfield	Poor
3	Darliston	Poor; Roof Requires Repairs, Area Not Fenced And Windows And Doors Unsecured
4	Bethel Town	Fair-Roof Requires Repairs
5	Montego Bay # 1	Good
6	Montego Bay # 2	Minor Repair Required
7	Reading	Minor Repairs Required, Area Not Fenced
8	Sign	Minor Repairs Required
9	Duncans	Good
10	Discovery Bay	Good
11	Runaway Bay	Good
12	St. Ann's Bay	Minor Repairs
13	Brown's Town	Good
14	Claremont	Minor Repairs
15	Ocho Rios	Good
16	Ewarton	Fair
17	Linstead	Good
18	Bog Walk	Minor Repairs
19	Spanish Town	Repairs Required
20	Gregory Park	Good
21	Waterford	Minor Repairs
22	Kingston CSO	Minor Repairs
23	Winward Road	Minor Repairs
24	Liguanea	Fair, Repairs Needed To Walls And Tiles
25	Constant Spring	Minor Repairs Needed
26	Half Way Tree	Repairs Needed
27	Cross Roads	Repairs Needed
	* SIZE OF PROPERTY NOT PROVIDED BY THE DEPARTMENT	

SUMMARY OF TENANTS OF THE POST AND TELECOMMUNICATION DEPARTMENT

SUMMARY OF TENANTS	TOTAL NUMBER OF TENANTS	NUMBER WITHOUT CONTRACTS	EXPIRED CONTRACTS	NUMBER WITH CONTRACTS	TOTAL RENTAL INCOME (\$)
Employees (Appendix III)	9	9	0	0	197,540.16
Commercial Offices (Appendix IV –VI)	50	31	7	12	9,354,072.36
Lots For Cell Sites (Appendix VII)	25	16	0	9	3,130,000.00
Lots For ABMS (Appendix VIII)	4	0	0	4	84,000.00
TOTAL	88	56	7	25	12,765,612.52

PROPERTIES LEASED TO EMPLOYEES

LOCATION OF PROPERTIES (Post Offices)	USE OF PROPERTIES	SIZE OF PROPERTIES	CONTRACT	UTILITIES SERVICES SHARED WITH DEPARTMENT	MONTHLY UTILITY CONTRIBUTION (\$)	RENTAL RATES PER ANNUM (\$)
Aenon Town	Residential	1065 sq. ft.	None	Yes	500.00	19316.76
Ramble	Residential	720 sq. ft.	None	Yes	500.00	17,221.56
Harrywatch	Residential	582 sq. ft.	None	Yes	500.00	18,845.64
Gordon Town	Residential	193 sq. ft.	None	Yes	500.00	20,426.28
Gordon Town	Residential	462 sq. ft.	None	Yes	500.00	40,816.80
Hagley Gap	Residential	855 sq. ft.	None	Yes	500.00	20,802.00
Spanish Town	Residential	204 sq. ft.	None	Yes	500.00	13,567.20
Sav-La-Mar	Residential	117 sq. ft.	None	Yes	500.00	27,999.12
Stony Hill	Residential	480 sq. ft.	None	Yes	1,000.00	18,544.80
Total (9 employees)						197,540.16

LEASED COMMERCIAL OFFICES- WITH CONTRACTS

LOCATION OF PROPERTIES (Post Offices)	USE OF PROPERTIES	SIZE OF PROPERTIES	CONTRACT	UTILITIES SERVICES SHARED WITH DEPARTMENT	MONTHLY UTILITY CONTRIBUTION (\$)	RENTAL RATES PER ANNUM (\$)
Montego Bay # 2	Security Services	800 sq. ft.	Yes	Yes	-	240,000.00
Montego Bay # 2	Office use and Parking Lot	Upper Floor - 900 sq. ft. and Parking Lot - 4000 sq. ft.	Yes	Yes	-	360,000.00
Windward Road	Nursing Sign	3ft. X 1 1/2 ft.	Yes	N/A	N/A	6,000.00
Reading	Tour Company	410 sq. ft.	Yes	Yes	2,500.00	120,000.00
Manchioneal	Garment and Shoes Store	459 sq. ft.	Yes	Water Only	2,000.00	48,000.00
Adelphi	Office use	300 sq. ft.	Yes	Yes	-	96,000.00
Bethel Town	Cable Network	450 sq. ft.	Yes	Yes	2,000.00	72,000.00
Richmond	Doctor's Office	1530 sq. ft.	Yes	Yes	-	180,000.00
Old Harbour	Office use	250 sq. ft.	Yes	Yes	3,000.00	144,000.00
Montego Bay # 1	Call Center	4000 sq. ft.	Yes	Water Only	-	1,290,000.00
Sav-La-Mar	Educational Purposes	2660 sq. ft.	Yes	Yes	3,000.00	670,320.00
Fyffes Pen	Day Care Center	450 sq. ft.	Yes	Yes	-	96,000.00
TOTAL (12)						3,322,320.00

LEASED COMMERCIAL OFFICES-EXPIRED CONTRACTS

LOCATION OF PROPERTIES	USE OF PROPERTIES	SIZE OF PROPERTIES	CONTRACT	UTILITIES SERVICES SHARED WITH DEPARTMENT	MONTHLY UTILITY CONTRIBUTION (\$)	RENTAL RATES PER ANNUM (\$)
Ewarton	Security Services	400 sq. ft.	Expired July 2008	Yes	1,000.00	72,000.00
Port Antonio P.O.	Security Services	350 sq. ft.	Expired October 2008	Yes	1,500.00	102,000.00
Hampstead P.O.	Office use -	600 sq. ft.	Expired May 2009	Yes	1,000.00	108,000.00
Port Maria P.O.	Office use	150 sq. ft.	Expired January 2003	Information Not Provided	1,000.00	60,000.00
Morant Bay P.O.	Credit Union	81 sq. ft.	Expired March 2008	Yes	-	36,000.00
Morant Bay P.O.	Taxi Service	122 sq. ft.	Expired March 2008	Yes	-	50,400.00
Port Antonio P.O.	Office use	1200 sq. ft.	Expired February 2005	Information Not Provided	2,000.00	336,000.00
TOTAL (7)						764,400.00

LEASED COMMERCIAL OFFICES-NO CONTRACT

LOCATION OF PROPERTIES	USE OF PROPERTIES	SIZE OF PROPERTIES	CONTRACT	UTILITIES SERVICES SHARED WITH DEPARTMENT	MONTHLY UTILITY CONTRIBUTION (\$)	RENTAL RATES PER ANNUM (\$)
Morant Bay P.O.	Library	Not Provided	None	Yes	Not Provided	129,600.00
Linstead P.O.	Office Space	Not Provided	None	Yes	Not Provided	277,350.00
Bog Walk P.O.	Office Space	Not Provided	None	Yes	Not Provided	277,350.00
Morant Bay P.O.	Office Space	Not Provided	None	Yes	Not Provided	132,000.00
Half-Way-Tree P.O.	Software Training	Not Provided	None	Yes	Not Provided	15,000.00
Mandeville P.O.	Accounting Office	Not Provided	None	Yes	Not Provided	72,000.00
Mandeville P.O.	Credit Union	Not Provided	None	Yes	Not Provided	72,000.00
Various Post Offices (11 Offices)	Loans Agency	Not Provided	None	Yes	Not Provided	1,791,960.00
Mandeville P.O.	Office Space	Not Provided	None	Yes	Not Provided	72,000.00
Chapelton	Office Space	Not Provided	None	Yes	Not Provided	84,000.00
Grange Hill P.O.	Security Services	Not Provided	None	Yes	Not Provided	630,000.00
Belfield P.O.	Security Services	Not Provided	None	Yes	Not Provided	-
Duncans P.O.	Security Services	Not Provided	None	Yes	Not Provided	416,025.00
St. Ann's Bay P.O.	Security Services	Not Provided	None	Yes	Not Provided	1,118,067.36
Spanish Town P.O.	Security Services	Not Provided	None	Yes	Not Provided	-
Port Maria P.O.	Security Services	Not Provided	None	Yes	Not Provided	-
Browns Town P.O.	Security Services	Not Provided	None	Yes	Not Provided	-
Black River P.O.	Security Services	Not Provided	None	Yes	Not Provided	-
Lucea P.O.	Security Services	Not Provided	None	Yes	Not Provided	-
Port Antonio P.O.	Security Services	Not Provided	None	Yes	Not Provided	-
Brown's Town P.O.	Security Services	Not Provided	None	Yes	Not Provided	180,000.00
Total (31)						5,267,352.36

LEASED LOTS-CELL SITES (TELECOMMUNICATION COMPANY I)

	LOCATION OF PROPERTIES	SIZE OF PROPERTIES	CONTRACT PRESENTED	RENTAL RATES PER ANNUM (\$)
	TELECOMMUNICATION COMPANY I			
1	Greater Portmore P.O.	Not Provided	None	120,000.00
2	Gregory Park P.O.	Not Provided	None	120,000.00
3	Mona P.O.	Not Provided	None	120,000.00
4	Boscobel P.O.	Not Provided	None	-
5	Montego Bay No. 1 P.O.	Not Provided	None	-
6	Whitfield Town P.O.	Not Provided	None	-
7	Central Sorting Office	Not Provided	None	-
8	Bartons P.O.	Not Provided	None	120,000.00
9	Hampstead P.O.	Not Provided	None	120,000.00
10	Petersfield P.O.	Not Provided	None	120,000.00
11	Little London P.O.	Not Provided	None	120,000.00
12	Albert Town P.O.	Not Provided	None	120,000.00
	TELECOMMUNICATION COMPANY II			
13	Liguanea P.O.	37.2m2	Yes	250,000.00
14	Central Sorting Office	18.0 m2	Yes	200,000.00
15	Windward Road P.O.	144.0 m ²	Yes	250,000.00
16	Whitfield Town P.O.	37.2 m2	Yes	250,000.00
17	Greater Portmore P.O.	37.2m2	Yes	250,000.00
18	Savanna-La-Mar P.O.	400m2	Yes	250,000.00
19	Ocho Rios P.O.	40.5m2	Yes	250,000.00
20	Christiana P.O.	248 m2	Yes	250,000.00
21	Lawrence Tavern P.O.	182.0m2	Yes	220,000.00
22	Petersfield P.O.	Not Provided	None	
23	May Pen P.O.	Not Provided	None	
24	Port Antonia P.O	Not Provided	None	-
25	Morant Bay P.O.	Not Provided	None	-
	TOTAL (25)			3,130,000.00

LEASED LOTS - AUTOMATED BANKING MACHINES

	LOCATION OF PROPERTIES	USE OF PROPERTIES	CONTRACT	UTILITIES SERVICES SHARED WITH DEPARTMENT	MONTHLY UTILITY CONTRIBUTION (\$)	RENTAL RATES PER ANNUM (\$)
1	Cross Roads	Automated Banking	Yes	Yes	Not Provided	21,000.00
2	Constant Spring	Automated Banking	Yes	Yes	Not Provided	21,000.00
3	May pen	Automated Banking	Yes	Yes	Not Provided	21,000.00
4	Bog Walk	Automated Banking	Yes	Yes	Not Provided	21,000.00
	Total (4)					84,000.00

SCHEDULE OF AD HOC RENTAL INCREASES

LOCATION	RENTAL PERIOD	*MONTHLY RENTAL CHARGES DUE PER CONTRACT (\$)	MONTHLY RENTAL CHARGES PAID (\$)	AMOUNT (UNDER)/OVER PAID (\$)	MONTHS	RENTAL UNDER PAID (\$)	TOTAL RENTAL UNDER PAID (\$)
Montego Bay #2	March 2005 - Feb 2006	20,000.00	No Receipts seen				
Contract Period March 2005 -March 2010	March 2006-Feb 2007	21,500.00	20,000.00	(1,500.00)	12	- 18,000.00	
Initial Rental \$20,000	March 2007 - Feb 2008	23,112.50	20,000.00	(3,112.50)	12	- 37,350.00	
	March 2008 - Feb 2009	24,845.94	20,000.00	(4,845.94)	12	- 58,151.25	
	March 2009 - Jun 2009	26,709.38	20,000.00	(6,709.38)	4	- 26,837.53	
							- 140,338.78
Ewarton	Sept 2005 - Aug 2006	8,089.38	No receipts seen				
Contract Period September 2003 -June 2008	July 2006 - Aug 2006	8,089.38	7,000.00	(1,089)	2	- 2,178.76	
Initial Rental \$7,000	Sept 2006 - Aug 2007	8,696.08	7,000.00	(1,696)	12	- 20,353.00	
	Sept 2007 - Aug 2008	9,348.29	7,000.00	(2,348)	12	- 28,179.48	
	Sept 2008 - Jun 2009	10,049.41	7,000.00	(3,049)	10	- 30,494.11	
							- 81,205.35

**Based on the contract stipulated rate of increase of 7 ½ % per annum.*

Appendix IX contd.

LOCATION	RENTAL PERIOD	*MONTHLY RENTAL CHARGES DUE PER CONTRACT (\$)	MONTHLY RENTAL CHARGES PAID (\$)	AMOUNT (UNDER)/OVER PAID (\$)	MONTHS	RENTAL UNDER PAID (\$)	TOTAL RENTAL UNDER PAID (\$)
Port Antonio	March 24, 2006-Nov 23, 2006	11,556.25	10,000.00	(1,556)	8	- 12,450.00	
Contract Period November 24, 2003-October 24, 2008	Nov 24, 2006-Nov 23, 2007	12,422.97	10,000.00	(2,423)	12	- 29,075.63	
Initial rental \$10,000	Nov 24, 2007-Nov 23, 2008	13,354.69	10,000.00	(3,355)	12	- 40,256.30	
	Nov 24, 2008-Jun 23, 2009	14,356.29	10,000.00	(4,356)	12	- 52,275.52	
							-134,057.45
Montego Bay #2	March 1, 2006 - January 31, 2007	30,000.00	30,000.00	0	11	-	
Contract period February 2006 - January 2011	Feb 1, 2007 - January 31, 2008	32,250.00	30,000.00	(2,250)	12	- 27,000.00	
Initial Rental \$30,000	Feb 1, 2008-Feb 31, 2008	34,668.75	27,000.00	(7,669)	1	- 7,668.75	
	March 1, 2008-March 31, 2008	34,668.75	34,668.75	0	1	-	
	Apr 1, 2008 - Aug 31, 2008	34,668.75	34,500.00	(169)	5	- 843.75	
	September 1, 2008-September 30, 2008	34,668.75	34,500.00	(169)	1	- 168.75	

**Based on the contract stipulated rate of increase of 7 ½% per annum.*

Appendix IX contd.

LOCATION	RENTAL PERIOD	*MONTHLY RENTAL CHARGES DUE PER CONTRACT (\$)	MONTHLY RENTAL CHARGES PAID (\$)	AMOUNT (UNDER)/OVER PAID (\$)	MONTHS	RENTAL UNDER PAID (\$)	TOTAL RENTAL UNDER PAID (\$)
	Oct 1, 2008 - Jan 31, 2009	34,668.75	34,668.75	0	4	-	
	Feb 1, 2009 - Feb 28, 2009	37,268.91	34,668.75	(2,600)	1	- 2,600.16	
	March 1, 2009 - March 31, 2009	37,268.91	no receipts seen				
	Apr 1, 2009 - May 31, 2009	37,268.91	37,268.91	0	2	-	
							-38281.41
Manchioneal P.O.	December 2008-April 2009	7,454.00	6,000.00	(1,454)	5	- 7,270.00	
Contract Period December 2006 - November 2011	December 2007-November 2008	6,934.00	6,000.00	(934)	12	- 11,208.00	
Initial Rental \$6,000	December 2006-November 2007	6,000.00	6,000.00	0	12	-	
							-18,478.00
Bethel Town P.O.	Feb 21, 2005-Feb 20, 2006	8,000.00	8,000.00	0	12	-	
Contract Period February 21, 2005 - February 20, 2010	Feb 21, 2006- Feb 20, 2007	8,600.00	8,000.00	(600)	12	- 7,200.00	
Initial Rental \$8,000	Feb 21, 2007 - Jun 20, 2007	9,245.00	8,000.00	(1,245)	4	- 4,980.00	

**Based on the contract stipulated rate increase of 7 ½% per annum.*

Appendix IX contd.

Location	RENTAL PERIOD	*MONTHLY RENTAL CHARGES DUE PER CONTRACT (\$)	MONTHLY RENTAL CHARGES PAID (\$)	AMOUNT (UNDER)/OVER PAID (\$)	MONTHS	RENTAL UNDER PAID (\$)	TOTAL RENTAL UNDER PAID (\$)
	No further payment seen					-	
							- 12,180.00
Hampstead P.O.	May 1, 2005 - April 30, 2006	10,750.00	No receipts seen				
Contract Period May 2004 - April 2009	May 1, 2006 - Dec 31, 2006	11,556.25	10,750.00	(806)	8	- 6,450	
Initial Rental \$10,000	January 1, 2007 - January 31, 2007	11,556.00	10,500.00	(1,056)	1	- 1,056	
	Feb 1, 2007 - April 30, 2007	11,556.00	10,750.00	(806)	3	- 2,418	
	May 1, 2007 - April 30, 2008	12,422.97	10,750.00	(1,673)	12	- 20,076	
	May 1, 2008 - June 30, 2008	13,355.00	10,750.00	(2,605)	2	- 5,210	
	July 1, 2008 - Nov 2008	13,354.69	10,702.00	(2,653)	5	- 13,263	
							- 48,473
Mandeville P.O.	Aug 3, 2005 - Aug 2, 2006	6,450.00	No Receipts seen				
Contract Period August 3, 2004 - August 2, 2009	Aug 2005 - March 30, 2006	6,450.00	6,000.00	(450)	8	- 3,600	
Initial Rental \$6,000	Apr 2006 - Aug 2, 2006	6,450.00	6,450.00	0	4	-	
	Aug 3, 2006 - Aug 2, 2007	6,933.75	6,450.00	(484)	12	- 5,805	

**Based on the contract stipulated rate of increase of 7 ½% per annum*

Appendix IX contd.

Location	RENTAL PERIOD	*MONTHLY RENTAL CHARGES DUE PER CONTRACT (\$)	MONTHLY RENTAL CHARGES PAID (\$)	AMOUNT (UNDER)/OVER PAID (\$)	MONTHS	RENTAL UNDER PAID (\$)	TOTAL RENTAL UNDER PAID (\$)
	Aug 3, 2007 - Oct, 2007	7,453.78	6,450.00	(1,004)	3	- 3,011	
	November 2007	7,454.00	no receipt seen		1	-	
	Dec 2007 - Aug 2, 2008	7,454.00	6666.67	(787)	8	- 6,299	
	Aug 3, 2008 - Nov 2008	8,012.81	6666.67	(1,346)	4	- 5,385	
							- 24,100
Richmond P.O. Contract Period October 2004 - September 2009	Oct 1, 2005-Sept 30, 2006	16,125.00	15,000.00	(1,125)	12	- 13,500	
Initial Rental \$15,000	Oct 1, 2006-Sept 30, 2007	17,334.38	15,000.00	(2,334)	12	- 28,013	
	Oct 1, 2007- Sept 30 2008	18,634.45	15,000.00	(3,634)	12	- 43,613	
	Oct 1, 2008- Oct 31, 2008	20,032.04	15,000.00	(5,032)	1	- 5,032	
							- 90,158
Morant Bay P.O.	March 15, 2006 - May 14, 2006	3,467.00	No Receipt seen				
Contract Period March 15, 2004 - March 14, 2008	May 15, 2006 - March 14, 2007	3,466.88	3,225.00	(242)	10	- 2,419	
Initial Rental \$3,000	March 15, 2007 - March 14, 2008	3,726.90	3,466.88	(260)	12	- 3,120	

**Based on the contract stipulated rate of increase of 7 ½% per annum*

Appendix IX contd.

Location	RENTAL PERIOD	*MONTHLY RENTAL CHARGES DUE PER CONTRACT (\$)	MONTHLY RENTAL CHARGES PAID (\$)	AMOUNT (UNDER)/OVER PAID (\$)	MONTHS	RENTAL UNDER PAID (\$)	TOTAL RENTAL UNDER PAID (\$)
	March 15, 2008 - April 14, 2008	4,006.00	3,726.90	(279)	1	- 279	
	April 15, 2008 - Feb 14, 2009	4,006.41	3,726.90	(280)	10	- 2,795	
	Feb 15, 2009 - March 14, 2009	4,006.00	3,936.54	(69)	1	- 69	
	March 15, 2009 - Jun 14, 2009	4,306.89	3,936.54	(370)	3	- 1,111	
	Jun 15, 2009 - Jul 14, 2009	4,307.00	4,006.42	(301)	1	- 301	
	Jul 15, 2009 - Sept 14, 2009	4,307.00	4,006.42	(301)	2	- 601.16	
							- 10,695
Morant Bay P.O.	March 5, 2005 - March 4, 2006	4,515.00	No receipts seen				
Contract Period March 5, 2004 - March 4, 2008	March 5, 2006 - March 4, 2007	4,853.63	5,200.00	346	12	4,156.50	
Initial Rental \$4,200	March 5, 2007 - March 4, 2008	5,217.65	5,200.00	(18)	12	- 211.76	
	March 5, 2008 - March 4, 2009	5,608.97	5,200.00	(409)	12	- 4,907.64	
							- 962.91
	TOTAL RENTAL UNDER CHARGED						- 598,929.90

**Based on the contract stipulated rate of increase of 7 ½% per annum*

**SCHEDULE OF TENANTS WHO PAID FIXED UTILITY RATES
(INCLUDING EMPLOYEES)**

	LOCATION	CLASSIFICATION	RENTAL ACTIVITY	SIZE OF SPACE OCCUPIED	UTILITY RATES PAID BY TENANTS (\$)
1	Gordon Town	Employee	Residential	193 sq. ft.	500.00
2	Gordon Town	Employee	Residential	462 sq. ft.	500.00
3	Hagley Gap	Employee	Residential	855 sq. ft.	500.00
4	Ramble	Employee	Residential	720 sq. ft.	500.00
5	Savanna-La-Mar	Employee	Residential	117 sq. ft.	500.00
6	Harry Watch	Employee	Residential	582 sq. ft.	500.00
7	Aenon Town	Employee	Residential	1065 sq. ft.	500.00
8	Stony Hill	Employee	Residential	480 sq. ft.	1,000.00
9	Spanish Town	Employee	Residential	204 sq. ft.	500.00
10	Ewarton	Commercial	Security Services	400 sq. ft.	1,000.00
11	Port Antonio	Commercial	Security Services	350 sq. ft.	1,500.00
12	Bethel Town	Commercial	Cable Network	450 sq ft	2,000.00
13	Hampstead	Commercial	Community Centre	600 sq. ft.	1,000.00
14	Morant Bay	Commercial	Office Accommodation	150 sq. ft.	1,000.00
15	Reading P.O.	Commercial	Tour Company	410 sq ft	2,500.00
16	Machioneal	Commercial	Clothing Store	459 sq ft	2,000.00
17	Old Harbour	Commercial	Graphic Design	250 sq ft	3,000.00
18	Savannah-La-Mar	Commercial	Educational Purpose	2660 sq ft	3,000.00

SCHEDULE OF OUTSTANDING RENTAL CHARGES

LOCATION	PERIOD	OUTSTANDING RENTAL (\$)
Montego Bay # 2 P.O. (tenant 1)	July 2009 - September 2009	60,000.00
Morant Bay P.O. (tenant 1)	July 2008 - September 2009	83,200.00
Mandeville P.O. (tenant 1)	December 2008 - September 2009	54,000.00
Montego Bay # 2 P.O. (tenant 2)	August 2009 - September 2009	60,000.00
Mandeville P.O. (tenant 2)	December 2008 - September 2009	54,000.00
Morant Bay P.O. (tenant 2)	May 2009 - September 2009	15,000.00
Ewarton P.O.	July 2009 - September 2009	21,000.00
Port Antonio P.O.	July 2009 - September 2009	30,000.00
Reading P.O.	January 2007 - September 2009	400,000.00
Manchioneal P.O.	August 2009 - September 2009	12,000.00
Bethel Town P.O.	July 2007 - September 2009	208,000.00
Hampstead P.O.	July 2009 - September 2009	30,000.00
Chapleton	April 2009 -September 2009	42,000.00
Browns Town P.O.	April 2009 -September 2009	90,000.00
Fyffes Pen P.O.	September 2009	8,000.00
Grange Hill P.O.	September 2009	52,500.00
Duncans Pen P.O.	September 2009	34,668.75
St. Anns Bay P.O.	September	75,000.00
Old Harbour P.O.	September 2009	15,000.00
Morant Bay P.O.	September 2009	10,800.00
Morant Bay P.O.	September 2009	3,000.00
Montego Bay # 1 P.O.	September 2009	107,500.00
Telecommunication Company I (12 spaces)	December 1995 - September 2009	5,260,833.35
TOTAL (19 tenants and 35 spaces)		6,726,502.10

**COMPARISON OF ELECTRICITY PAID BY DEPARTMENT
AND CONTRIBUTION MADE BY TENANTS
FOR THE PERIOD JUNE 2008 – DECEMBER 2008**

Post Office	Utilities Incurred by Department (\$)	Utilities Recovered from Tenants (\$)	Number of Tenants
Spanish Town	943,438.86	3,500.00	2
Stony Hill	231,084.26	7,000.00	1
Gordon Town	200,456.15	7,000.00	2
Ramble	49,215.51	3,500.00	1
Savanna-La-Mar	305,907.18	3,000.00	2
Harry Watch	11,179.32	3,500.00	1
Aenon Town	33,878.85	3,500.00	1
Half-Way-Tree	1,644,890.36	0.00	1
Ewarton	170,800.12	7,000.00	1
Port Antonio	488,502.61	10,500.00	1
Reading	130,808.96	0.00	1
Bethel Town	121,639.46	14,000.00	1
Hampstead	30,023.90	7,000.00	1
Port Maria	102,990.39	7,000.00	1
Ocho Rios	225,468.28	0.00	1
Linstead	382,860.86	0.00	2
Mandeville	431,563.56	0.00	2
TOTAL	5,504,708.63	76,500	22

SLOW MOVING STOCK IN THE MAIN AND DISPATCH VAULTS

Type	Denomination	Value (\$)
Stamp Stock (Appendix XIV)	\$1 - \$75	44,634,447.50
Postal Orders	\$0.10 - \$20	2,253,306.00
Postal Orders	\$50 - \$100	10,299,500
Air letters	\$40	3,950,840
Registered Envelopes	\$30	599,100
Total		61,737,193.50

DETAILED LIST OF SLOW MOVING STAMPS

DESCRIPTION OF STAMPS	DENOMINATION (\$)	QUANTITY OF SHEETS	VALUE OF STAMPS (\$)	DATE OF LAST ISSUED	REMARKS
Christmas 2007	50.00	1 sheet (50 stamps/sheet)	2,500.00	07/01/07	
Butterfly	25.00	25 stamps	625.00	03/01/07	
Pan American Jamboree	4.00	118 sheets (50 stamps/sheet)	23,600.00	25/05/07	Returned from Post Office
Chernoby's Children	55.00	20 sheets (10 stamps/sheet)	11,000.00	11/03/08	Returned from Post Office
Jamaica Hutia	12.50	15 sheets (50 stamps/sheet)	9,375.00	30/10/96	
Jamaica Canines	7.00	132 sheets (50 stamps/sheet)	46,200.00	10/01/07	Returned from Post Office
Jamaica Canines	30.00	1 sheet + 5 stamps (50 stamps/sheet)	1,650.00	27/03/06	
Parks & Gardens	7.00	126 sheets (50 stamps/sheet)	44,100.00	25/04/07	Returned from Post Office
Moonlanding	7.00	18795 stamps	131,565.00	09/01/08	Returned from Post Office
40 th Anniversary of Independence of Jamaica	40.00	229,131 stamps	9,165,240.00	13/02/07	
100 Anniversary of the Birth of Norman Manley	75.00	581 sheets (20 stamps/sheet)	871,500.00	18/02/05	Returned from Post Office
PAHO	40.00	5 pks. (500 sheets in each pk) + 640 sheets	6,280,000.00	30/01/09 before 22/01/07	This type of stamp was in the vault for 2 years before some was distributed
Sea Planes	1.50	210 sheets + 25 stamps (50 stamps/sheet)	15,787.50	10/08/07	

Appendix XIVcontd.

DESCRIPTION OF STAMPS	DENOMINATION (\$)	QUANTITY OF SHEETS	VALUE OF STAMPS (\$)	DATE OF LAST ISSUED	REMARKS
Arrivals of Indians in Jamaica	2.50	20 sheets (50 stamps/sheet)	2,500.00	27/02/07	
UNICEF	8.00	1 sheet (50 stamps/sheet)	400.00	10/08/07	
300 th Anniversary of Kingston Parish Church	8.00	18 ½ sheets (50 stamps/sheet)	7,400.00	09/09/99	
Red Roll Cow	25.00	20 stamps	500.00	03/01/07	
Universal Postal Union	7.00	425 stamps	2,975.00	10/01/07	
Children's Art	4.00	33 sheets (50 stamps/sheet)	6,600.00	returned 22/05/07	
Golf Course	1.10	1,550 stamps	1,705.00	returned 16/01/04	
Golf Course	1.40	54 sheets (50 stamps/sheet)	3,780.00	returned 16/01/04	
Blue Mountains	1.10	950 stamps	1,045.00	13/05/05	
Jamaica Moth	8.00	11 sheets (50 stamps/sheet)	4,400.00	04/07/05	
Total			16,634,447.50		

TOTAL SLOW MOVING STAMPS IN MAIN AND DISPATCH VAULT

SLOW MOVING STAMPS IN DISPATCH VAULT 16,634,447.50

ADD SLOW MOVING IN MAIN VAULT

700,000 PAHO \$40 VALUED AT 28,000,000.00TOTAL SLOW MOVING STAMPS 44,634,447.50

UNRECORDED STAMPS ISSUED FROM DISPATCH VAULT

Date	Description of Stamps	Denomination (\$)	Quantity of Sheets	Value (\$)
03/06/08	Definitive Reprint (Serial # 13171 – 13175)	30.00	5	7,500.00
16/06/08	New Definitive	50.00	1 pk.	300,000
11/06/08	New Definitive (Serial # 01931 – 02000)	90.00	50	90,000.00
11/06/08	Definitive (1979) (Serial # 127956 – 127985)	0.30	30	525.00
11/06/08	New Definitive (Serial # 09701 – 09725)	50.00	25	25,000.00
11/06/08	Definitive (Serial # 09581 – 585)	50.00	5	5,000.00
11/06/08	Cricket World Cup	40.00	10	20,000.00
18/06/08	“	40.00	20	40,000.00
18/06/08	New Definitive (Serial # 851-900)	20.00	50	50,000.00
16/06/08	New Definitive (Serial #09601-700)	50.00	100	45,000.00
18/06/08	New Definitive (Serial # 09801-09900)	0.50	125	125,000.00
18/06/08	New Definitive (Serial #02001-02010)	70.00	10	14,000.00
24/06/08	Difinitive (1979)	0.30	500 pks.	7,500.00
25/06/08	India Arrival in Jamaica	2.50	10	1,250.00

Appendix XV contd.

Date	Description of Stamps	Denomination (\$)	Quantity of Sheets	Value (\$)
25/06/08	New Definitive (Serial # 06801-06900)	50.00	100	100,000.00
25/06/08	New Definitive (Serial # 02036-02060)	70.00	25	35,000.00
25/06/08	New Definitive (Serial # 02201-02250)	70.00	50	70,000.00
26/06/08	New Definitive (Serial # 06501-0660)	50.00	150	150,000.00
26/06/08	New Definitive (Serial # 01821	90.00	10	18,000.00
26/06/08	Definitive (1979) (Serial # 401-500)	0.30	100	1,500.00
26/06/08	New Definitive (Serial # 02101-200	70.00	1000	140,000.00
21/08/08	Bob Marley	1.40	1,000 @ 50	70,000.00
15/08/08	New Definitive	50.00	465 @ 50	1,162,500.00
15.08.08	New Definitive	70.00	250 @ 50	875,000.00
15.08.08	New Definitive	30.00	10	15,000.00
15.08.08	Bob Marley	100.00	10,000	1,000,000.00
15.08.08	Cricket World Cup	40.00	30@ 50	60,000.00
04.12.08	New Definitive	60.00	614 @ 50	1,842,000.00
04.12.08	New Definitive	50.00	523 @ 50	1,307,500.00
04.12.08	New Definitive	20.00	517 @ 50	517,000.00
04.12.08	New Definitive	70.00	25 @ 50	87,500.00
12.12.08	New Definitive	50.00	88 @ 50	220,000.00

Appendix XV contd.

Date	Description of Stamps	Denomination (\$)	Quantity of Sheets	Value (\$)
12.12.08	New Definitive	60.00	55 @ 50	165,000.00
12.12.08	Christmas 2008	40.00	10 @ 50	20,000.00
19.12.08	Christmas 2008	40.00	20 @ 50	40,000.00
12.12.08	New Definitive	70.00	600 stamps	42,000.00
19.12.08	New Definitive	70.00	530 @ 50	1,855,000.00
19.12.08	New Definitive	60.00	300 @ 50	900,000.00
19.12.08	New Definitive	50.00	1,000 stamps	50,000.00
19.12.08	New Definitive	20.00	150 @ 50	150,000.00
Total				11,623,775.00

LISTING OF STAMPS SEEN IN TWENTY-NINE (29) OF THE 214 BAGS HELD IN THE MAIN VAULT

Name of Stamps	Denomination (\$)	Quantity (Sheet)	Stamps/Sheet	Total Stamps	Value (\$)
World Communications Year	0.45	2	50	100	45.00
World Communications Year	0.75	4,000	50	200000	150,000.00
Sir Alexander Bustamante	0.09	10	100	1000	90.00
Sir Alexander Bustamante	0.08	3	100	300	24.00
Sir Alexander Bustamante	0.03	3	100	300	9.00
Sir Alexander Bustamante	0.07	3	100	300	21.00
Sir Alexander Bustamante	0.06	3	100	300	18.00
Sir Alexander Bustamante	0.02	3,768	100	376800	7,536.00
Sir Alexander Bustamante	0.90	18	100	1800	1,620.00
Sir Alexander Bustamante	0.80	982	100	98200	78,560.00
Sir Alexander Bustamante	0.60	1,996	100	199600	119,760.00
Sir Alexander Bustamante	0.04	2	100	200	8.00
Sir Alexander Bustamante	0.50	341	100	34100	17,050.00
Sir Alexander Bustamante	0.70	2,321	100	232100	162,470.00
Sir Alexander Bustamante	0.30	3,915	100	391500	117,450.00
Sir Alexander Bustamante	0.20	254	100	25400	5,080.00
Sir Alexander Bustamante	0.10	368	100	36800	3,680.00
Sir Alexander Bustamante	0.40	532	100	53200	21,280.00
Sir Alexander Bustamante	1.10	944	50	47200	51,920.00
50th Anniversary of Bob Marley	1.40	1824	50	91200	127,680.00
Bob Marley 50th Anniversary	1.10	123	50	6150	6,765.00
50th Anniversary of Bob Marley	3.00	1,332	50	66600	199,800.00
50th Anniversary of Bob Marley	10.00	20	50	1000	10,000.00
50 th Anniversary of the Birth of Bob Marley	0.45	116	50	5800	2,610.00
Chestnut Bellied Cuckoo	0.45	9	40	360	162.00
Columbus Second Voyage 1493	0.45	19	50	950	427.50
Columbus Second Voyage 1493	0.50	20	50	1000	500.00
Air Jamaica 25th Anniversary	1.10	160	50	8000	8,800.00
Air Jamaica 25 th Anniversary	0.50	39	50	1950	975.00

Appendix XVI contd.

Name of Stamps	Denomination (\$)	Quantity (Sheet)	Stamps/Sheet	Total Stamps	Value (\$)
Ring Tailed Pigeon	1.10			0	0.00
Blue Mountains	0.60	8,000	50	400000	240,000.00
Sidney McLaren Racing at Caymanas	0.15	169	50	8450	1,267.50
50th Anniversary of CU Movement	1.40	311	50	15550	21,770.00
75 th Anniversary of Scouting	0.45	31	50	1550	697.50
75 th Anniversary of Scouting	0.55	500	50	25000	13,750.00
Christmas 1990	0.60	257	40	10280	6,168.00
The 21st Birthday of HRH The Princes of Wales	0.45	4	50	200	90.00
The 21st Birthday of HRH The Princes of Wales	0.60	543	40	21720	13,032.00
The 21 st Birthday of HRH The Princes of Wales	2.00	8	40	320	640.00
The 21 st Birthdady of HRH The Princes of Wales	1.00	4	100	400	400.00
Jamaica 1 Dollar	0.90	1,596	50	79800	71,820.00
Yellow Billed Parrot	0.90	263	100	26300	23,670.00
Yellow Billed Parrot	1.10	9	50	450	495.00
Yellow Billed Parrot	1.50	44	50	2200	3,300.00
The House of Quesa – Jamaica \$1.50	100.00	10	1	10	1,000.00
Jamaica Postal Order	0.50	40	50	2000	1,000.00
Signal Land Rover Farmer	0.50	3	50	150	75.00
HM Queen Elizabeth 2nd Visit to Jamaica	3.00	2	50	100	300.00
Spathodea Comoabulata	0.55	6	50	300	165.00
Christmas 1990 Children Art	0.25	9	50	450	112.50
Christmas 1990 Children Art	0.55	24	25	600	330.00
Childrens Art 1994	0.55	203	50	10150	5,582.50
Childrens Art 1990	0.70	565	50	28250	19,775.00
Childrens Art 1994	1.10	40	50	2000	2,200.00
Childrens Art 1994	0.90	57	50	2850	2,565.00

Appendix XVI contd.

Name of Stamps	Denomination (\$)	Quantity (Sheet)	Stamps/Sheet	Total Stamps	Value (\$)
Childrens Art 1994	0.75	7	50	350	262.50
Measled Cowrie (Cowrie Cyprae	0.75	223	50	11150	8,362.50
Cypraea Zebra Measled Cowrie	1.10	244	50	12200	13,420.00
Order of the Caribbean Community	1.40	175	50	8750	12,250.00
Order of the Caribbean Community	50.00	7	50	350	17,500.00
Order of the Caribbean Community	0.50	1,107	50	55350	27,675.00
Order of the Caribbean Community	1.10	74	50	3700	4,070.00
Order of the Caribbean Community	12.50	1	50	50	625.00
300 th Anniversary of the Kingston Parish Church	1.40	652	50	32600	45,640.00
Time will Tell – Peter Murphy 50 th Anniversary of the Birth of Bob Marley	0.50	454	50	22700	11,350.00
Songs of Freedom – Adrian Boot	1.40	12	50	600	840.00
50 th Anniversary of the Credit Union Movement in Jamaica	1.40	391	50	19550	27,370.00
First Provincial Grand Master of English Freemasonry in Jamaica 250th Anniversary	1.40	14	50	700	980.00
First Provincial Grand Master of English Freemasonry in Jamaica 250th Anniversary	1.10	200	50	10000	11,000.00
First Provincial Grand Master of English Freemasonry in Jamaica 250 th Anniversary	7.00	4	50	200	1,400.00
Jamaica Shih Tzu	10.00	2	50	100	1,000.00
The 2000 Olympic Games	8.00	4	50	200	1,600.00
The Chapel, The University of the West Indies Mona	7.00	12	50	600	4,200.00
Jamaica Nelson Mandela Park	4.00	1	50	50	200.00
1988 Seoul Olympics	5.00	1	50	50	250.00
1988 Seoul Olympics	0.45	25	50	1250	562.50

Appendix XVI contd.

Name of Stamps	Denomination (\$)	Quantity (Sheet)	Stamps/Sheet	Total Stamps	Value (\$)
1988 Seoul Olympics	0.25	20	50	1000	250.00
Alvin Marriot Head	0.25	14	50	700	175.00
Jamaica Moth	0.25	46	50	2300	575.00
Jamaica Moth	0.55	147	50	7350	4,042.50
Jamaican Moth	0.45	8	50	400	180.00
200 th Anniversary of the Methodist Church in Jamaica	5.00	48	50	2400	12,000.00
200 th Anniversary of the Methodist Church in Jamaica	0.45	160	50	8000	3,600.00
Royal Birthday - 21st Birthday of HRH the Princess of Wales	2.00	520	40	20800	41,600.00
Royal Birthday - 21st Birthday of HRH the Princess of Wales	0.60	29	40	1160	696.00
75th Anniversary of Guiding in Jamaica	0.45	444	50	22200	9,990.00
75 th Anniversary of Guiding in Jamaica	0.25	22	50	1100	275.00
Columbus First Voyage	5.00	1	50	50	250.00
Columbus Third Voyage 1498	5.00	1	50	50	250.00
Karl Parboosingh Seated Figure	0.20	7	50	350	70.00
Hibiscus Rosa Sinenses	5.00	47	50	2350	11,750.00
Jamaican Olympic Bobsled Team	5.00	1	50	50	250.00
Jamaica Year of the Worker	5.00	1	50	50	250.00
125 th Anniversary of Red Cross	0.45	2	50	100	45.00
Jamaica 0.45 – 3 Parrots	10.00	1	50	50	500.00
National Meteorological Service	1.10	425	50	21250	23,375.00
Black Billed Parrot	1.10	127	50	6350	6,985.00
UNICEF Children First	2.50	200	50	10000	25,000.00
Tourism	0.50	68	50	3400	1,700.00
Black Billed Parrot	0.90	4	50	200	180.00
Woman must I not be about my Father's Business	4.00	28	50	1400	5,600.00
That's What Friends are for	0.90	16	50	800	720.00
That's What Friends are for	0.70	3,026	50	151300	105,910.00

Appendix XVI contd.

Name of Stamps	Denomination (\$)	Quantity (Sheet)	Stamps/Sheet	Total Stamps	Value (\$)
Xaymaca "The Fairest Isle"	0.70	220	50	11000	7,700.00
Xaymaca "The Fairest Isle"	0.50	30	50	1500	750.00
Signals Land Rover Former Yugoslavia	12.00	1	50	50	600.00
Phaius Tankervilleae	1.50	5	50	250	375.00
International Year of Disabled Persons 1981	7	5	50	250	1,750.00
Moon Landing	0.35	13	50	650	227.50
Crown Cone	2.00	186	50	9300	18,600.00
Jamaica	0.25	8	50	400	100.00
5th Pan American Jamboree	0.25	10	50	500	125.00
Columbus Quincecentary	0.70	30	50	1500	1,050.00
Columbus Quincecentary	0.45	258	50	12900	5,805.00
Columbus Quincecentary	0.55	26	50	1300	715.00
Childrens Christmas 1990	1.40	30	50	1500	2,100.00
Jamaica Combined Cadet Force	1.10	30	50	1500	1,650.00
Royal Visit 1994	1.40	50	50	2500	3,500.00
Royal Visit 1994	1.10	50	50	2500	2,750.00
60th Birthday of Queen Elizabeth	3.00	4	50	200	600.00
50 Antonova Former Yugoslavia	0.20	14	50	700	140.00
Norma Roy Accompany Madonna	1.10	62	50	3100	3,410.00
Preserve Giant Swallow	0.50	11	50	550	275.00
Richard Shrimpy Clarke	4.00	15	50	750	3,000.00
CDB 25th Anniversary	1.00	14	50	700	700.00
CDB 25th Anniversary	1.10	25	50	1250	1,375.00
CDB 25th Anniversary	0.50	44	50	2200	1,100.00
Caribbean Development Bank	50.00	25	100	2500	125,000.00
Caribbean Development Bank	1.00	400	100	40000	40,000.00
Caribbean Development Bank	3.00	7	50	350	1,050.00
Queen Mother	3.00	1	50	50	150.00
Queen Mother	1.50	19	50	950	1,425.00
Sikorsky S 35	0.50	2	50	100	50.00

Appendix XVI contd.

Name of Stamps	Denomination (\$)	Quantity (Sheet)	Stamps/Sheet	Total Stamps	Value (\$)
Killer Whale	0.55	20	50	1000	550.00
Royal Wedding	0.45	30	50	1500	675.00
Norman Washington Manley	0.01	230	100	23000	230.00
Norman Washington Manley	0.02	99	100	9900	198.00
Norman Washington Manley	0.03	135	100	13500	405.00
Norman Washington Manley	0.08	96	100	9600	768.00
Norman Washington Manley	0.06	135	100	13500	810.00
Norman Washington Manley	0.07	23	100	2300	161.00
Norman Washington Manley	0.09	100	100	10000	900.00
Norman Washington Manley	0.55	8	100	800	440.00
Norman Washington Manley	0.70	3	100	300	210.00
Norman Washington Manley	0.05	23	100	2300	115.00
Norman Washington Manley	0.04	267	100	26700	1,068.00
Keep Jamaica Clean	0.50	39	50	1950	975.00
Namba Roy Accompong Madonna	0.20	39	50	1950	390.00
Madonna	0.20	60	50	3000	600.00
Yugoslavia	0.50	6	50	300	150.00
21 st Anniversary of Independence Ja.	0.15	8	50	400	60.00
Int'l Literacy Year	0.55	68	50	3400	1,870.00
White Eyed Thrush	1.50	3	50	150	225.00
Participation Development Peace	4.00	1	50	50	200.00
Half Moon Golf Course	1.40	204	50	10200	14,280.00
Sugar Industry	4.00	2	50	100	400.00
Jamaica Hutia or Indian Coney	25.00	1	50	50	1,250.00
Kitson-Meyer Tank Locomotive – 1904	1.50	5	50	250	375.00
Mallica Reynolds (KAPO) All Women are Five Women	1.50	100	50	5000	7,500.00
Int'l Year of Disabled	0.45	7	50	350	157.50
George Headley	0.55	12	50	600	330.00
Heleconia Wagneria	0.20	1	50	50	10.00

Appendix XVI contd.

Name of Stamps	Denomination (\$)	Quantity (Sheet)	Stamps/Sheet	Total Stamps	Value (\$)
Out of Many One People	1.10	12	50	600	660.00
Hibiscus Hybrid	0.20	1	50	50	10.00
Bicentennial of the Birth of JJ Auduban	0.20	1	50	50	10.00
Heliconia	0.55	34	50	1700	935.00
Oncidium Gauntlett 11	4.50	1	50	50	225.00
Rogers Locomotive	0.55	3	50	150	82.50
				3,212,750.00	2,234,619.00